

MEETING

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE

DATE AND TIME

THURSDAY, 22 SEPTEMBER 2011

AT 7:00PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, HENDON NW4 4BG

TO: MEMBERS OF THE COMMITTEE (Quorum 3)

Chairman: Councillor Dean Cohen

Vice Chairman: Councillor Joan Scannell

Councillors:

Brian Gordon

Alex Brodkin

John Marshall

Alison Moore

Hugh Rayner

Alan Schneiderman

Brian Schama

Andrew Strongolou

Substitute Members:

Eva Greenspan

Ross Houston

Rowan Turner

Barry Rawlings

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

Aysen Giritli – Head of Governance

Governance Service contact: Andrew Charlwood 020 8359 2014

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 of the Previous Meeting	–
2.	Absence of Members	–
3.	Declaration of Members' Interests <ul style="list-style-type: none"> a) Personal and Prejudicial Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17) 	–
4.	Public Question Time <i>(If any)</i>	–
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) <i>(If any)</i>	–
6.	Corporate Performance Results – Quarter One 2011/12	1 – 28
7.	In-Depth Performance Report: Impact of Changes in Local Housing Allowance on Homelessness and the Use of Emergency Temporary Accommodation	29 – 36
8.	Finance and Business Planning 2012/13 to 2014/15	37 – 54
9.	One Barnet – New Support / Customer Services Organisation Output Specification	55 – 62
10.	One Barnet – Passenger Transport Service Delivery Recommendations	To Follow
11.	One Barnet – Programme Highlight Report	63 – 66
12.	Cabinet Forward Plan	67 – 70
13.	Budget and Performance Overview and Scrutiny Committee Forward Work Programme	71 – 81
14.	Any Other Items the Chairman Decides are Urgent	–

FACILITIES FOR PEOPLE WITH DISABILITIES

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AGENDA ITEM: 6 Pages: 1 – 28

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	Corporate Performance results for Quarter 1 2011/12
Report of	Assistant Chief Executive
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter one 2011/12.

Officer Contributors	Stephen Evans, Assistant Director, Policy and Strategy Luke Ward, Performance Manager, Chief Executive's Service
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A: Directorate Performance Results Appendix B: Directorate Improvement Initiatives Progress
Reason for urgency / exemption from call-in	N/A

Contact for further information: Luke Ward, Performance Manager, Chief Executive's Service, 020 8359 2672, luke.ward@barnet.gov.uk

1. RECOMMENDATIONS

1.1. That the Committee reviews the quarter one performance results and decides the topic of one or more in-depth reports to be presented to it in its meeting on 6 December 2011. It is recommended that one or both of the following topics are selected for discussion:

- **The number of social care clients receiving Self Directed Support (Adult Social Care and health - CPI 6015)**
- **% improvement in response times to Freedom of Information requests responded to within 20 working days (Corporate Governance - CPI 8002)**

2. RELEVANT PREVIOUS DECISIONS

2.1 Annual Council meeting 19 May 2009 - agreed the new scrutiny arrangements, which includes the reporting of Corporate Plan performance measures to this Committee.

2.2 Budget and Performance Overview and Scrutiny Committee on 3 June 2010 agreed that the format and focus of reporting performance to this Committee change from one on whole council performance to a focus on particular topics selected in advance by the Committee.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 This report presents the latest available information for all performance targets and Corporate Plan Improvement Initiatives in relation to the three Corporate Priorities in the Corporate Plan 2011-13 which are:

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

3.2. This is the first time that the new Corporate Plan 2011-13 indicators and priority improvement initiatives have been reported to this Committee. A significant number of the 2011/12 CPIs are new corporate indicators and involve new data collections.

4. RISK MANAGEMENT ISSUES

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

5. EQUALITIES AND DIVERSITY ISSUES

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

- CPI 1004 – Short-term nightly purchased temporary accommodation kept below 250 units.
- CPI 1009 - Number of households accepted as homeless

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

6.1 The following performance indicators raise use of resources concerns:

- CPI 7004 - *The percentage of our fifty largest vendors under a formal Council contract.* Placing vendors under formal contract will enable robust performance monitoring, driving improved service delivery and value for money, mitigating risks associated with service delivery failure and non-compliance which might otherwise expose the Council to financial and reputational risk.
- CPI 4001 – *Amount of waste sent to landfill:* The levy paid by the council to the North London Waste Authority (NLWA) for the disposal of waste includes the cost of Landfill Tax, which is currently £56 per tonne and is set to rise by £8 per tonne per year. The levy payment is £8.3M for 2011/12. Provisional figures from NLWA indicate that the cost of Barnet's levy payments will rise to £11.1M by 2014/15.

7. LEGAL ISSUES

7.1 No legal issues are raised by this report.

8. CONSTITUTIONAL POWERS

8.1 The scope of all scrutiny committees are contained within Part 2, Article 6 of the Constitution;

8.2 Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has, amongst other duties, responsibility for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.

9. BACKGROUND INFORMATION

9.1 Barnet's Corporate Plan 2011-13 sets out performance targets and improvement initiatives for the Council by corporate priority. Appendix A of this report sets out all progress against these targets at the end of quarter one 2011/12. Appendix B sets out progress on the Corporate Plan Improvement Initiatives for the same period.

9.2 There are 69 Corporate Plan indicators (CPIs) this year. In quarter one 47 of these (68%) reported data. 18 of the 2011/12 CPIs were also in the 2010/11 set of indicators. Three of the 47 CPIs that reported data in quarter one have not been given colour ratings). Some Indicators are not given traffic light ratings if either quarter one results are being used to establish a baseline for that indicator (in which case a rating will be applied from quarter 2), or if the use of a traffic light rating would not accurately convey the actual performance position. Of the 44 CPIs that are colour rated, 20 (45.5%) were met and 24 (54.5%) were missed.

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

Directorate	Total no. of Corp Plan indicators	No. of indicators achieved	No. of indicators missed	Negative DoT	No. of indicators reporting data in Q1
Adult Social Care and Health	15	6	5	4	12*
Children's Services	15	4	5	2	10*
Environment , Planning & Regeneration	15	5	7	3	12
Commercial Service	4	1	1	0	2
Deputy Chief Executive	3	1	1	1	2
Chief Executive's Service	14	1	4	3	6*
Corporate Governance	3	2	1	0	3
Total	69	20 (45.5%)	24 (54.5%)	13 (29.5%)	47 (68%)

* One CPI from each of these three directorates reported data that was not traffic lighted (3 in total).

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

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

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

If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating. For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20 people. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

9.6 Whilst initial traffic lights will be based on these objective criteria, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target.

9.7 Indicator results are also compared with the previous relevant results¹ in order to measure the Direction of Travel (DoT). This may show improvement (▲), deterioration (▼) or stability (-) .

9.8 Of the twenty two priority improvement initiatives (reported in Appendix B) eleven have received a Green traffic light this quarter, meaning key milestones have been met. One initiative did not have any milestones to report this quarter. In addition to the green improvement initiatives there are four green amber rated ones and four red amber ones. The red amber ones are:

- Work with residents in litter hot spot areas to develop an "Adopt a Street" collaborative working model with the council (owned by Environment, Planning and Regeneration) – red Amber traffic light
- Work with Police and neighbouring Boroughs to pilot an initiative tackling street drinking in Cricklewood. If successful roll out to other problem areas (owned by Environment, Planning and Regeneration) – red Amber traffic light

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

- Launch the Tell Us Once Service (owned by Chief Executive's) – red Amber traffic light
- Deliver a number of new strategic initiatives to improve opportunities for democratic engagement (owned by Corporate Governance) – red Amber traffic light

9.9 The detailed quarter four performance results for each Council service area are also published on the council's website here:
<http://www.barnet.gov.uk/cp-annual-performance-monitors.htm>

10. LIST OF BACKGROUND PAPERS

10.1 None

Legal: MM

Finance: JH/MC

Appendix A – Directorate performance results

1. *Adult Social Care and health*
2. *Children’s Service’s*
3. *Environment, Planning and Regeneration*
4. *Commercial Services*
5. *Deputy Chief Executive’s Service*
6. *Chief Executive’s Service*
7. *Corporate Governance*

1. Adult Social Care and Health

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	current status	Target Variance	DoT	Benchmark data
6001	At least three Pledgebank pledges supported per year per directorate	Jan11-Jun 11	N/A	N/A (new indicator)	3 per Directorate pa	2 out of 7	N/A	N/A	No benchmarking available
6002	Reducing the mortality rate from cancer of all types per 100 000 people aged under 75 years	Jan 11-Apr 11	N/A	86.4	85	87.6	3.1%	1.4% ▼	107.62 London Average (2009 data)
6003	Number of smoking quitters in people aged 18 years and over (NHS four-week smoking quitter target)	Jan 11-Mar 11	N/A	N/A	558	556	0.4%	N/A	Data awaited

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	current status	Target Variance	DoT	Benchmark data
6004	Number of carers' assessments/re-assessments completed (2400 by Q4 11/12)	Apr 11-Jun 11	N/A	N/A	400	964	141%	N/A	964 equates to 20% of community based service who have received a carer assessment. London average is 28%
6005	Proportion of carers who feel engaged and supported in their caring role	This is a new indicator reporting in quarter 4 2011/12							
6009	Reduction in the total number of people in residential and nursing care	Apr 11-Jun 11	N/A	1196	1189	1205.0	1.3%	0.7% ▼	Local measure
6010	% of Adult Protection Plans reviewed by team manager within the timescales set at the case conference	Apr 11-Jun 11	16/16	58.5%	100.0%	100.0%	0.0%	70.9% ▲	No benchmarking available
6011	No of people who have received a Right to Control support plan (to 100 by Q4 11/12)	Apr 11-Jun 11	N/A	N/A (new indicator)	10	13	30.0%	N/A	No benchmarking available
6012	The % (proportion) of service users who feel they have choice and control influencing decisions that affect them	This is a new indicator reporting in quarter 4 2011/12							

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	current status	Target Variance	DoT	Benchmark data
6013	25% reduction in avoidable re-admissions within 28 days of discharge	Apr 09-Mar 11	N/A	N/A	2297	2297(will be rated from Q2)	N/A	N/A	No benchmarking available
6014	Reducing the mortality rate from all cardiovascular disease (including heart disease and stroke) per 100 000 people aged under 75 years	Jan 11-Apr 11	N/A	40.2	37	39.2	5.9%	2.5% ▲	70.09 London Average (2009 data)
6015	Number of social care clients receiving Self Directed Support	Apr 11-Jun 11	N/A	2194	2338	2038	12.8%	7.1% ▼	2038 equates to 41.26% of community based service users on self - directed support. London average is 29%
6016	% of people aged 65+ who are still at home 91 days after discharge into rehabilitation services	Reporting in Q2 2011/12 because the data by definition involves a 91-day lag, sourced via NHS providers and jointly owned with the Council. The end of year target is 87% and the baseline for 2010/11 is 84.3%							
6017	% of Adult Protection Plans to be developed for those who need them with people identified as responsible for delivery	Apr 11-Jun 11	23/23	85.1%	100.0%	100.0%	0.0%	17.5% ▲	No benchmarking available
6018	Reduction of 5% of budget spent on residential and nursing care (to £38.8m by Q4 11/12)	Apr 11-Jun 11	N/A	£40.8m	£40.8m	£39.5m	3.2%	3.2% ▲	Local measure

2. Children's Services

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
5001	% reduction in the number of first time entrants to the youth justice system	Reported in Q4. Previous outturn 820. Target is 779							
5002	A reduction in the number of children becoming the subject of a child protection plan	Apr 11-Jun 11	N/A	212	Not applicable	262 This will not be traffic lighted	N/A	▲ 23.6%	Barnet 25.9 rate per 10,000 SN 35 per 10,000 (09/10)Statistical Neighbours Avg
5003	A reduction in the number of children becoming the subject of a child protection plan for the second or subsequent time from 20% to 12%	Apr 11-Jun 11	9/73	18.0%	12.0%	12.3%	2.7%	▲ 31.5%	11% (09/10)-Statistical Neighbours Avg
5004	Maintain the number of children with a statement placed in residential or out-of-borough placements	Apr 11-Jun 11	N/A	38	38	38	0.0%	■ 0.0%	Local Measure
5005	% of domestic violence cases being reviewed by the Multi-Agency Risk Assessment Conference more than once within 12 months	Apr 11-Jun 11	2/33	8.0%	26.0%	6.1%	76.7%	▲ 24.2%	22% 10/11 National Avg
5006	% increase of children's social care assessments carried out within 35 working days	Apr 11-Jun 11	140/194	68.5%	80.0%	72.2%	9.8%	▲ 5.4%	73.4% (09/10) National Avg

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
5007	% reduction in the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2	Reported in quarter 2. Previous outturn 17.8% and the target 15.0%							
5008	% reduction the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4	Reported in quarter 2. Previous outturn 28.7% and the target is 23.0%							
5009	% reduction in the Special Education Needs (SEN)/non-SEN gap for achieving 5 A*-C GCSE including English and Maths	Reported in quarter 2. Previous outturn is 52.0% and the target is 46.5%							
5010	% of care leavers in suitable accommodation maintained	Apr 11-Jun 11	9/9	97.8%	94.0%	100.0%	6.4%	▲ 2.2%	90.3% (09/10) National Avg
5011	% proportion of young people who are not in education, employment or training (NEET) maintained	Apr 11-May 11	474/9864	3.3%	4.3%	4.8%	11.8%	▼ 45.6%	6.4% (Nov-Jan 10)- National Avg
5012	Increase in the percentage of children in care under 16 that are in council (rather than agency) foster placements	Jun 11-Jun 11	109/224	45.0%	55.0%	48.7%	11.5%	▲ 8.1%	Local Measure
5013	% children with a reception place	30 Jun 11	4224/4294	100.0%	100.0%	98.4%*	1.6%	▼ 1.6%	Local Measure

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
5014	% increase of schools with good or outstanding overall effectiveness from 82% (AY 09/10) to 84%	Sep 10-May 11	14/16	87.5%	84.0%	87.5%	4.2%	▲ 4.2%	53% Sept 09 to March 10 National Avg
5015	% increase of achievement of five or more A*-C grades at GCSE or equivalents including English and Maths	Reported in quarter 2. Previous outturn is 67.0 and the target is 69.3%							

3. Environment, Planning and Regeneration

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
1001	% of new homes granted planning permission on major applications required to meet level 4 for the Code for Sustainable Homes	Apr 11-Jun 11	0/5	N/A	50.0%	0.0%	100.0%	N/A (new target)	Local indicator
1002	Number of new dwellings completed on the regeneration estates	Apr 11-Jun 11	N/A	N/A	4	0	100.0%	N/A (new target)	Local indicator
1003	Number of new dwellings started on the regeneration estates	Apr 11-Jun 11	N/A	N/A	0	0	N/A	N/A (new target)	Local indicator
1004	Short- term nightly purchased temporary accommodation kept below 250 units	Jun 11	N/A	198	250	202	19.2%	▼ 2.0%	London Avg-Ranked 26 out of 32 (25/32 per 1000 households). London average 108 (Q4 2010/11) CLG.
1005	% of planning permissions granted for family home	Apr 11-Jun 11	186/271	59.0%	65.0%	68.6%	5.6%	▲ 16.3%	Local indicator
1006	% Improved satisfaction of council tenants	Reporting in Q4. Previous outturn 73.0%. Target is 76%							
1007	Number of private sector homes with improved insulation and/or heating achieved through grants, advice and compliance as necessary	Apr 11-Jun 11	N/A	N/A	5	14	64.3%	N/A (new target)	Local indicator

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
1008	% customer satisfaction measured through a customer satisfaction survey of users of the Planning Service	Reporting in Q4 2011/12. Previous outturn is 60.0% and year end target is 63.0%							
1009	Number of homelessness acceptances	Apr 11-Jun 11	N/A	50	75	66	12%	▼ -32.0%	Ranked 17 out of 33 (10/33 per 1000 households). London average 308 (Ytd Q1-Q4 2010/11) CLG.
4001	Number of kgs of residual household waste per household	Jan 11-Mar 11	24570.79/137950	716.8	625	712.4	14.0%	▲ 0.6%	Ranked 18th out of 24 London Boroughs (WasteDataFlow as at 18/04/2011)
4002	% of household waste sent for reuse, recycling and composting	Jan 11-Mar 11	N/A	32.8%	40%	29.2%	26.9%	▼ 10.8%	Ranked 16th out of 24 London Boroughs (WasteDataFlow as at 19/01/2011)
4005	% intervention level pot hole defects rectified within 48 hours	Apr 11-Jun 11	679/1175	N/A	75.0%	57.8%	22.9%	New indicator	Local indicator
4006	% of intervention level pot holes rectified within 28 days	Apr 11-Jun 11	1049/1175	N/A	95.0%	89.3%	6.0%	New indicator	Local indicator
4007	Anticipated parking income levels in each quarter of the year	Apr 11-Jun 11	N/A	New indicator	3.1	2.6	16.1%	New indicator	Local indicator
4008	Number of roads in the programme improved	New indicator Reporting in Q4 2011/12. Year end target is 20							

4. Commercial Services

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	DoT Variance	Benchmarking
7001	Reduction in the amount of energy used in the council's main office locations to 223kw/h per GIA metre squared	Reporting in quarter 2 1011/12. Previous outturn was 288kw/h GIA squared							
7002	Reduction in total property costs of the council's main office locations to £188 per GIA metre squared				250	Data not reported for Q1			-
7003	Number of vendors reduced by 40% between November 2010 and end of June 2011	Nov 10 – Jun11	N/A/	9700	5820	8271	42.1%	▲ 14.7%	Local Indicator
7004	% increase of 50 largest vendors under formal contract	Apr 10 – Jun 11	40/50	70.0%	75.0%	80.0%	6.7%	▲ 14.3%	Local Indicator

5. Deputy Chief Executive's Service

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	DoT Variance	Benchmarking
2001	% of services that are in the high performance/low spend quadrant of the Capital Ambition analysis	Apr 11-Jun 11	10/12	58.3%	80.0%	83.3%	4.2%	▲ 42.9%	37.5% London average (using comparable authorities of Croydon, Greenwich, Kensington and Chelsea and Kingston Upon Thames)
2002	CIPFA Corporate Services Value for Money Indicator	Reporting in quarter 4. Previous outturn is 50.0%. Target is 75.0%							
2003	Reduce the average number of absence days per employee per year to 6	Apr 01-Jun 11	23536.33/2936.51	7.8	6	8.0	33.6%	▼ 2.8%	9 days (CIPFA, All Members & other Unitary Authorities 2010)

6. Chief Executive's Service

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
3002	% of telephone calls answered within 20 seconds	Apr 11-Jun 11	136339/282311	60.1%	75.0%	48.3%	35.6%	▼ 19.58%	73% Q1 2011/12, Richmond Upon Thames
3003	Initial waiting times reduced at corporate receptions	Apr 11-Jun 11	N/A	4.49	10	6.37	36.3%	▼ 41.87%	100% within 10 mins, Q1 2011/12, Richmond Upon Thames
3004	% satisfaction with quality of web, email, face-to-face and telephone interactions	New indicator in 2011/12 reporting in Q2. The target is 85.0%.							

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	current status	Target Variance	Direction Travel	Benchmarking
3005	% of customers emails responded to within 10 days with resolution of query or information on progress	Apr 11-Jun 11	3657/4518	79.4%	85.0%	80.9%	4.8%	▲ 1.94%	85.8% Q3 2010/11, Harrow
3006	% increase in Customer Contact online as a proportion of total contacts with the council	New indicator in 2011/12 reporting in Q2. The baseline and target will set at Q2							
3007	% increase proportion of customer payments carried out online	Apr 11-Jun 11	27848/185252	New indicator	Target to be set at Q2	15.0% This will not be traffic lighted for Q1	N/A	New indicator	Local indicator
3009	% increase in membership of children (0 – 4)	Apr 11-Jun 11	-224/8983	0	1.25%	-2.49%	299.5%	▼	Local indicator
3010	% increase number of children (0-4) using the library 3 or more times a year	New indicator in 2011/12 reporting in Q3. No target has been set							
3011	% increase membership of children (5–11)	Apr 11-Jun 11	2/22845	0	1.25%	0.01%	99.3%	▲	Local indicator
3012	% increase number of children (5-11) using the library 3 or more times	New indicator in 2011/12 reporting in Q3. The annual target is 5%							
3013	Number of training provided to volunteer reading group facilitators in 2011 – 2012	New indicator in 2011/12 reporting in Q2. The target is 10							
3014	Number of volunteers to support ICT learning in libraries recruited	New indicator in 2011/12 reporting in Q2. The target is 10							
3015	% customer satisfaction with library service	New indicator in 2011/12 reporting in Q3. The target is 85.0%							
3017	% of £200k allocated to projects meeting the criteria by 31 December 2011	New indicator in 2011/12 reporting in Q3. The target is 75.0%							

The table below displays a breakdown by service of the percentage of phone calls responded to within 20 seconds. The first eleven call centres were managed by Corporate Customer Services based in the Chief Executive's Service in quarter 4; the remaining four (shaded in green) were managed by different Directorates. Performance has deteriorated by 11.8 percentage points this quarter compared to Q4. An 8 percentage point drop from Q1 2010/11².

<i>% demand met by telephone within corporate ring time (5 rings)</i>	Period Covered	Numerator/denominator	Relevant previous Outturn	Target	current status	Target Variance	DoT	Benchmark data
Parking	April– June 2011	2818/19617	10.0%	75%	14.4%	80.8%	▲ 4.4%	Year End 2010/11 76% - mean average of five local authorities: Harrow, Richmond upon Thames, Dacorum, Southampton and Winchester. All these council's targets are the same as the LBB target.
Housing Benefits		12796/41828	41.0%	75%	30.6%	59.2%	▼ 10.4%	
Council Tax		13268/37786	60.0%	75%	35.1%	53.2%	▼ 24.9%	
Barnet Homes		10734/26704	53.0%	75%	40.2%	46.7%	▼ 12.8%	
Registrars		3465/8098	41.0%	75%	42.8%	42.9%	▲ 1.8%	
Environment & Transport, Street Based Services		8002/17897	72.0%	75%	44.7%	40.4%	▼ 27.3%	
Planning		3444/7481	72.0%	75%	46.0%	38.7%	▼ 26.0%	
Switchboard		58584/85780	68.9%	75%	68.3%	8.9%	▼ 0.6%	
Adult Social Services		5807/8435	84.0%	75%	68.8%	8.3%	▼ 15.2%	
Housing Advice		4547/6512	73.0%	75%	69.8%	6.9%	▼ 3.2%	
Out of Hours		632/738	84.1%	75%	85.6%	14.1%	▲ 1.5%	
Building Control		1387/3976	NA	75%	35%	53.3%	■	

² The figures for previous year differ from those reported earlier as some data management gaps have been closed.

School Admissions		6202/10393	NA	75%	59.7%	20.4%	-	
Fyi		1241/2006	NA	75%	61.9%	17.5%	-	
Environment and Operations		3412/5060	NA	75%	67.4%	10.1%	-	
Overall corporate outturn		124097/260876	60.1%	75%	48.3%	35.6%	▼ 19.6%	

7. Corporate Governance

CPI no	Performance Indicator	Period Covered	Numerator/denominator	Relevant previous outturn	Target	current status	Target Variance	DoT	Benchmark data
8001	Increase in % of residents enrolled on the Electoral Register	July to June 2011	132869 / 139284	94.0%	94.0%	95.4%	1.5%	▲ 1.5%	Barnet-specific target
8002	% improvement in response times to Freedom of Information requests responded to within 20 working days	April to June 2011	245/333	70%	90%	73.6%	18.3%	▲ 5.1%	Barnet-specific target
8003	Number of recovered tenanted properties obtained by fraudulent means	April to June 2011	N/A	New indicator	3	5	66.7%	N/A	Barnet-specific target

Appendix B - Corporate Plan improvement initiative progress

Adult Social Care

There are no CPIs for Adult Social Care and Health in 2011/12

Children's Service

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<i>Successful London Suburb Ensure every school is a good school for every child and sufficient school places are available</i>	Support the development of free schools and academies and their inclusion in the wider schools partnership	1 school converted to Academy status, bringing total to 4.	Achieved	East Barnet became an academy on 1st April 2011 (4 schools have now converted to Academy status - QE Boys, Ashmole, The Compton and East Barnet). Ongoing work with Etz Chaim free school and other schools wishing to convert to academy status	Creation of the borough's first free school and at least 4 additional schools to convert to Academy status.
<i>Sharing opportunities, sharing responsibilities Create the conditions for children to develop skills and acquire knowledge to lead successful adult lives</i>	Work closely with partners to develop a consistent pathway for young people experiencing homelessness, including re-commissioning accommodation-based support	Young People's Pathway Group set up with appropriate stakeholder's representation	Achieved	Young Peoples Pathway Group set up (Housing Strategy & Business Improvement Manager lead). The group has stakeholder representation including Divisional Manager Youth Support Service, YOS Manager, Family Assessment Service Manager, Housing Managers, Adolescent Resource Team Manager, Housing Strategy & Business Improvement Manager	Gathering intelligence and understanding data and trends

Environment , Planning and Regeneration

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p><i>Better Services with Less Money</i></p> <p><i>Create a more customer-centric council that enables customers to efficiently achieve the desired outcomes</i></p>	<p>Strategic Investment in Crematorium and Cemetery Service</p>	<p>1. Commercial Services Project Brief produced</p> <p>2. Draft Project Initiation Document (PID) presented to Project Board</p>	<p>Achieved</p>	<p>Approval to bid for Capital investment 16/3/11.</p> <p>Commercial Services Project Brief produced 20/4/11 to develop Business case to accompany Cabinet Resources Committee Report 27/9/11, once outcome of Development and Regulatory Services Competitive Dialogue 1 known.</p> <p>Draft PID presented to Project Board 30/6/11 for sign off 11/7/11.</p> <p>There is a risk that approval of the investment plan may slip to Quarter 3, as it is dependent on the outcome of feedback from the Development and Regulatory Services Competitive Dialogue due in August. This would create a tight window of opportunity to meet the lead in time for the project to be approved by Cabinet and Resources Committee on 27/9/11</p>	<p>Crematorium and Cemetery Service restructure implemented and investment plans in place by 30 September 2011</p>

<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Ensure that effective and efficient housing advice and assistance is provided to residents in housing need</i></p>	<p>Implementation and monitoring of Council's new Housing Allocations Policy to help those in housing need to access housing.</p>	<p>New Allocations Policy fully implemented by 30th April 2011.</p>	<p>Achieved</p>	<p>New Allocations Policy has been fully implemented. It will be fully evaluated once it has been in operation for 6 months and the results reported to Cabinet in Quarter 4.</p>	<p>Prepare for evaluation to be carried out in Q3</p>
<p><i>Successful London Suburb</i></p> <p><i>Ensure a planning framework is in place to protect, enhance and deliver consolidated growth in Barnet</i></p>	<p>Progress the Local Development Framework (LDF)</p>	<p>Consultation on final stages of the Core Strategy and Development Management policies</p>	<p>Achieved</p>	<p>Consultation on the final stages of the Core Strategy and Development Management policies was completed on June 22.</p>	<p>Submission of Core Strategy and Development Management Policies in August 2011 to Planning Inspectorate</p>

<p><i>Successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>1. Engage with local businesses</p> <p>2. Develop plans to help people into employment</p>	<p>1. Meeting of Edgware Business Forum. 2nd meeting of Golders Green Business Forum. Constitution of Chipping Barnet Business Forum established.</p> <p>2. Meeting with Developers at Grahame Park, Stonegrove and West Hendon to scope out the work for the Employment and training strategies</p>	<p>Achieved</p>	<p>1. Edgware Forum continues to meet on a quarterly basis, with the last meeting held on 25 May with attendance from the local MP. 2nd meeting of Golders Green Forum was held on 22 June 2011. The constitution of the Chipping Barnet Business Forum was also established. The forum meets monthly. Work is underway with the Business Forums to access funding streams such as the Mayor's Town Centre funding (N.B. work in progress). 2. Employment and training Strategies for Grahame Park and Stonegrove are in development with an early focus on the Workfinder Project. Negotiations are underway for development of the West Hendon Employment and Training strategy.</p>	<p>Business forums established in Edgware, Chipping Barnet and Golders Green</p>
<p><i>Successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Develop Planning Frameworks to promote improvement and manage new development in key town centres</p>	<p>Continue work on developing draft Town Centre strategies for Finchley Church End and Edgware and planning frameworks for key sites in Chipping Barnet Town Centre.</p>	<p>Achieved</p>	<p>Work continuing on developing draft Town Centre strategies for Finchley Church End and Edgware and planning frameworks for key sites in Chipping Barnet Town Centre.</p>	<p>Complete consultation on Town Centre strategies for Finchley Church End and Edgware and planning frameworks for key sites in Chipping Barnet Town Centre</p>

<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Pilot winter gritting scheme with schools and residents' groups that empower the community to make immediate surroundings safe during adverse weather conditions</p>	<p>Review progress of current pilot and select schools to extend to.</p>	<p>Achieved</p>	<p>A review has been completed and proved successful. A decision has been made to extend the scheme this winter season. The schools will be selected in quarter 2</p>	<p>Engage with Ward Members in the chosen location to identify suitable volunteers (two roads and individuals as Community Keepers)</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Transfer the management of all allotment and bowls sites from the council to the community by working with user groups to develop a management model</p>	<p>By end of Q1 allotment model agreed with fast track sites</p>	<p>Achieved</p>	<p>The allotment model is being co-produced with the fast-track sites. Final lease details completed Early September</p>	<p>No milestone for quarter 2</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Use the Pledgebank platform to initiate community efforts in partnership with the Council.</p>	<p>Agree communications with CE service and mobilisation of E&O Pledge Champions. Launch Pledge 1.</p>	<p>Achieved</p>	<p>One community effort has been successfully launched - The Council helped a group of local residents to access the 'Community Spaces Grant Fund' to make improvements to their local play area in Lyttelton Playing Fields</p>	<p>End of Qtr 2- Report on outcome Pledge 1 (pledge responses and outcomes). Launch Pledge 2</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Work with residents in litter hot spot areas to develop an "Adopt a Street" collaborative working model with the council</p>	<p>Successful pilot to one street by end of Quarter 1. Mechanism and baseline for resident satisfaction levels to be agreed alongside establishment of pilots by Q1</p>	<p>Work initiated/partially achieved</p>	<p>Ravensdale Avenue is ready to launch this initiative. Base-line details being collated by Ravensdale Residents' Association which measure engagement and success</p>	<p>Review pilot</p>

<p><i>A successful London suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Work with Police and neighbouring Boroughs to pilot an initiative tackling street drinking in Cricklewood. If successful roll out to other problem areas</p>	<p>Develop 3 actions plans for identified town centre anti social behaviour hotspots – Cricklewood, Finchley & Golders Green. Action plans to be implemented by end of Qtr 1 and actions monitored quarterly.</p>	<p>Work initiated/partially achieved</p>	<p>Working with the Tri Borough Cricklewood Improvement Project an action plan has been developed and implemented including a week of action in Cricklewood and licensed premises agreeing not to sell high alcohol beers/ciders/drinks. An action plan for North Finchley is currently being developed. Golders Green action planning scheduled for August 2011.</p>	<p>Monitor action plan</p>
<p><i>A successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Run a pilot to de-clutter street furniture in one town centre to assist its impact (funded by TFL)</p>	<p>No milestone for quarter one</p>	<p>N/A</p>	<p>N/A</p>	<p>No milestone for quarter two</p>
<p><i>A successful London suburb</i></p> <p><i>Work with all strategic partners (particularly the police) to ensure Barnet is a safe place</i></p>	<p>Implement the Safer Communities Strategy</p>	<p>Implementation of the Safer Communities Strategy</p>	<p>Work initiated/mostly achieved</p>	<p>The Safer Communities Strategy to Cabinet for approval on 14 September and scheduled to go to Full Council on 1 November,</p>	<p>Implementation of the Safer Communities Strategy</p>

<p><i>A successful London suburb</i></p> <p><i>Keep traffic moving</i></p>	<p>Target resources in areas of most impact in town centres. Monitor levels of coverage of town centres by civil enforcement officers to ensure it is adequate to meet the peculiar challenges unique to specific areas</p>	<p>Undertake research to match streets/patrols to town centres. Establish appropriate input levels for each town centre initiate monitoring Ensure provision of a least one PayPoint option in each town centre</p>	<p>Work initiated/mostly achieved</p>	<p>Baseline data on existing enforcement input being collected and analysed. A list of Paypoint Shops on the borough has been obtained and is being mapped against the town centre parking areas.</p>	<p>Review monitoring to establish suitability and effectiveness</p>
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Commercial Services

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p><i>Better services with less money</i> <i>Manage resources and assets effectively and sustainably across the public sector in Barnet</i></p>	<p>Developing a clear asset map across the public sector in Barnet and using it to inform decisions about asset use in the Council and partner bodies</p>	<p>Complete wave 1 mapping (all Council assets) and hold partnership summit to discuss scope for joint working around public in Barnet.</p>	<p>Work initiated/partially achieved</p>	<p>Wave 1 mapping completed as planned. Partnership summit held on 18 July to progress wave 2 mapping (partners' assets) and scope for partnership working around public assets.</p>	<p>Develop a full register of public assets in Barnet Develop community assets strategy in consultation with partners</p>
<p><i>Better services with less money</i> <i>Manage resources and assets effectively and sustainably across the public sector in Barnet</i></p>	<p>Delivery of 5 year assets acquisitions and disposals programme to ensure that Council estate is fit for purpose</p>	<p>Develop and sign off 5 year acquisitions and disposal plan Delivery against plan milestones through quarters 3 & 4</p>	<p>Work initiated/partially achieved</p>	<p>Draft strategy has been completed for sign off by 1 August 2011.</p>	<p>Formal sign off of strategy and begin implementation against milestones within it.</p>

Deputy Chief Executives Service

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

Chief Executives Service

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p><i>Better services with less money</i></p> <p><i>Create a more customer-centric council that enables customers to efficiently achieve the desired outcomes</i></p>	<p>Launch the Tell Us Once Service (TUO) (The Tell Us Once Service will allow accurate and relevant information to be collected and shared with appropriate local authority departments at an early stage of a birth or death registration, in order to prevent overpayments or for the correct follow up action to take place).</p>	<p>1. Appoint TUO Project Manager and hold meeting with stakeholders</p>	<p>Work initiated/partially achieved</p>	<p>Project Manager appointed and meeting with stakeholders held. Ready to go live. Notification received from Department of Work and Pensions that the latest version of the Tell Us Once has been delayed and as a result the go live date has now been put back. Likely to go live in September 2011</p>	<p>Introduce electronic notifications of birth and death registrations by September 2011; all registrars trained as Tell Us Once end users.</p>

<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Create an exceptional reading service, putting learning and literacy at the heart of what we do, enabling easy access to information, and providing high-quality spaces designed to meet the needs of communities.</i></p>	<p>Run 2 pilot programmes in 2011 – 2012 to engage adults with lower levels of literacy.</p>	<p>Run 2 pilot programmes in 2011 – 2012 to engage adults with lower levels of literacy.</p>	<p>Achieved</p>	<p>1. Partnership with The Reader Organisation is now in place and they have received grant funding for this project</p> <p>2. In accordance with the national scheme, which takes place at the start of each year - six book challenges scheduled for all libraries in January 2012.</p>	<p>1. Recruit volunteers and complete training</p> <p>2. Review six book challenge 2010 pilot and other authorities and use to develop marketing plan</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society</i></p>	<p>Launch of the Big Society Bank by June 2011, and by 31 August 40 good quality ideas received and approved for full application stage.</p>	<p>Launch of the Big Society Bank by June 2011</p>	<p>Achieved</p>	<p>The Innovation Bank was launched on time on 15 June.</p>	<p>40 good quality ideas received and approved for full application stage by August 2011</p>

Corporate Governance

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Increase levels of democratic engagement and creating an open council</i></p>	<p>Deliver a number of new strategic initiatives to improve opportunities for democratic engagement</p>	<p>Initial identification of possible initiatives.</p>	<p>Work initiated/partially achieved</p>	<p>Corporate Governance officers have identified a number of possible topics to be taken forward.</p>	<p>Engagement with Cabinet Member and scoping of projects</p>

AGENDA ITEM: 7 Pages: 29 – 36

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	Impact of changes in Local Housing Allowance on homelessness and the use of emergency temporary accommodation
Report of	Interim Assistant Director of Housing
Summary	This report details the performance of the Council's Housing Service in terms of homelessness and use of emergency temporary accommodation. It considers the impact of changes in Local Housing Allowance on the Council's ability to procure properties in the private rented sector for homeless households and other people who approach the Council for help with housing. It also outlines the actions that are been taken to mitigate this.

Officer Contributors	Pam Wharfe, Interim Director of Environment, Planning and Regeneration Andrew Milne, Interim Assistant Director of Housing Chloe Horner, Housing Strategy and Business Improvement Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – The Private Rented Sector in Barnet
Reason for urgency / exemption from call-in	Not applicable

Contact for further information: Chloe Horner, Housing Strategy and Business Improvement Manager, 020 8359 4775.

www.barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee notes the contents of this report and make comments and recommendations as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Budget and Performance Overview and Scrutiny Committee 21st June 2011, Corporate Performance Results Quarter 4, the Committee requested that they receive an in depth report on the impact of change in local housing allowances on homelessness and the use of emergency temporary accommodation when considering Quarter 1 Corporate Performance Information at their meeting 22 September 2011.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Working with the private rented sector (PRS) supports the Council's Corporate Plan 2011-13 corporate objective "Sharing opportunities and sharing responsibilities". There are targets under this objective to reduce homelessness acceptances and the use of short-term nightly purchased temporary accommodation..
- 3.2 The Council's Housing Strategy 2010-11 states that for many residents, the private rented sector provides a more flexible option than traditional social housing. A private rented sector home is more likely to be available in an area of a customer's own choice, for example, close to a school, transport facilities or employment opportunities.
- 3.3 The Localism Bill, expected to be enacted in legislation in November 2011, will enable local authorities to discharge homelessness duty in the private rented sector; moving away from the current position whereby homeless households can insist on waiting, sometimes spending years in temporary accommodation, until social housing is available. This will make it easier for councils to make full use of the private rented sector to address homelessness
- 3.4 The Government is committed to eliminating the budget deficit by the end of this parliament. This will be achieved, in part, by reductions to payments on welfare benefits including Local Housing Allowance paid to people living in the PRS. Local Housing Allowance levels depend on the size of the family and the location of the property and since April 2011 these are capped and based on the 30th percentile of market rents rather than the 50th as previously.

4. RISK MANAGEMENT ISSUES

- 4.1 Being unable to procure enough properties in the PRS could mean that the Council is less successful at preventing homelessness and minimising the use of temporary accommodation. Actions being taken to mitigate this risk are set out in paragraph 9.15 of this report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The PRS is an important contributor to the choice, availability and access to different housing options for Barnet's diverse community.

- 5.2 Analysis shows that a much higher portion of Black and Minority Ethnic (BME) households become homeless in Barnet than White households. Whilst 32% of the population in Barnet is BME, 58% of those households presenting as homeless and 57% being accepted as homeless are BME.
- 5.3 In addition, council monitoring shows that 60% of households presenting as homeless are led by women.
- 5.3 Therefore, an increase in homelessness and the use of temporary accommodation is likely to impact more on BME communities and households led by women. The Council will have to ensure that housing options strategies reflect these equalities and diversity impacts.

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

- 6.1 Increases in homelessness and the use of temporary accommodation could increase costs for the Council, both in terms of the cost of dealing with homelessness applications and the potential cost of providing temporary accommodation. Early preventative work and advice to people potentially becoming homeless are important to minimise the financial as well as the social impacts of homelessness and temporary accommodation.
- 6.2 It is also important to continue to work with private landlords and tenants to maintain existing tenancies and to provide quality services to landlords to maintain and increase the supply of housing for use by the Council.

7. LEGAL ISSUES

- 7.1 The statutory duties that local authorities have to homeless people is set out in the Housing Act 1996 (as amended by the Homelessness Act 2002).
- 7.2 Councils must also have regard to the Government's Homelessness Code of Guidance 2006 and a large body of case law when applying homelessness legislation.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Overview and Scrutiny committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has within its terms of reference responsibility 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 The private rented sector (PRS) plays an important role helping the Council to meet

housing need in the borough and until recently provided more homes for those in housing need than the combined housing association and council sectors. . The PRS is a key source of additional properties that can satisfactorily house clients who come to the Council for housing help, often providing more choice of location and type of property than traditional social housing.

- 9.2 A short presentation is appended (Appendix 1) to this report which provides an overview of the PRS in Barnet, and the following commentary should be read in conjunction with this.

Changes to Local Housing Allowance

- 9.3 The Government has announced a series of changes to the Local Housing Allowance (LHA), the housing benefit paid to households living in the PRS, as part of its economic strategy to reduce the public budget deficit and as well as seeking to reduce welfare dependency. The changes are designed to help reduce the overall welfare benefit bill by reducing the amount of local housing allowance that can be paid to benefit claimants living in private rented homes.
- 9.4 The key immediate changes in April 2011 were capping at a national level the maximum amount of housing benefit payable according to property size and calculating local amounts payable using the 30th percentile of market rents rather than the 50th as previously. The national capped rate per week payable for each bed size is shown in the table below, along with current local housing allowances that apply in Barnet for September 2011.

Bed size	North West London	Outer North London	Inner North London	National Capped rate per week
1 bed	£173.08	£173.08	£250.00	£250
2 bed	£210.00	£230.00	£290.00	£290
3 bed	£276.92	£288.46	£340.00	£340
4 bed	£340.38	£350.00	£400.00	£400
5 bed	£340.38	£350.00	£400.00	Same as 4 bed

- 9.5 There are a number of other changes that will be implemented in the coming years. 26 to 34 year olds will only be entitled to the shared room rate from January 2012, which currently only applies to under 25 year olds. The Universal Benefit, due to be implemented in 2013, means that total benefits receivable, including housing benefits, will be capped at the national average earnings, currently £26,000.
- 9.6 Existing PRS tenants have transitional protection of 9 months from the anniversary date of their original claim after 1 April 2011. This means that the changes will start to impact on existing tenants from December 2011 with transitional protection ending completely by December 2012. This means that the full impact of the LHA changes for tenants who were already receiving the benefit are not yet fully realised and the situation will need to be closely monitored over the coming months.
- 9.7 Landlords will be concerned about the new caps and whether they can afford to reduce their rents and still pay mortgages and maintain their properties. This is likely to be a major factor in determining whether landlords will allow existing tenants to remain in the property after the anniversary date of their first claim when their benefit no longer meets the current rent.

Housing Market Conditions

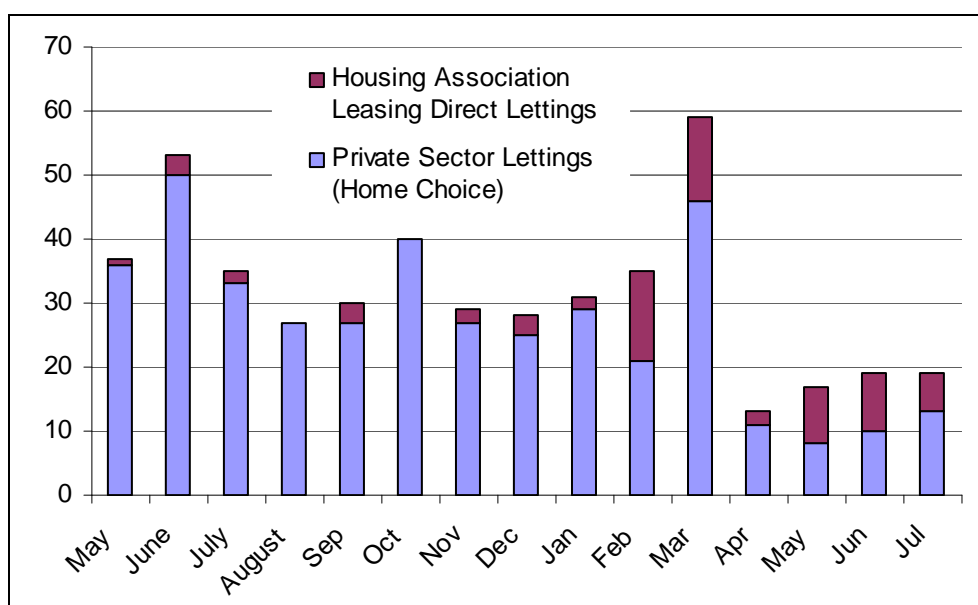
- 9.8 The recession and associated credit crunch has impacted on the housing market. It has become much more difficult for would be landlords to get the mortgage finance to enter the buy to let market or for existing landlords to add to their portfolio due to tighter lending criteria. This has affected the supply of properties.
- 9.9 In addition, property prices have remained high whilst mortgage availability has reduced, meaning that first time buyers are spending longer in private rented accommodation creating increased demand.
- 9.10 In these circumstances it has become more difficult to procure properties for housing benefit claimants, as many landlords are able to secure a higher rent outside of the housing benefit market.

How is this affecting access to private rented sector?

- 9.11 From April 2008 to March 2010, the Council was very successful in the procurement of PRS properties so that the PRS provided more homes for housing applicants than social housing. However, from March 2010 the Council has found it more difficult to obtain private sector properties. This can be seen in the table below, comparing the number of private lets to the number of social over the last 6 years. 447 PRS lettings were secured in 2010/11, the lowest number of private lets since 2006/07.

Lettings by tenure	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Council	492	466	383	367	457	412
RSL	348	170	201	298	249	123
<i>Total social housing</i>	<i>840</i>	<i>636</i>	<i>584</i>	<i>665</i>	<i>706</i>	<i>535</i>
<i>Private rented sector</i>	<i>272</i>	<i>434</i>	<i>509</i>	<i>749</i>	<i>715</i>	<i>447</i>

- 9.12 The table below shows the number of private lets by month, from April 2010 to July 2011. Since April 2011 there has been a sharp drop in the number of monthly PRS lets following the implementation of new lower local housing allowances. If there is no upturn in performance then the Council can expect to achieve only around 240 PRS lettings in 2011/12.



How is this affecting homeless acceptances?

- 9.13 The number of households the Council accepted as homeless fell significantly from 2005 because officers were successful at preventing homelessness by securing alternative accommodation in the PRS. The number of homeless acceptances increased for the first time in 2010/11 as the number of PRS properties available to the Council fell. In 2010/11 the number of homeless acceptances increased compared to the previous year, although there has been no significant increase since April in spite of the fall in the availability of PRS homes from that date. This is partly explained by the implementation of the new housing allocations policy which focuses the Council's resources on those most in need and the beneficial impact of transitional protection for existing tenants.

2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12
661	476	420	325	231	252	Quarter 1 65

How is this affecting temporary accommodation?

- 9.14 The recent increase in the number of homeless acceptances is having some impact on temporary accommodation (TA). The Council had successfully reduced the use of expensive nightly paid emergency accommodation by making much greater use of direct lets in the PRS, reducing the figure from 387 households in Quarter 1 2008/9 to 150 by Quarter 4 2009/10. However, as can be seen from the table below, the number of households in short term TA increased last year as homelessness acceptances increased, but has not, so far, increased significantly since the LHA changes came into effect from April this year, again due to the new allocations policy and the impact of transitional protection for existing tenants.

Type of TA	2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1
Council owned	923	924	946	968	995
Hostels	157	159	149	158	171
Other	8	2	4	6	3
PRS leased by council	204	212	219	205	214
PRS leased by HA	726	665	634	604	559
Nightly purchased	174	193	204	198	202
Grand total	2192	2150	2156	2139	2144

What is the Council doing to secure a continuing supply of properties in the PRS

- 9.15 It is very important that the Council maintains the current pool of PRS properties and that it improves the procurement of new units. This is being done in a number of ways.
- 9.16 The Government has provided additional homelessness grant on a one off basis to help councils mitigate the impact of the LHA changes. In Barnet, this is being used to provide advice and assistance to tenants and landlords affected by the changes, with the focus on helping tenants stay in their existing home, and identifying a potential of properties outside of the borough in less expensive areas.
- 9.17 Services to landlords have been repackaged and re-launched under a banner of "Let 2 Barnet". This includes a menu of options for landlords, from a tenancy finding service where the landlord continues to manage all aspects of the property to a fully managed service where the Council leases the property from the landlord and manages the tenancy on their behalf. The Council is actively encouraging all landlords to be accredited by the London

Landlords Partnership by hosting regular courses in the borough. The Council also continues to engage with PRS landlords at the forum and business club.

- 9.18 A new service is currently being developed where the Council leases a property from a landlord for 6 months as TA and at a higher rent and then passes the property back to the landlord as a standard tenancy on LHA rates.
- 9.19 The Council has entered into a joint procurement arrangement with Haringey, Enfield and Camden to ensure that we do not seek to out bid each other for short term temporary accommodation, and also to provide the host borough with first refusal of properties that become available in their borough.
- 9.20 The North London Housing Sub-region has commissioned a piece of research on the state of the market and to find out what PRS landlords think of the LHA changes. The research is also looking into the feasibility of setting up a sub-regional social lettings agency so that all boroughs would have the same offer to landlords.
- 9.21 The Council is participating in a London wide protocol whereby boroughs have agreed not to outbid each other, by only paying the same that the host borough is offering to landlords. Monitoring of this has been in place since June this year, and provides valuable information on where boroughs are placing homeless people; so far Barnet has placed more people outside the borough than have been placed in Barnet by other councils.
- 9.22 The impact on LHA changes on homelessness and temporary accommodation will need to be closely monitored over the coming months.

10. LIST OF BACKGROUND PAPERS

- 10.1 Barnet Housing Strategy 2010-11

Legal: BH

Finance: MC/JH

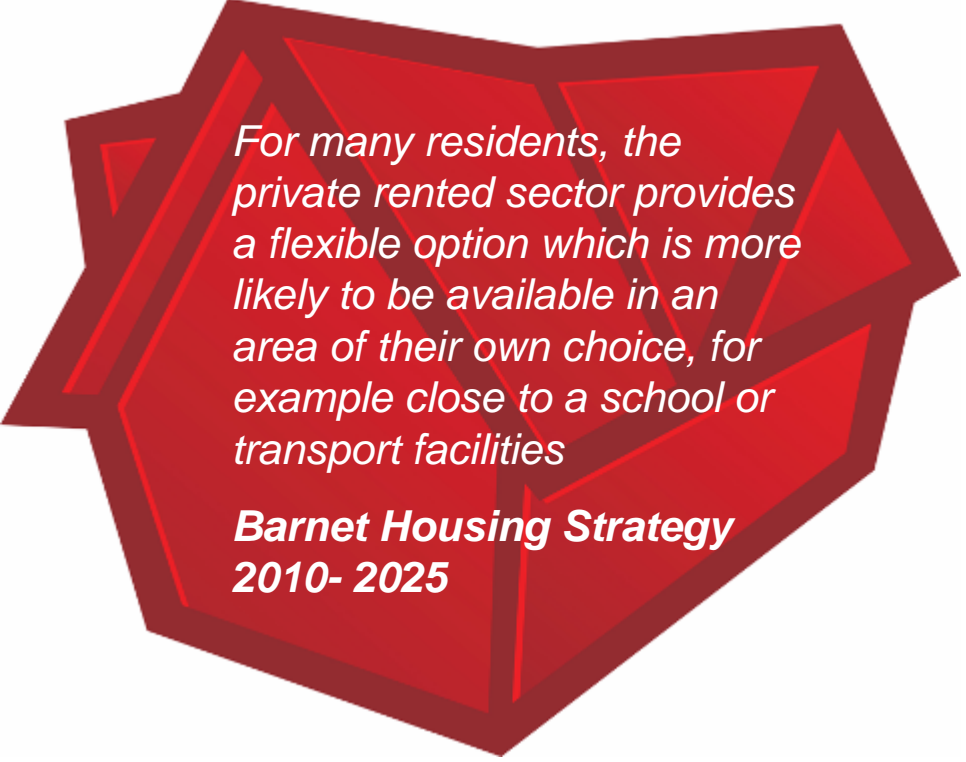
Private Rented Sector in Barnet

Strategy September 2011



Overview

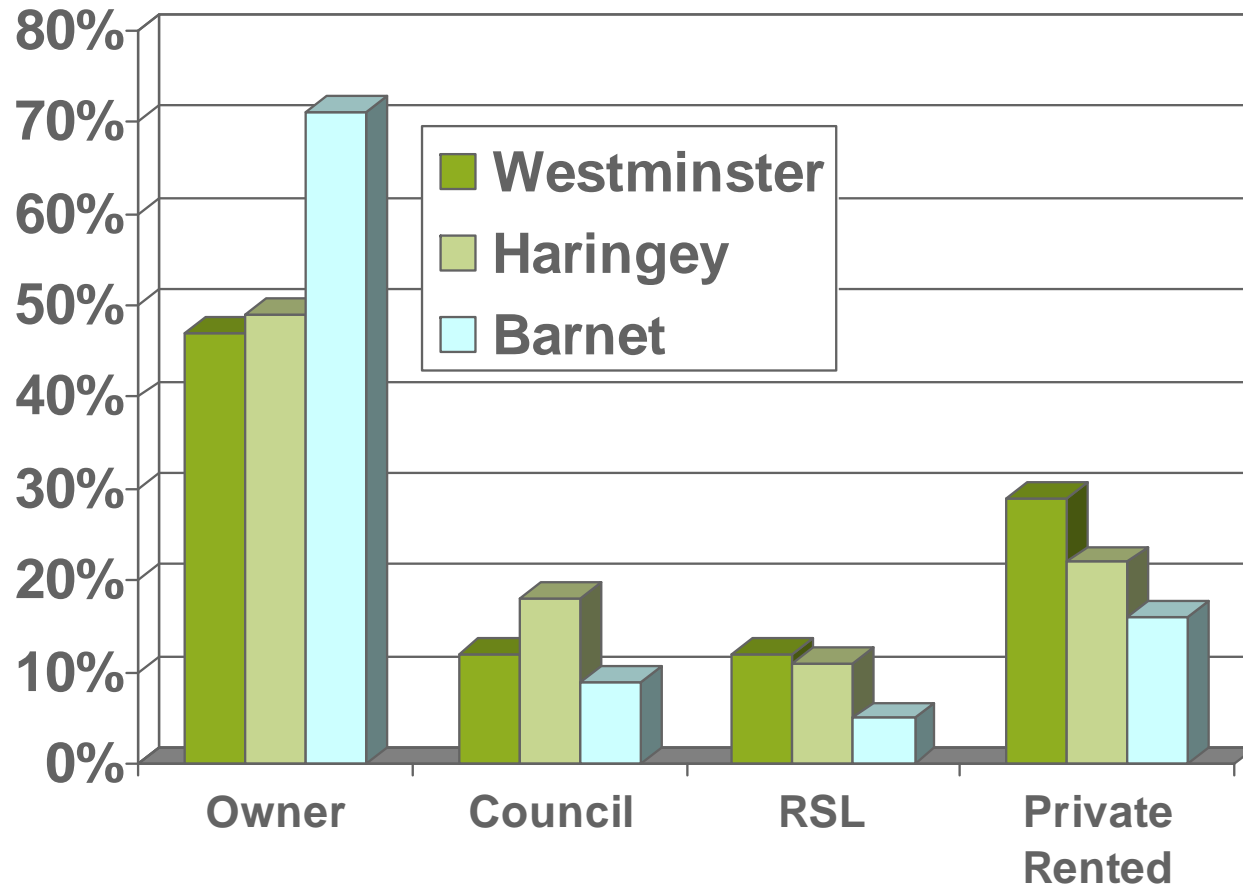
- Evidence
- How we work with Landlords
- Mitigating Actions



For many residents, the private rented sector provides a flexible option which is more likely to be available in an area of their own choice, for example close to a school or transport facilities

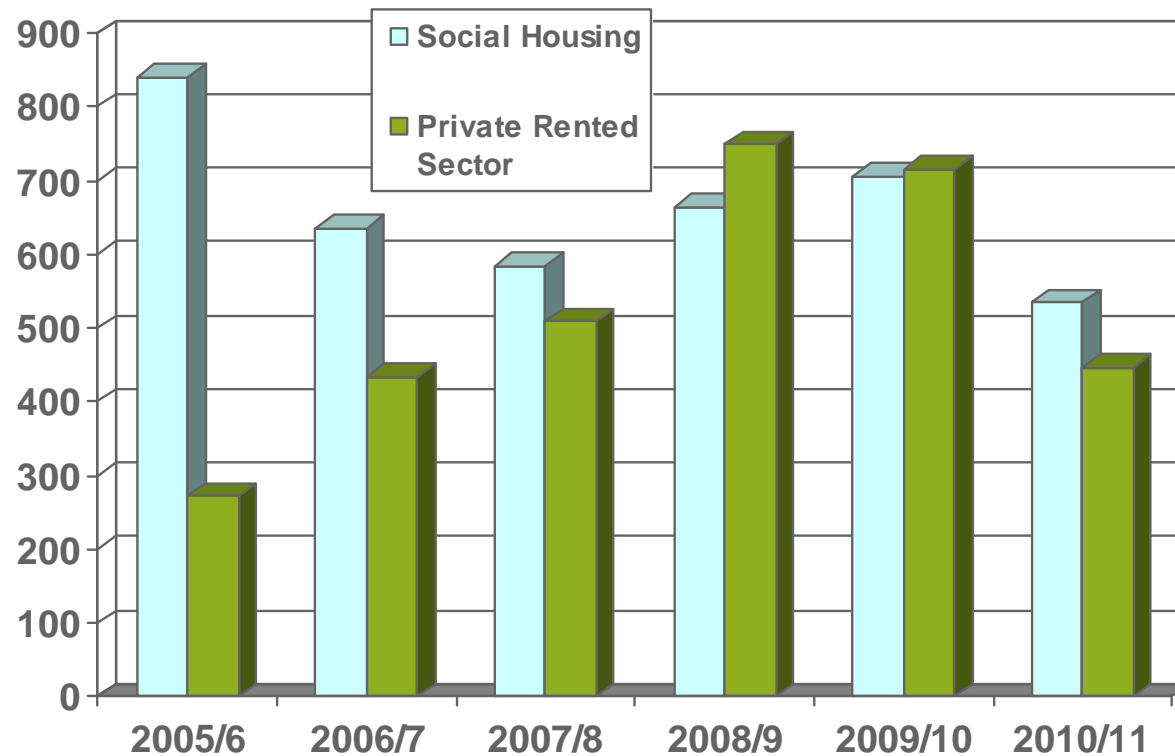
***Barnet Housing Strategy
2010- 2025***

The PRS in Barnet



The Housing Needs Survey 2006 estimated that 16% of homes in Barnet are provided through the private rented sector – slightly higher than the combined council and housing association sectors.

Access to housing via council



In 2008 and 2009 the PRS provided more homes for housing applicants than social housing. This is no longer the case

Lettings by Tenure	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Council	492	466	383	367	457	412
Housing Association	348	170	201	298	249	123
Total Social Housing	840	636	584	665	706	535
Private Rented Sector	272	434	509	749	715	447

Access to the private rented sector

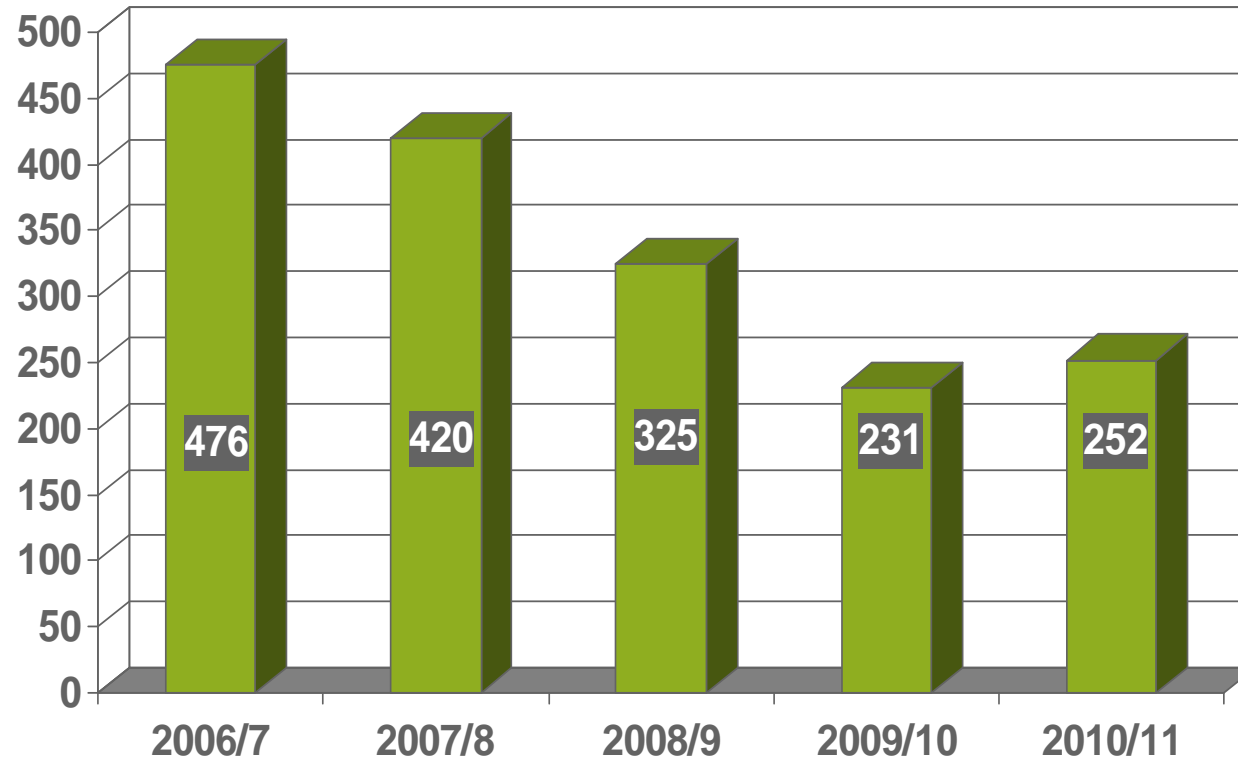
Private sector lets May 2010 to May 2011



Landlords have been less willing to let their properties to the council since local housing allowances reduced in April 2011. This problem has been exacerbated by a highly competitive rental market in London.

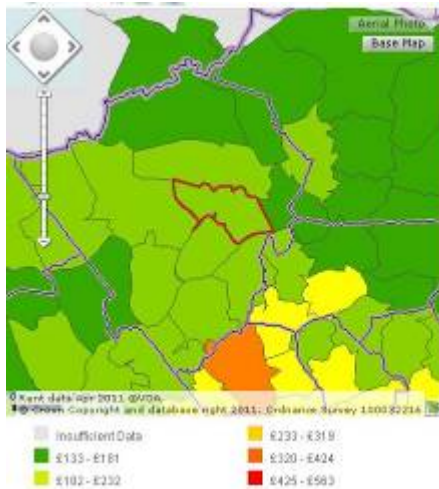
Homelessness

Homeless acceptances

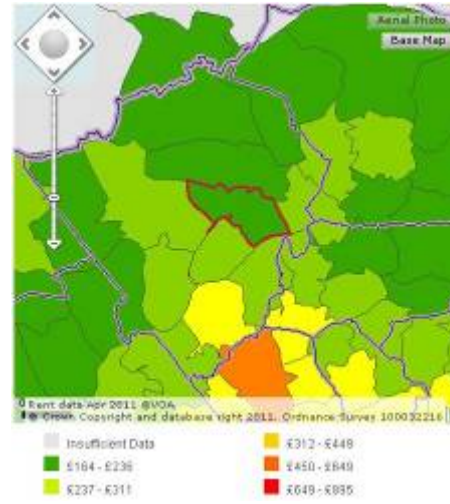


After having fallen for several years, the number of households becoming homeless increased in 2010/11. This was due to a reduction in the supply of private rented homes that the council was able to access.

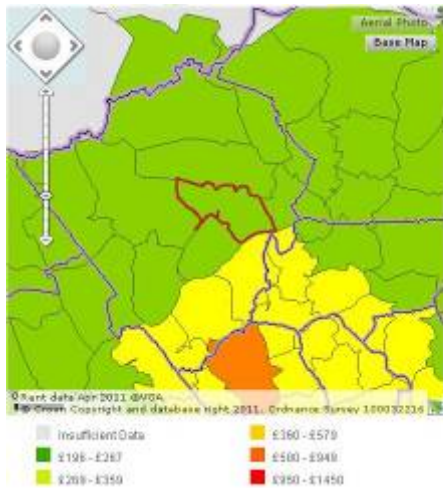
Rent maps



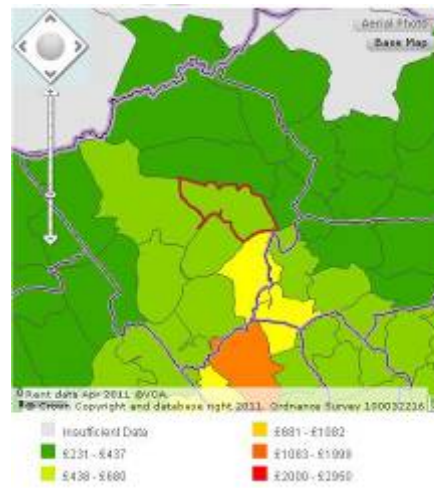
1
Bedroom



2
Bedroom



3
Bedroom



4
Bedroom

Rents in Barnet are relatively high compared Outer London, particularly for larger units in the south of the borough.

Source: London Rents Map

LHA changes from April 2011

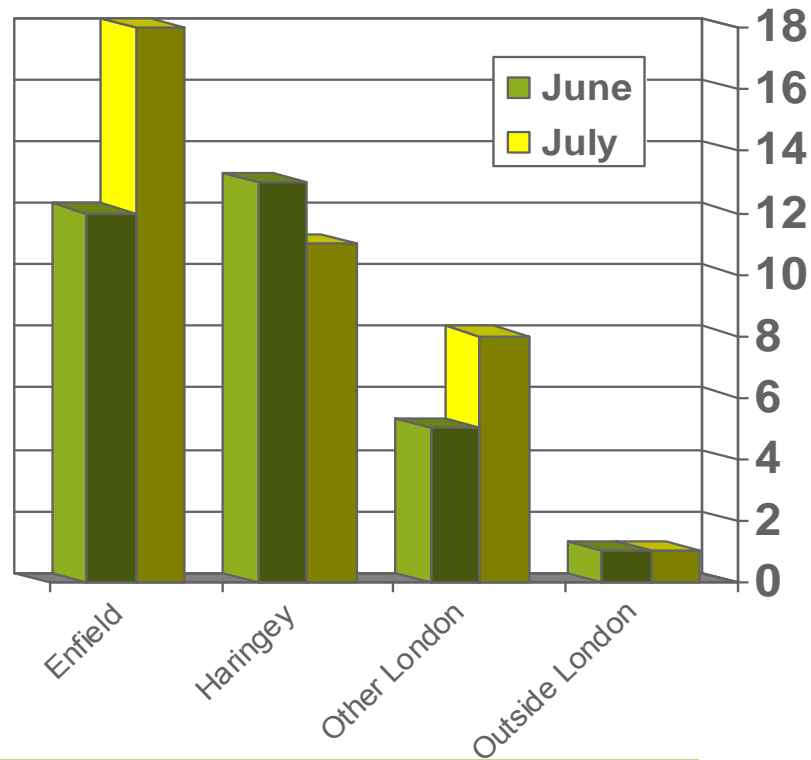
- LHA caps introduced*
- LHA rates based on 30th percentile rent rather than 50th

		shared	1bed	2bed	3bed	4bed	5bed
North West London	July 2010 50th percentile	£87.53	£172.60	£218.63	£276.16	£345.21	£448.77
	July 2011 30th percentile	£80.50	£173.08	£213.46	£276.92	£340.38	£340.38
	% change	-8.03%	0.28%	-2.36%	0.28%	-1.40%	-24.15%
Outer North London	July 2010 50th percentile	£85.34	£178.36	£230.00	£287.67	£379.73	£513.85
	July 2011 30th percentile	£80.00	£173.08	£230.00	£288.00	£346.15	£346.15
	% change	-6.26%	-2.96%	0.00%	0.11%	-8.84%	-32.64%
Inner North London	July 2010 50th percentile	£103.75	£250.00	£330.00	£425.00	£575.00	£700.00
	July 2011 30th percentile	£93.92	£240.00	£290.00	£340.00	£400.00	£400.00
	% change	-9.47%	-4.00%	-12.12%	-20.00%	-30.43%	-42.86%

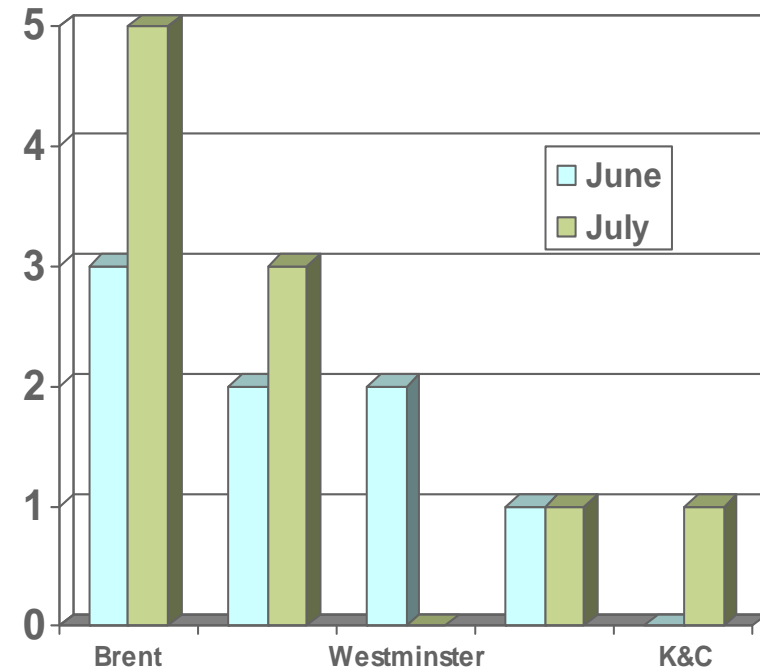
LHA rates have reduced for most categories of accommodation in Barnet, although less than expected in some cases due to local rent inflation.

Existing tenants have transitional protection of 9 months from the date that their annual review takes place, meaning initial impact is on those trying to access the sector.

Inter authority placements – June & July 2011



Households placed by Barnet elsewhere



Households placed in Barnet from elsewhere

Monitoring of inter borough placements started across London from June 2011 – this shows that during June and July Barnet placed 69 households outside of the borough, mainly in temporary accommodation, whilst other authorities placed 18 households in Barnet.

Housing market headlines

Big rent rises predicted for 2011

Tenants already struggling after big increases last year now face a rise of up to 8%, says agent Savills – a blow to first-time buyers

Guardian Feb 2011

Rents increase as landlords take advantage

With the fierce competition for homes, rental gazumping is becoming more commonplace and properties are being let beyond asking price, putting further upwards pressure on the market.

London Evening Standard Jun 2011

Rents hit another record high

Over the past year, rents in London have risen the fastest, with prices reaching a new high of £1,006 per month in June - an annual increase of 6.9 per cent.

FT.com July 2011



Benefit changes still to come



Changes to the benefits system will start to impact on existing tenants from Dec 2011 when transitional protection starts to be withdrawn. 26-34 year olds will only get the shared room rate from January 2012 and from 2013, total benefits receivable will be capped at average earnings, currently about £26k.

More work is needed to assess the impact of these changes

Working with Landlords in Barnet

- Landlord forum and business club
- Landlord accreditation
- Website presence
- Housing resources team

Main offers:

- Direct lets – landlord manages all aspects of tenancy
- Private sector lease – council leases property and manages tenancy
- New product subject to CRC – Barnet leases for 6 months as TA at higher rent, and passes back to landlord following this at standard LHA rent with established tenancy



Let 2 Barnet
Let us match your property with a tenant

Quality letting service, including:

- unlimited supply of tenants with references
- personal account manager working with you to ensure a successful let
- rent paid directly to you
- full management service available

For more information:
tel: 020 8359 4761
email: landlords@barnet.gov.uk

BARNET
LONDON BOROUGH

Mitigating Actions

- Use of homelessness grant to
 - Offer support to landlords and tenants affected by benefit changes
 - Identify potential sources of PRS outside of borough
- Sub- regional working including
 - Joint procurement of short term nightly purchased accommodation with Haringey, Enfield and Camden
 - LHA transitional funding (£525k) to set up mobility resettlement service
 - Sub-regional LHA impact assessment commissioned
- Implementation of new Allocations scheme
- Improvements to customer service for landlords
 - e.g. transactions via new web site, dedicated number and e-mail address for landlords

AGENDA ITEM: 8 Pages: 37 – 54

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	Financial and Business Planning 2012/13 – 2014/15
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	This report sets out the strategic context for the finance and business planning process for 2012/13 to 2014/15 as set out in the Cabinet report from July 2011.

Officer Contributors	Andrew Travers, Deputy Chief Executive Assistant Directors of Finance
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Finance and Business Planning Process 2012/13 to 2014/15, Report to Cabinet, 26 July 2011
For decision by	Budget and Performance Overview and Scrutiny Committee

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

1. RECOMMENDATIONS

- 1.1 **That the Committee note the report to Cabinet on the strategic context for the finance and business planning process, as attached at Annex 1, and make comments and/or recommendations on any matters arising.**
- 1.2 **That the Committee consider any areas on which it would like to receive further information.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 26 July 2011, Finance and Business Planning Process 2012/13 to 2014/15 – Cabinet considered the strategic outlook, and agreed a financial and business planning process covering the period 2012/13 to 2014/15.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

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

4. RISK MANAGEMENT ISSUES

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

4.2

5. EQUALITIES AND DIVERSITY ISSUES

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

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

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

7. LEGAL ISSUES

- 7.1 Legal issues are contained in the attached Cabinet report.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview and Scrutiny committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview and Scrutiny committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has within its terms of reference responsibility:

- "To scrutinise the Council's annual budget process, reviewing and scrutinising its performance in relation to budget management, and assisting the Council in developing a three-year budget strategy."; and
- "To consider, consult upon, comment and, where appropriate, make recommendations to the Executive in respect of the proposed Council budget and Medium Term Financial Strategy."

9 BACKGROUND INFORMATION

9.1 As set out in the attached Cabinet report.

10 BACKGROUND PAPERS

10.1 None

Legal:

Finance: MC/JH

ANNEX 1

Meeting	Cabinet
Date	26 July 2011
Subject	Finance and Business Planning Process 2012/13 to 2014/15
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	This report sets out the strategic context for the finance and business planning process for 2012/13 to 2014/15, updates on the Council's medium term financial strategy, and sets out the timetable that the process will follow between now and March 2012.

Officer Contributors	Andrew Travers, Deputy Chief Executive Stephen Evans, Assistant Director – Strategy and Policy Assistant Directors of Finance
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Strategic Context Appendix 2 – Medium Term Financial Strategy Update Appendix 3 – Timetable
For decision by	Cabinet
Function of	Executive
Reason for urgency/ exemption from call-in	N/A

Contact for further information – John Hooton, Assistant Director, Strategic Finance, 020 8359 2460

1 RECOMMENDATIONS

- 1.1 To agree the strategic context for the finance and business planning process for 2012/13 onwards as set out in section 9.2 and Appendix 1;**
- 1.2 To note the updated budget gap for the next 3 years as set out in paragraph 9.3.4 and Appendix 2;**
- 1.3 To agree the allocation of savings targets as set out in paragraph 9.3.8 to enable departments to work up proposals for review in the autumn;**
- 1.4 To agree the allocation of additional grant funding to reserves, contingency and to the community budget, as set out in paragraph 9.3.9 and 9.3.10; and**
- 1.5 To agree the timetable for business planning as set out in paragraph 9.4.1 and Appendix 3.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 14th February approved the Budget, Council Tax and Medium Term Financial Strategy for 2011/12 to 2013/14. This report looks at the strategic context within which the finance and business planning process will be delivered, which will culminate in the Budget, Council Tax and Medium Term Financial Strategy for 2012/13 to 2014/15.
- 2.2 In March 2011, the One Barnet Partnership Board agreed to start to bring together the finance and business planning process across partner organisations.
- 2.3 Cabinet 15 June 2011 – Corporate Plan 2011-13
- 2.4 Cabinet December 2010, Decision item 6 Sustainable Community Strategy 2010-2020

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The financial and business planning process is designed to enable Members to set the strategic direction of the Council, and for that direction to be reflected in the Corporate Plan, the budget, and business unit and individual staff plans. The process is designed to dovetail with the Corporate Plan 2011-13, ensuring resources are most effectively focussed on the priorities set out in the plan. The nature of the process is particularly designed to support the priority of *Better Services with less Money*.
- 3.2 The 2012-13 business pro-forma has been aligned to the strategic outcomes set out in the Sustainable Community Strategy and supports the commitment to developing a shared approach to business planning in the borough. This approach is believed will deliver better outcomes for residents in a more

effective and co-ordinated way. The Council's policy priorities remain unchanged.

4. RISK MANAGEMENT ISSUES

- 4.1 Severe resource constraint represents the most significant risk to the Council fulfilling its strategic objectives. The Council set a three year Medium Term Financial Strategy in March 2011, which means that a plan is in place to deliver the organisation's objectives in the context of reduced government funding. The One Barnet programme also potentially mitigates the risk of reducing funding.
- 4.2 The Council's risk management process brings together the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee, along with other performance management information, and will be reflected as appropriate in financial and business planning.
- 4.3 The outcome of Icelandic Bank litigation remains the single most important financial risk facing the Council. Our current balance sheet assumes that the Council retains priority status as a creditor of the two banks through the wind-up process. Priority status was upheld through the Icelandic courts in April 2011, but this decision has been appealed, so it is important that the Council's reserves reflect the risk that this decision is overturned, and the Council has to write off a much more significant sum. This sum is currently estimated to be £14m, and the Council's reserves strategy is designed to cover this risk. The date of the appeal is not currently known, but is likely to be towards the end of this calendar year.
- 4.4 The challenges set out in this report will require fundamental change in the way Council services are delivered which in turn will impact on the human resources of the organisation and related policies and practices. Managing this process in conjunction with Trade Unions and staff is a key risk which will be mitigated through the people and culture workstream within the One Barnet programme.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents.
- 5.2 All proposals emerging from the financial and business planning process will need to be fully considered in terms of equalities and diversity issues as set out in the Corporate Plan and as required by statute, including the requirements for consultation and equality impact assessments where necessary. Equality impact assessments conducted prior to setting the

2011/12 budget will be reviewed as part of this process and were agreed at the February 2011 Budget Report.

- 5.3 Similarly, all human resources implications will need to be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

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

- 6.1 This report is concerned with the Council's medium-term financial strategy and budget process. The 2011/12 planning process was characterised by the most significant cuts to grant funding for local authorities in a generation. Since that point, a three year budget has been set, meaning that the Council has gone a long way to overcoming the significant challenge that these cuts to funding presented. However, a period of continuing austerity will continue through to at least 2014/15, and is likely to continue thereafter. This will present further challenges in finance and business planning in the future. There is significant uncertainty (and opportunities) over the outcome of the government's review into local government funding that will be implemented for 2013/14, so the forthcoming planning process needs to reflect this position.

- 6.2 The content of this report deals with some of the significant demographic and related changes that impact on the borough. While the Council is required to set an annual budget, and it is standard practice to set a 3 year medium term financial strategy, a longer term view (10 years) will need to be considered to fully understand the strategic planning challenges facing the Council and the partnership.

- 6.3 In 2010/11 the Government began to dismantle the national performance management mechanism overseen by the Audit Commission. Business planning is now more open to local determination rather than central direction. Critical to developing this will be the link that the Council draws to planning resources with its partner organisations, particularly the Health Service, the Police, the voluntary sector, and a range of stakeholders from central government departments.

7. LEGAL ISSUES

- 7.1 The Council must act in accordance with its statutory duties, act reasonably and not breach its fiduciary duties to its ratepayers and council tax payers.
- 7.2 All proposals emerging from the financial and business planning process will need to be considered in terms of legal implications for the Council and, where appropriate, mechanisms put into place to mitigate legal risks as far as possible.

8. CONSTITUTIONAL POWERS

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

9. BACKGROUND INFORMATION

9.1 Executive Summary

- 9.1.1 For the 2011/12 finance and business planning, Cabinet considered the strategic policy context and the process paid particular attention to the following:

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

- 9.1.2 Cabinet is now asked to consider the strategic context for the forthcoming planning cycle. **Appendix 1** sets out an updated insight report which provides the context for the 2012/13 process. The key points are as follows:

- Our residents view the basics of good maintenance of roads and pavements, refuse collection and other universal services as very important. In an era of continued financial pressure, the findings of our residents perception survey suggest that it will be important to ensure we continue to focus on getting the basics right for residents in future years;
- Demographic changes continue to put pressure on our budgets, and the increase in particular in the very young and very old mean that, if current trends continue (and assuming no significant uplift in our budget) by 2022 our budget will cover nothing other than Adults and Children's services unless we address demand in these areas; and
- We will need to continue to focus on managing growth and sharing the opportunities and responsibilities for keeping Barnet a successful place.

- 9.1.3 The Medium Term Financial Strategy has been updated in this document. The budget gap is £35.6m over the three years 2012/13 to 2014/15. Savings have already been identified to cover 2012/13 and 2013/14. The budget gap for 2014/15 is projected to be £11.3m. To provide options for Cabinet to consider, a savings target of £16m is recommended, to be allocated to departments.

- 9.1.4 The timetable will run in three stages:

- 1 – Identification of strategic objectives and resource gaps;
- 2 – Consultation and development/review of draft business plans; and
- 3 – Formal approval of budget and corporate plan.

9.2 Strategy

Strategic Context

- 9.2.1 The Cabinet on 21 June 2010 considered the strategic policy context for the financial and business planning process paying particular attention to:
- The population increase in Barnet (making Barnet the most populous London Borough);
 - The nature of the population change, particularly the young (under 5) and older people (over 85);
 - Opportunities around technological change to deliver services in new ways; and
 - Changing roles and expectations for public services and local government.
- 9.2.2 This was the strategic context within which the corporate plan, budget and medium term financial strategy was set for 2011/12. **Appendix 1** sets out an updated insight report which provides the context for the 2012/13 process.
- 9.2.3 Appendix 1 sets out the data that has been used to underpin this strategic context. This includes the residents' perception survey, statistics on demography and deprivation as well as statistics across a range of services, for example crime, health and educational attainment. A summary of this data is set out below.
- 9.2.4 Already London's most populous borough, with 349,800 residents in 2011 and a history of integrating diverse immigrant communities, Barnet's story is one of growth. This growth is forecast to continue over the coming half decade as a consequence of regeneration and recent high birth rates. Understanding the complexities of this changing demographic landscape will be essential in designing and restructuring local public services. The Barnet population is projected to grow by 5.5% over next five years – an increase of 19,400 people.
- 9.2.5 The council services with which customers are most satisfied are refuse collection (81%), street lighting (75%), recycling facilities (73%), doorstep recycling (72%) and public transport (64%). Just over half of respondents (55%) cited that they were satisfied with the service they received when contacting the council. Conversely, repairs of roads received the most critical assessment from respondents (51%), followed by parking services (44%) and quality of pavements (43%).
- 9.2.6 Barnet residents feel less involved in council decision-making than residents of other London boroughs (39% versus 50%) and a majority of citizens believe that the council does not listen to their concerns (60%). However, a greater proportion of residents are satisfied with opportunities for participation than in previous years (50% versus 29% in 2008/09).
- 9.2.7 This data suggests that the key points for the Council to consider in finance and business planning are as follows:

- Our residents view the basics of good maintenance of roads and pavements, refuse collection and other universal services as very important. In an era of continued financial pressure, the findings of our residents perception survey suggest that it will be important to ensure we continue to focus on getting the basics right for residents in future years;
- Demographic changes continue to put pressure on our budgets, and the increase in particular in the very young and very old mean that, if current trends continue (and assuming no significant uplift in our budget) by 2022 our budget will cover nothing other than Adults and Children's services unless we address demand in these areas; and
- We will need to continue to focus on managing growth and sharing the opportunities and responsibilities for keeping Barnet a successful place.

Changes to local government funding

9.2.8 There are some significant changes to the way that local government will be funded in the future which need to be reflected in our business planning for future years. They are as follows:

9.2.9 The Department for Communities and Local Government (CLG) is currently undertaking a Local Government Resource Review. Phase 1 is primarily looking at **re-distribution of business rates**, and phase 2 will look at a wider roll out of **community budgets**. Business rates are currently collected locally, but put into a national pot, and redistributed as government grant based on analysis of local needs. Changes will be phased in for the 2013/14 settlement.

The overall aim of this from the coalition government's perspective is to set Councils free from formula grant – and this would be achieved by allowing Councils to keep (some or all of) local business rates rather than paying it into a national pool and it being redistributed. This is an incentive model which should encourage Councils to promote local economic growth.

The big challenge is how to do this and still protect the needs of more deprived boroughs that rely heavily on government grant for the provision of public services.

Barnet's government grant is projected to be almost exactly the same as its business rate collection level in 2011/12. Given the projected growth in housing and business rates locally, this is a big opportunity for Barnet, however, there are significant risks around the assumptions being made in any new model that is adopted. It is also important that a new model protects current and proposed incentives, such as the New Homes Bonus, and Tax Incremental Financing schemes.

9.2.10 The government is also in the process of reforming the **housing finance system**. Barnet is currently a net contributor to the national housing pot. This national regime will be abolished for 2012/13, with Barnet having to take on approximately £110m of borrowing, which will be funded from the abolition of the current subsidy that the Council pays into the pot.

There are a number of resourcing implications here around the financing of the additional borrowing, and the extent to which any surplus funds in the Housing Revenue Account are used either to reinvest in housing stock, or used to repay the borrowing.

9.2.11 Other significant changes to note include the localisation of **Council Tax benefit** for 2013/14 (this is currently funded centrally by the Department for Work and Pensions), and the introduction of a **Public Health grant** (ringfenced) also in 2013/14.

One Barnet approach

9.2.12 The One Barnet programme was developed to address the multiple challenges for local authorities of reducing budgets, the need to find new ways to tackle challenging problems, and addressing reductions in customer satisfaction. Our response is to create a citizen-centred council to ensure that citizens get the services they need to lead successful lives, and to ensure that Barnet is a successful place. The three principles of the One Barnet programme are fundamental to the finance and business planning process.

1. A new relationship with citizens

- Enabling residents to access information and support and to do more for themselves

2. A one public sector approach

- Working together in a more joined up way with our public sector partners to deliver better services

3. A relentless drive for efficiency

- Delivering more choice for better value

9.2.13 A new relationship with citizens means that we will work together in a different way. We will provide a better service, putting citizens at the heart of what we do. In return we expect that they will do what they can for themselves, their families and their community.

9.2.14 A One Public Sector approach is fundamental to One Barnet. Democratic accountability remains at the heart of serving residents successfully. We will work with partners to create truly joined up services, with the citizens at their heart.

9.2.15 A relentless drive for efficiency means that we will make sure every pound is spent as effectively as possible, which may mean providing services in different ways and certainly means organising the Council in a different way. It also means recognising that our residents' time is valuable and that we should make sure that when they want to do something, the process is clear, simple and efficient.

9.2.16 The plan for Phase 1 of the One Barnet programme has already been developed and the resource (investment and savings) implications of the programme are already part of the Council's Medium Term Financial Strategy. However, any changes to the phasing of investment or savings will need to be updated for the 2012/13 process.

9.2.17 Phase 2 of the One Barnet programme will be developed during this forthcoming finance and business planning process, which will involve both additional investment and additional savings.

9.2.18 The aim of the planning process will be to ensure that the One Barnet programme has a larger footprint over savings proposals as a whole, with the aim that all savings are delivered through the programme in the future.

9.2.19 There will be significant organisational change implications of the One Barnet programme. The Council is moving towards becoming a **commissioning organisation**, where the majority of Council services will be delivered either through trading subsidiary organisations, or through public or private partnerships. The Council's primary focus will be that of a commissioning hub, working with local partners, rather than the delivery of services directly.

9.2.20 All **strategic objectives** and **budget proposals** developed as part of the finance and business planning process will be developed and presented in line with the One Barnet principles (new relationship with citizens, one public sector approach and relentless drive for efficiency).

9.3 Medium Term Financial Strategy

9.3.1 The Medium Term Financial Strategy is the document that sets out all of the budget changes over the relevant planning period, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the Council's financial strategy is based.

9.3.2 When the budget was set in March 2011, the Medium Term Financial Strategy (MTFS) reflected a budget gap of £53.4m, with savings proposals enabling a balanced position to be set over the three year period.

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Budget Gap March 2011 (incl. pressures)	29.1	13.1	11.2	53.4
Savings proposals	(29.1)	(13.1)	(11.2)	(53.4)
Final Gap	0	0	0	0

9.3.3 Now that the 2011/12 budget has been set and is being delivered, the planning process needs to look at the period from 2012/13 to 2014/15. The government have already announced the settlement for 2012/13, so these figures can be set with certainty. For 2013/14 and 2014/15, no figures have been released at a local authority level, so the MTFS has been updated using the national budget reduction figures from the Spending Review 2010.

9.3.4 Other factors have also been updated (any known changes to legislation, assumptions on inflation, changes to pay and pensions and changes to levies). The updated MTFS for 2012/13 to 2014/15 is as follows:

	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Budget Gap March 2011 (incl. pressures)	13.1	11.2	11.3	35.6
Savings proposals	(13.1)	(11.2)	0	(24.3)
Gap	0	0	11.3	11.3

9.3.5 One of the actions for the 2012/13 planning process will be to develop a longer term horizon for the MTFs that can link into the strategic and demographic changes highlighted in section 9.2, and also future phases of the One Barnet programme as they are scoped.

9.3.6 The gap over the three years from April 2012 is not as significant as the three years from April 2011 (£35.6m vs £53.4m) because the local government settlement announced after the spending review was so significantly front loaded for 2011/12.

9.3.7 The detailed MTFs with assumptions is included in **Appendix 2**. Key assumptions are as follows:

- **Council Tax** increases by 2.5% for 2012/13, 2013/14 and 2014/15.
- **Pay inflation** is zero for 2012/13, and then increased by 2.5% in the following two years; and
- **Inflation on goods and services** is assumed to be 2.5% for the three year period.

9.3.8 The MTFs sets the parameters for the development of savings across the organisation. Directorates will specifically be asked the following:

- 1. To review current savings proposals for 2012/13 and 2013/14, ensure they are in line with strategic objectives and consistent with One-Barnet business cases;**
- 2. To review efficiency measures and ensure that these are maximised, substituting frontline service cuts for efficiency measures where possible; and**
- 3. To develop savings for 2014/15.**

Savings targets

9.3.9 Savings targets remain the same for 2012/13 and 2013/14. For 2014/15, a budget gap of £11.3m exists. To enable sufficient headroom and to provide choices for members, savings targets of £16m will be allocated to departments. Based on the same methodology of calculating savings from previous years, this is allocated as follows:

	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Savings targets	13.1	11.2	16.0	40.3
Adults	(4.9)	(3.9)	(6.8)	(15.6)
Children's	(1.0)	(4.6)	(3.9)	(9.5)
Environment and Operations	(2.2)	(0.9)	(2.1)	(5.2)
Planning, Housing and Regeneration	(0.3)	(0.2)	(0.2)	(0.7)

Corporate Governance	(0.2)	(0.2)	(0.4)	(0.8)
Deputy Chief Executive	(0.8)	(0.3)	(0.9)	(2.0)
Commercial	(2.1)	(0.7)	(1.0)	(3.8)
Chief Executive	(1.6)	(0.4)	(0.7)	(2.7)
Gap	0	0	0	0

Additional funding

9.3.10 In setting the budget for 2011/12, prudent assumptions were made where funding had not been confirmed in respect of a number of grants. Since that point, a number of additional grants have been confirmed. The grants, and their proposed use is as follows:

- New Homes Bonus - £1.5m – it is proposed that this funding goes into a newly created infrastructure reserve to fund the infrastructure requirements resulting from housing and population growth;
- Community Safety - £320k – the stronger, safer communities board have proposed that this funding be allocated to the community budget to expand the family intervention project;
- All other grants – it is proposed that funding goes into contingency to cover any budget risks for 2011/12.

9.3.11 London Councils has now agreed its grant programme, following the judicial review earlier in the year. This has resulted in a saving of £350k which is available for re-investment in the voluntary sector.

9.4 Organisational change and equalities impact

9.4.1 The spending review set out significant reductions in resources available for local government over a four year period, so the next few years of business planning will continue to see significant organisational change. This will need to be managed as effectively as possible.

9.4.2 For 2012/13, we already know the funding that will be available from central government, and have already set a budget with savings and proposed redundancies for future years. Given this lead in time, services have sufficient time to plan for this and they will be expected to ensure that staffing reductions are managed through vacancies and natural turnover of staff wherever possible.

9.4.3 In order to achieve this managed reduction in staff numbers the Council has implemented a people strategy which recognises that the management of its workforce is one of its most significant challenges as it needs to retain talented and engaged staff whether employed by LBB or with our partner organisations. This people strategy is predicated on redundancies being proposed only where the service is either being ceased or changed, practically this means that there is no voluntary redundancy. This in turn ensures that we retain the skills to deliver our services, plus we look to redeploy staff where possible, again to retain valuable skills and knowledge. This is being achieved by creating a flexible workforce of agency and fixed term contract staff who will be released from their positions where displaced

permanent staff are able to be redeployed into those roles. This strategy has meant that in the financial year 2010-11 that there were approximately 150 fewer redundancies than expected.

9.4.4 To ensure that the focus is on building this flexible workforce and so that skills and knowledge are retained the planning assumption is that redundancies and the associated costs will be kept to a minimum. It is not therefore anticipated that there will be central funding of redundancy, payment in lieu of notice or pension strain for 2012/13.

9.4.5 Should there be a need for a programme of redundancies then this will be subject to a full equality impact assessment.

9.4.6 When budget proposals were agreed in March 2011, community facing equality impact assessments were carried out on each savings proposal. In some instances, it was difficult to assess the equality impact with any certainty at that time. It was agreed that a review of these EIAs would be done in six months time. This review will be carried out and will be reported back to Cabinet as part of the finance and business planning process in the autumn.

9.5 Timetable

9.5.1 In March 2011, the One Barnet Partnership Board agreed to run the finance and business planning process jointly across the partnership. The timetable set out below which runs from May 2011 to March 2012 reflects this.

Stage 1 identification of strategic objectives and resource gaps

- May/June – Partnership boards
- July - Cabinet
- July – One Barnet Partnership Board

Stage 2 consultation and development/review of draft business plans

- July – August – draft plans completed by services in consultation with portfolio holders
- July – October – informal consultation with public
- Mid - September – internal challenge/review meetings
- November – Cabinet report on budget options including equality impact review from 2011/12
- November – One Barnet Partnership Board
- December – Cabinet report on budget headlines
- December – One Barnet Partnership Board

Stage 3 formal consultation and ratification of budget and One Barnet plan

- November – January – formal consultation on proposals
- February & March – budget and One Barnet plan ratified through democratic process

9.5.2 The detailed timetable is included in **Appendix 3**.

10 LIST OF BACKGROUND PAPERS

10.1 None

CFO: JH
Legal: JEL

State of the Borough 2011

Barnet Insight Unit

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Introduction

This document has been created by analysts from the Barnet Insight Unit with contributions from analysts and policy staff across the local public services. It draws on a wide range of existing work, as well as original analysis to summarise the strategic risks and opportunities facing Barnet – the organisations, the place and its people – over the coming five years.¹

The **One Barnet Sustainable Community Strategy** sets out the ten year vision for Barnet. This vision is framed around achieving four strategic outcomes which are:

- A Successful London Suburb
- Investing in children, young people and their partners
- Health and independent living
- Strong and safe communities for all.

Each of these outcomes will be delivered through multi-agency **partnership boards**. The analysis in this report has been structured to reflect these four themes with the purpose of supporting those making decisions about Barnet's transformation agenda for public services.

The One Barnet transformation was originally developed to address the multiple challenges facing the local authority of reducing budgets, finding new solutions to tackling long-standing problems and addressing customer satisfaction. But these challenges are now being faced by all public services including our local civil society, which is why a **shared understanding** of Barnet the borough is so important.

To explore the challenges facing each strategic outcome **two questions** were asked: 1) what is the likely impact of demographic change on this area of activity, and 2) what are the probable implications of recent policy changes?

¹ A list of further reading is included at the end of the document.

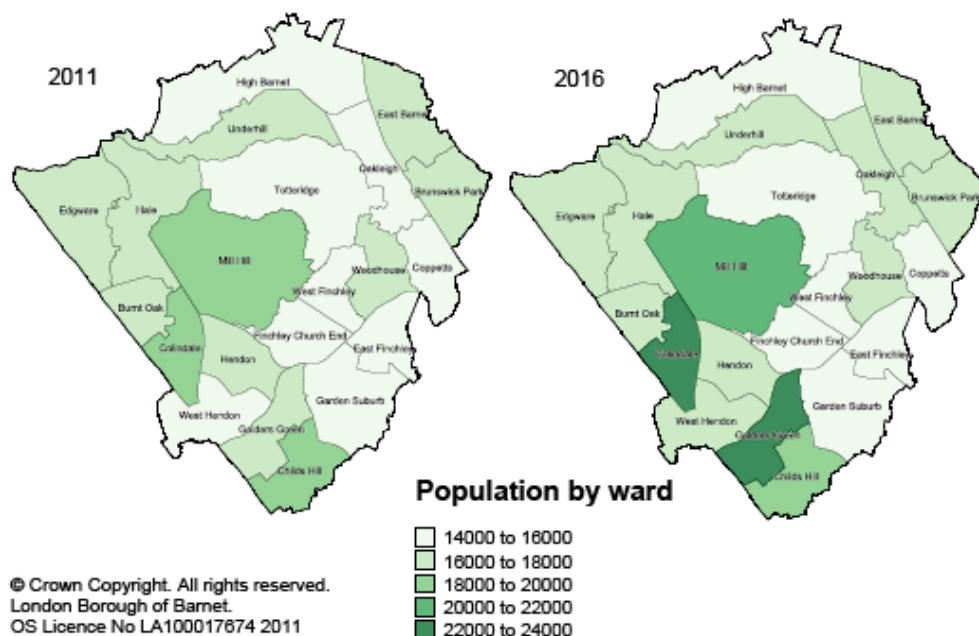
Demographic change, 2011-16

Already London’s most populous borough, with 349,800 residents in 2011 and a history of integrating diverse immigrant communities, Barnet’s story is one of **aspirant** growth. Since 2001, the local population has grown by 30,300 (9.5 per cent).² This growth is forecast to continue over the coming half decade as a consequence of regeneration and recent high birth rates. Understanding the complexities of this changing demographic landscape will be essential in designing and restructuring local public services.

The Barnet population is projected to grow by 5.5 per cent over next five years – an increase of 19,400 people. The greatest growth will be concentrated in Colindale (+10,900), Golders Green (+7,300), Mill Hill (+2,000) and West Hendon (+1,900) which are major **regeneration** and development **areas** in the borough. Meanwhile, the **central wards** – East and West Finchley, Woodhouse – are projected to experience a slight fall in population, as are Hale, Burnt Oak and Coppetts ward.

This net change in population masks an even higher rate of local **population churn**. Every year, 8 per cent of the population are new to the borough, replacing the 7.7 per cent of residents moving out each year. Almost 30,000 people are therefore being replaced every year.³

Total population by ward, 2011 and 2016



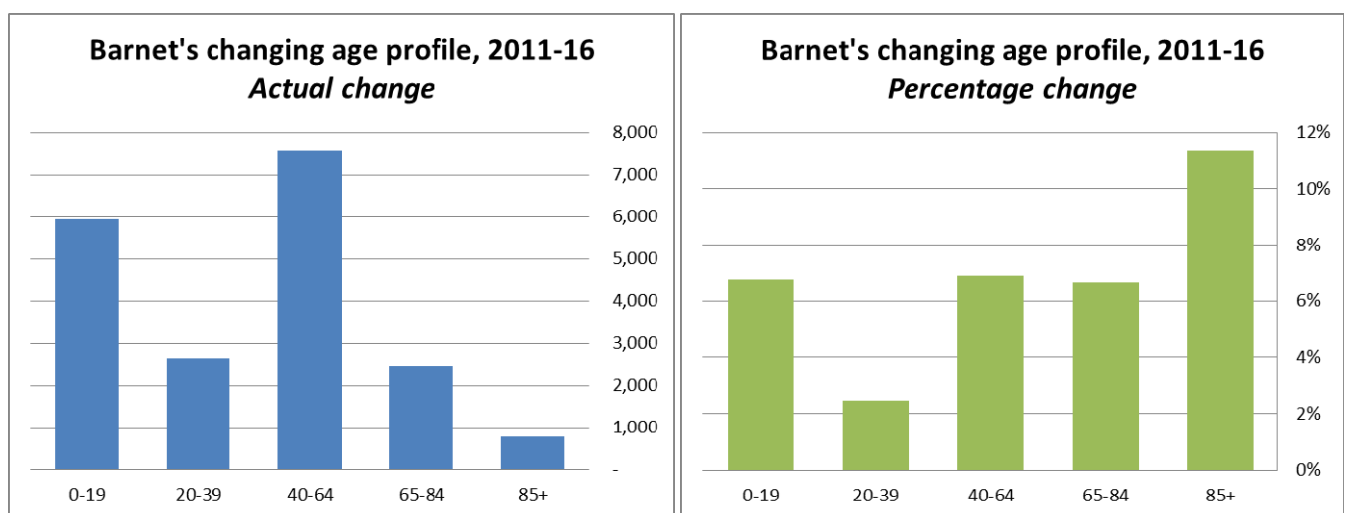
² Population Hybrid, Barnet Insight Unit, 2011 update

³ Based on analysis of ONS 2088-based sub-national population projections

Age profile

Between 2011 and 2016, the age profile of Barnet is forecast to develop in the following ways:

- Significant increase in **5-14 year olds** (+6,600). This includes 23 per cent more 5-9 year olds projected by 2016. This young cohort is the fastest growing group in the borough.
- General decline in **30-34 years olds** (-1,000, 3 per cent) and slower growth in **25-29 year olds** (600, 2 per cent).
- Sizeable growth in **40-59 year olds**, especially 40-45 (+2,200, 8 per cent) and 50-54 (2,400, 11 per cent) cohorts.
- Sizeable growth in **65-69 year olds** (+2,100, 18 per cent) and proportionally significant growth in **90 plus** cohort (17 per cent).



Changing ethnic diversity

With regeneration and demographic growth comes a shift in the ethnic profile of the borough. Over the next five years, the local **Black and Minority Ethnic (BME)** population is projected to increase from 33.1 per cent to 35.0 per cent of the total populace. This increase is at a slightly slower rate than other Outer London boroughs (5.6 per cent compared to Outer London average of 7.0 per cent) but faster than London as a whole (4.7 per cent).⁴

- Barnet's fastest growing ethnic group is **Other** (a classification which includes Iranians, Afghans, and Arab peoples) with 19 per cent growth (+4,400 people) over five years against an average growth rate of 5.5 per cent. In 2010, 2.8 per cent of children in Barnet schools speak Farsi as a first language – 1,395 individuals.⁵
- Although numerically smaller, the **Black Other** community is experiencing the second fastest proportional growth, with 15.1 per cent (1,000) more Black Other Barnet residents expected by 2016. In 2009, there were 250 applications for National Insurance Numbers from Barnet residents of Nigerian nationality, 50 from Ghanaians

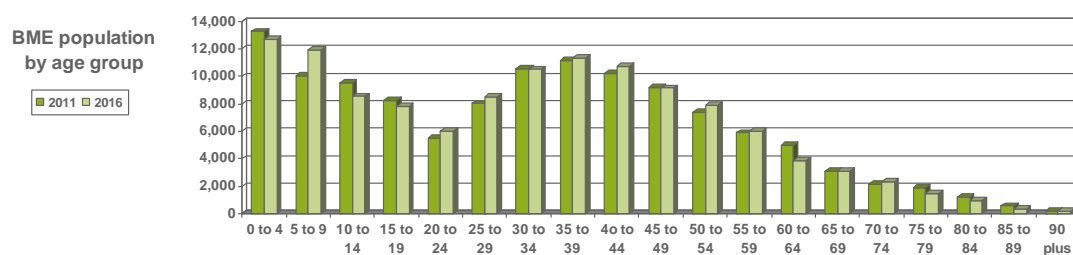
⁴ GLA 2010 Round ethnic group projections adjusted to Barnet Hybrid Model

⁵ School Census, January 2011

and another 50 from Somalians. 2010 figures look likely to match or exceed these levels.⁶

- Barnet's largest ethnic group, the **Indian** community, is expected to remain the most populous BME group over the coming half decade, but growth is slower than other groups at just 4.9 per cent (1,600 people). 700 residents of Indian nationality applied for a National Insurance Number in 2009.

Although Barnet continues to attract individuals and families from around the world, the rise in local diversity is predominantly **driven by births** in the existing BME community. The consequence of this is that, aside from a bump in the 30 to 44 cohort, each rising age band is progressively less diverse than the former; 21.9 per cent of the current 65 to 69 year old population are non-White compared to almost half of all 0 to 4 year olds (49.7 per cent).⁷



Deprivation

The third release of the English Indices of Deprivation (ID2010), a selection of small area level measures of deprivation, became available at the end of March 2011. Against the 2007 Multiple Index of Deprivation (IMD07), Barnet is **less deprived** than it was three years ago, ranked as the 165th of 326 most deprived Local Authority Area. Barnet is a particularly varied borough however, and although the Barnet average is averagely relatively deprived, there is a wide variance between different domains and different areas. No Lower Level Super Output Areas (LSOAs) in Barnet fall within the ten per cent most deprived nationally, six fewer than 2007. However, 35 of 210 (16.67 per cent) rank in the lowest ten per cent on at least one domain.

The two domains which have shown the greatest decrease in relative deprivation are *Barriers to Housing and Services* and *Health Deprivation and Disability*. In part the **housing domain** improvement is likely to be a change in the how data has been defined since the last release.⁸ No changes have been made to the methodology for the **health domain**. However, this is a complex weighted measure in part based on prescription data.⁹

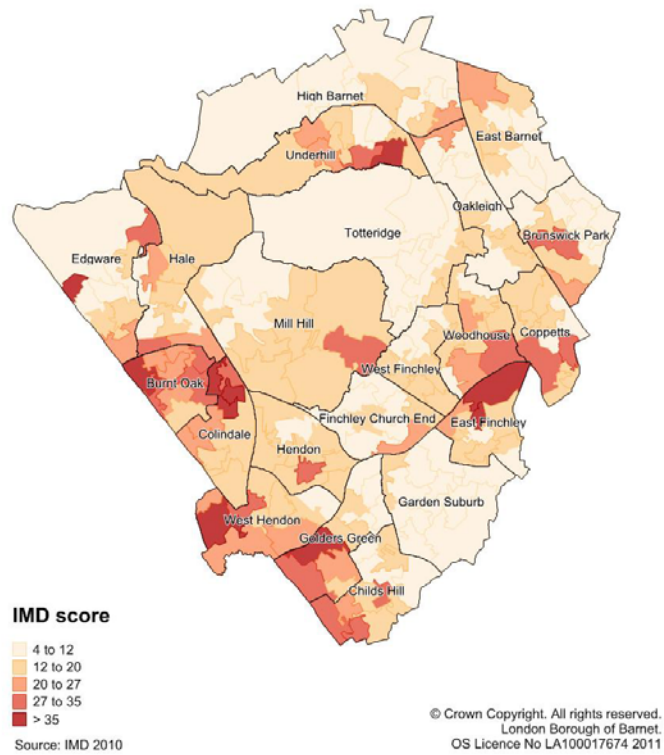
⁶ These figures paint only a partial picture, since they do not take into account non-working individuals or those who have been awarded citizenship from another European country before entering Britain.

⁷ GLA Intelligence 2010 Round Ethnic Group Projections adjusted to fit Barnet Hybrid Population Model

⁸ LB Barnet Business Intelligence Team, Deprivation in Barnet: results from the English Indices of Deprivation 2007, <http://www.barnet.gov.uk/deprivation-in-barnet.pdf> pgs 6-7

⁹ CLG, English Indices of Deprivation 2010: Technical Report, <http://www.communities.gov.uk/documents/statistics/pdf/1870718.pdf> pgs 25-31

Deprivation in Barnet, 2010



The Coalition has recently published both a **Social Mobility Strategy** and a **Child Poverty Strategy**, which have a strong focus on transitions at key life stages and on improving outcomes for children from the most deprived backgrounds.¹⁰

¹⁰ Full analysis of the ID2010 will be available shortly.

Customers and citizens

Customer information

In the 2010-11 financial year, the Council received an estimated **1.5 million** phone calls, **21,000** emails and **1,100** letters from residents.

Our call centre data for most Council services indicates that the number of daily phone calls has generally decreased over the past year. This may be attributed to a **channel shift** of some users towards the self-service features of the Council's website. Integration of the Council's website with *fixmystreet.com* and the use of web forms means that residents are more able to engage with the Council at a time that suits them. Conversely, there has been increased call centre activity for Registrars and Housing Benefit enquires. This may be due to recent changes to the Housing Benefit system and marriage legislation, but also reflects the more traditional contact preferences of the communities using these services.

Mosaic profiling of customer data indicates that households found in the west of the borough – where the majority of population growth and migration is taking place – have a lower inclination to use self-service tools.¹¹ Barnet's more commonly found Mosaic Groups are much more receptive to new methods of engagement over traditional means.

Channel shift will be easier to achieve for service areas whose main customers (or a large proportion of them) have a preference to using self-service tools, for example Council Tax and Parking.

What do customers think?

During spring 2011, local public services conducted a **Residents Perception Survey** to improve understanding of the opinions and priorities of local people.¹² The local services with which customers are **most satisfied** are refuse collection (81 per cent), street lighting (75 per cent), recycling facilities (73 per cent), doorstep recycling (72 per cent) and public transport (64 per cent). Just over half of respondents (55 per cent) cited that they were satisfied with the service they received when contacting the Council. Conversely, repairs of roads received the **most critical** assessment from respondents (51 per cent), followed by parking services (44 per cent) and quality of pavements (43 per cent).

Compared to 2007-08, six service areas have experienced a downward trend in satisfaction ratings: repairs of roads (-25 per cent); quality of pavements (-11 per cent); collection of Council tax (-8 per cent); social services for children's and families (-6 per cent); parking services (-5 per cent) and social services for adults (-4 per cent).¹³

What do residents care about?

According to the latest Residents Perception Survey, the issues that are of **most concern** to Barnet residents are:

¹¹ Mosaic is a geo-demographic tool which uses modelled data to profile populations into character Groups, allowing the development of services that reflect the preferences and needs of a given community.

¹² This survey took the form of 2,400 telephone interviews across a demographically representative sample. Further information on the methodology and findings of the consultation can be found online at <http://engage.barnet.gov.uk>.

¹³ Comparing the 2010/11 Residents Perception Survey to the 2008/9 Place Survey

- Condition of roads and pavements (31 per cent)
- Crime (29 per cent)
- The economy – rising prices / interest rates, lack of jobs (27 per cent / 24 per cent).

Concern about Crime is a recurring theme for Barnet's residents as seen in the previous Place Survey (2008-09), but the economic concerns are significantly elevated this time around reflecting the change in national consciousness. The roads and pavements option was introduced for the first time in this survey, so trend analysis is not yet available.

Participation and localism

Barnet residents feel less involved in Council decision-making than residents of other London boroughs (39 per cent versus 50 per cent) and 60 per cent of citizens believe that the Council does not listen to their concerns. However, a greater proportion of residents are satisfied with opportunities for participation than in previous years (50 per cent versus 29 per cent in 2008-09).¹⁴

The **local blogging community** has expanded during 2010-11. In the last six months, almost 1,000 stories about Barnet have been posted on local blogs, and roughly 300 **tweets** make reference to Barnet (the Council, the place or other areas within the borough) every day.¹⁵

An active and involved citizenry should be regarded as a valuable asset. The challenge for the Council and its partners is how to engage productively with residents to develop a balanced dialogue using new channels.

¹⁴ Residents Perception Survey 2010/11

¹⁵ Hyp3rlocal: <http://tr3ndy.ixishosting.co.uk/>

A successful London suburb

Housing capacity and population change

Barnet's population over the next decade is in part a direct consequence of the extensive regeneration programme being conducted across the borough. There are currently five major redevelopment sites within Barnet as well as the new Town Centre project at Brent Cross, Cricklewood.

Scheduled to be completed by 2026, these combined projects expect to deliver an additional **28,500 homes** within the borough and the new town centre at Brent Cross Cricklewood will create of over **22,500 new jobs**. Assuming current timescales are met, by 2012, regeneration will have delivered 194 new homes in **West Hendon**, of which 43 will be affordable. By 2016, 795 new homes will have been completed in **Grahame Park** – a net gain of 598 new homes in Grahame Park, of which 8.4 per cent will be affordable. By March 2017, all units will have been built in **Stonegrove and Spur Road**, of which 479 will be affordable – a net increase of 396 properties.

Housing structure and demand

The Department for Communities and Local Government have produced some basic long-term projections for household structure and size.¹⁶ These suggest a 69 per cent (+33,000) increase in the number of **single person households** in Barnet by 2033, echoing the trend across London.¹⁷ This means that by 2033 43 per cent of all Barnet households are expected to be occupied by single persons, compared to just 25 per cent in 2008.

However, the fastest growing household type is **Lone Parents**, with 82 per cent more households of this type projected by 2033 (+9,000), resulting in a rise from 8 per cent to 11 per cent of all households between 2008 and 2033. London is already proportionally over represented in this category and the projected rise, if correct, will make it even harder to reduce the proportion of children living in poverty in London.

Whilst there is a total increase of 12 per cent in households composed of a **couple with and without other adults**, these types are diminishing in their overall proportion (from 48 per cent to 39 per cent).

As a result of these changes, the **average household size** is projected to fall, both nationally and in London. Starting from 2.33 at 2008 in both England and London the fall in England is faster than projected for London, reaching 2.16 by 2033 compared with 2.19 in London. This difference is largely a function of London's population having relatively fewer persons over retirement age; a group that tends to live in smaller households.

Barnet's recent housing developments differ from the **housing stock** historically found within the borough; over 80 per cent of new homes in Barnet are flats and of these less than ten per

¹⁶ DCLG, 2008-based household projections to 2033 for England and the regions, published 26 November 2010. Available to download from <http://data.london.gov.uk>

¹⁷ Projections with shorter horizons are not available.

cent have three or more bedrooms.¹⁸ New developments are being marketed at a younger cohort of individuals than those typically found within the borough. The focus is on small apartment style living with good amenities for shops and entertainment, along with strong transport infrastructure – in short, painting Barnet as ideal **commuter territory** for professionals working in central London or asset rich older people looking to downsize to a high-status apartment.

However, anecdotal insight has revealed that due to the high cost of housing in Barnet, many of these single person flats have in fact been bought by couples and young families, placing unexpected burden on local amenities such as schools. Likewise, there is on-going demand for social housing capable of accommodating larger, multi-generational families. There are some programmes in place to encourage housing associations and disadvantaged residents to benefit from these new developments, but the reality is we have little control who buys the new stock. The risk is that new houses intended to raise existing residents out of poor conditions will be snapped up by others, keeping housing out of the reach of the average resident and alienating those displaced by the regeneration programme.

The other factor to be considered is the impact of the Government's proposed **changes to Housing Benefit** (including the cap on rent allowance). It is hard to forecast the exact scale of this impact but there is a risk that the local housing service may face pressure for accommodation from those no longer able to afford housing in the central boroughs.

Changes to national planning policy

Following the 2011 Budget, the Government is consulting on simplifications to the process for **converting commercial properties for residential use**. If these changes go ahead, it may create additional housing stock to meet local housing demand but could also impact Council revenues from planning charges and the availability of affordable commercial premises for local businesses.

Although the national economy remains weak, Barnet has a history of **entrepreneurialism and enterprise** which needs commercial space to grow. As if to illustrate this reality, after a 2.8 per cent fall in the number of active businesses at the start of the recession (2005 compared to 2007), there was a 4.3 per cent increase in new start-ups 2007-8.¹⁹ While additional housing capacity promises to provide wealth to some and homes to others, there is a risk that overzealous commercial to residential conversions could hinder the local economy, forcing new businesses and their benefits over the border into other boroughs.

Employment and economy

In the year to September 2010, 69.2 per cent of the Barnet population was in **employment** – slightly above the London average (68.0 per cent) and just below the national average (70.4 per cent). Five years earlier, in the year to September 2005, employment in Barnet was marginally higher at 70.4 per cent, against 68.4 per cent in London and 72.8 per cent nationally. During that same period, the rate of self-employment has risen from 13.6 per cent in 2005 to 15.9 per cent in 2010 – the highest rate in five years. Across the capital, **self-**

¹⁸ LDF Annual Monitoring Report, 2010

¹⁹ ONS, Business Demography 2009: Count of Active Businesses, 2004-8

employment has stayed largely unchanged at 10.8 per cent in 2010, up from 10.6 per cent in 2005.

In terms of **occupations** of local workers, the majority of residents are employed as *professionals* (including senior and associate professionals). This group represents 58.0 per cent of local workers, higher than the London and national averages. The proportion of *senior managers and professionals* locally has fallen since 2005 (from 20.6 per cent to 15.1 per cent), but ordinary professionals have seen a corresponding increase from 19.4 per cent in the year to September 2005 to 16.4 per cent in the year to September 2010.²⁰ This shift towards more junior professionals is also reflected in the displacement of **affluent senior executives** by younger, **educated high-achievers** as Barnet's dominant Mosaic Group.²¹

By contrast, latest **unemployment** figures (that is to say, people actively but unsuccessfully seeking work) reveal that a greater proportion of Barnet's population are struggling to find work than almost any time in the last half decade. In the year to September 2010, 7.4 per cent of the local population was believed to be unemployed – below the London average (8.9 per cent) but up from the equivalent period in 2005, when local unemployment stood at 6.7 per cent.²² Meanwhile, the proportion of Barnet residents employed in *elementary occupations* (that is to say, the most basic positions) almost doubled between 2005 and 2010 (3.8 per cent against 6.4 per cent).²³

The median **household income** in Barnet is £36,200 (2011), almost £2,800 above the London median of £33,400.²⁴ Since 2006, household income in Barnet has increased faster than the London average – by 28 per cent (£7,900) compared to 18 per cent (£5,200). In 2011, 5.3 per cent of local households received incomes of £100,000 or more, compared to 3.8 per cent in 2008. However, there has also been a recent rise in households earning £5,000 to £15,000.²⁵

Is the economic footprint of town centres changing?

Some of Barnet's town centres have been significantly affected by the recession, with a particular rise in **retail vacancies** in Edgware, Brent Street (Hendon) and New Barnet (2003-10).²⁶ Elsewhere in the borough, restaurants, cafes (A2) and financial service outlets (A3) have expanded at the expense of traditional retailers (A1).²⁷ This may be explained in part by the ongoing popularity of large shopping centres like Brent Cross and Westfield, as well as the rise of internet shopping.

There may be opportunities for improving the economic vitality of Barnet's town centres though additional investment available via the **London Town Centre Renewal Initiative**. This £50m Mayor of London project aims to redistribute the direct economic advantages that boroughs hosting the 2012 Olympic Games and new CrossRail stations will receive, to those parts of London benefiting less directly from them. It will aim to support the improvement of

²⁰ NOMIS, ONS Annual Population Survey

²¹ Experian, Mosaic Public Sector 2010 (legacy)

²² NOMIS, ONS Annual Population Survey

²³ NOMIS, ONS Annual Population Survey

²⁴ CACI Paycheck Data, unequivalised. Median income used for comparability to GLA Intelligence outputs.

²⁵ A more detailed report on Barnet's local economy can be found in *Barnet Economic Insight*, available online shortly.

²⁶ PHR, Barnet town centre survey analysis, August 2010

²⁷ PHR, Local Development Framework: Annual Monitoring Report, 2009/10

current local businesses districts, and the develop local retail, leisure, culture and arts provision for the community.

Sustainability and Waste

Recycling rates in Barnet are marginally higher than the London average; in 2009-10 Barnet's recycling rate was **33 per cent**, ranking it 14th in London and one per cent higher than the regional average. While Barnet continues to have slightly higher recycling rates than most neighbouring boroughs, Harrow achieved a 46 per cent recycling rate last year.

While recycling rates have seen a vast improvement in the past ten years, rising from eight per cent in 2001-2 to 33 per cent in 2009-10, much of the success behind the increase can be put down to providing new recycling opportunities. The introduction of tin can and green waste recycling in 2001 and compulsory recycling of bottles and cans introduced in 2006 both provided opportunities to increase the percentage of recycled waste.

Developing local infrastructure

With the vast amount of redevelopment that is taking place within the borough, there is an expectation that traffic and number of vehicles on the road will also increase. Current trouble spots and areas surrounding redevelopment sites are being reviewed to ensure that Barnet keeps moving. Over the next five years there will be major **junction improvement works** taking place in and around Colindale and Graham Park, a full redesign of Henley's Corner and many more junctions around the borough where peak time congestion is already causing problems.

A number of public transport projects are underway, with the **Northern line** undertaking improvements which will allow increased capacity and speed of service, and also to the Thameslink line where improvements will allow more trains per hour. **Bus routes** will be modified to deliver service to new areas and station redesigns will provide better access and facilities. These projects will be vital to ensure sufficient transport links are provided as pressure will be increased from growth of Brent Cross and Colindale areas.

Increased use of **utilities** is to be expected as more homes are built, and ensuring that demand can be met is a critical part of large planning applications. Mill Hill East will require significant improvements to the surrounding gas, electricity and water infrastructure. Other services will continue to be improved across the borough, notably the Installation of **Superfast Broadband** by BT and Virgin Media. This resource will enable Barnet to remain competitive for Small and Medium sized enterprises, as well as keeping up with demands of homeowners. The Council will also aim to double the number of small-scale domestic/local **electricity generation** by 2020 (to 15GW nationally).

Strong and safe communities for all

Barnet is regarded as a safe borough to live in; it currently has the ninth lowest level of reported crime in London and the total reported crime per capita has fallen by 20 per cent over the past ten years.²⁸ Despite this downward trend however, some aspects of crime continue to grow and with a projected growth in population and a reduced budget, there are several strategic facing the Council and its partners over the coming years.

The 2011 **Safer Communities Strategy** outlines that the Council and its partners will continue to aim to reduce the total number of offences within the borough, as well as focus on the crimes that are most damaging to the community and have greatest impact individuals, namely:

- Acquisitive crime with a focus on Residential Burglary
- Anti-Social Behaviour
- Violent Crime with a focus on Domestic Violence.

Crime trends

In the last financial year overall crime in Barnet has remained level (April 2009 - March 2010). However, this masks changes within individual crime types. Of greatest concern is **Residential Burglary**, which is at a five year high and now represents 11.6 per cent of recorded offences in Barnet (Total Notifiable Offences, TNO) compared to approximately 10 per cent in the two years prior and 8 per cent during 2006-07 and 2005-06.

Other crime types have seen significant **proportional increases** in the last 12 months. However the **actual** numbers of these offences are relatively minimal:

- Rape (164.1 per cent, 39 offences last year to 103 this year) – 0.4 per cent of total crime
- Knife crime (19.1 per cent, 340 offences last year to 405 this) – 1.5 per cent of total crime
- Other serious sexual offences (17.4 per cent, 115 offences last year to 135 this).

The **largest reductions** in reported crimes were for:

- Hate crime (-31.8 per cent reduction last year, 448 offences down to 298)
- Most serious violence offences (-29.3 per cent reduction, 290 offences down to 205)
- Theft of Motor Vehicles (-17.1 per cent reduction, 1,006 offences down to 834).

In terms of volume of reported offences, theft of motor vehicles (now only 3 per cent of Barnet offences), thefts from motor vehicles (now only 11.4 per cent of Barnet offences compared to 13 per cent the previous year), **Domestic Violence** offences (now only 5 per cent of Barnet offences) and Racist offences (1 per cent of Barnet offences) are at a five year low.²⁹ However, there is concern that in the case of Domestic Violence, this low represents **under reporting**, rather than actual decline so remains a significant concern for local safety.

²⁸ Safer Communities Strategy 2011 Draft document currently undergoing departmental review

²⁹ Barnet Crime, Disorder and Substance Misuse Strategic Assessment, 2010 refresh

Children and Young People

The **peak victim age** in Barnet is for individuals aged between 13 and 18 years old, with the majority of instances relating to assault and robbery. The risk of becoming a victim of crime as a younger individual is twice that of people in their 30s and for some offence types the victimisation rate is even greater – a male aged 13 to 18 years is around 12 times more likely to be robbed than a male in his 30s.³⁰

Furthermore, the **peak age for offenders** in Barnet is for 16 to 22 years old and there has been a number of emerging gangs and youth peer groups involved in robbery. This has repercussions for long term crime prevention; many repeat offenders are drawn into relatively low level crime and anti-social behaviour from an early age. If their offending is not checked there is a risk they progress into being more serious offenders who are part of organised criminal networks. **Early intervention** will be important in making sure that many of these young offenders do not continue to become entrenched in crime.

As the population of young people is set to increase and if these trends are set to continue, we can expect there to be higher numbers of individuals becoming both offenders and victims over the coming years.

Perceptions of Safety

Preliminary results from the 2010-11 Residents Perception Survey suggest that public concern about anti-social behaviour has fallen, particularly in relation to ‘teenagers hanging around the streets’. However, with a significant cohort of local boys entering their teenage years over the coming half decade (+9.8 per cent aged 10-14) it is possible that this positive trend will reverse. This spike in teenagers is particularly significant in West Hendon (+23.4 per cent), Edgware (+15.9 per cent) and Finchley Church End (+12.7 per cent), where the increases are above both the ward and borough growth rates.

Safeguarding

More children are being brought to the attention of **children’s social services** and are subsequently being assessed to determine if they are in need or at risk and the services they may require. Between July and September 2010, Barnet Children’s Service received 842 referrals, carried out 706 initial assessments and 183 core assessments. This was almost twice the number of referrals and initial assessments, and six and half times as many core assessments as during that same quarter in 2006.³¹ Likewise, referrals into the **Adults Safeguarding Team** have increased steadily over the last few years, from 289 in 2007-08 to 420 in 2009/10, reflecting focused efforts to raise awareness of the service and improve procedures.³²

The increase in children’s social care activity is placing increasing pressure on resources. More assessments are required, and there has been a significant increase in the number of care proceedings. A Family Justice Review is currently underway, which may help to address some of the weaknesses in the current court system.

³⁰ Barnet Crime, Disorder and Substance Misuse Assessment 2010

³¹ Barnet Children and Young People Profile 2010

³² JSNA 2011

As health and social care services come under increasing pressure (due to rising demand and falling resources), it will be essential that local public services continue to invest in protecting the most vulnerable residents against harm.

Barnet's Big Society

72 per cent of residents feel a strong **sense of belonging** to their local neighbourhood – significantly more than in 2008/09 (57 per cent, +15 per cent). However, this sense of belonging is attached more to their immediate neighbourhood than the wider borough of Barnet (64 per cent, - 8 per cent).³³

Nearly two thirds of respondents (64 per cent) agree that people pull together to help improve their local area and in the last twelve months around a quarter of respondents (24 per cent) say they have got together with others to help improve their local area.

CommUNITY Barnet has identified around 1,000 local **community and faith-based organisations** which are active in Barnet's Big Society, fuelled by 40,000 local volunteers.³⁴

Evidence shows that new organisations are springing up all the time, especially among Barnet's new communities.

Barnet has already begun the process of partnering with the third sector to prototype innovative **Big Society solutions**, including the Community Coaches Programme, PledgeBank and the Strawberry Vale interns funding through Connecting Communities. Over the coming years, we need to build on these small steps to develop models that enable residents to be more independent thereby delivering lasting social change, not simply social services. One tool in our efforts to achieve this will be the creation of the **Barnet Innovation Bank**, which is offering £600,000 over the next three years to support the development of innovative Big Society solutions.

With an acknowledged growth in the older population, there will be an increasing number of **retired professionals**. This represents an opportunity to harness the experience and capacity of this group to support the development of local civil society.

³³ Residents Perception Survey 2010/11. The survey is undergoing a QA process and results are not final

³⁴ CommUNITY Barnet, On Your Doorstep, 2010

Independent and healthy living

Barnet residents enjoy better than average health and higher life expectancy. However, this experience is not universal across the borough and there is a seven year difference in life expectancy between the most deprived and most affluent areas. Moreover, with a growing population, limited resources and changes planned in the provision of health services, there are a number of challenges facing Barnet. Further details can be found in the [2011 Joint Strategic Needs Assessment](#).

Implications of demographic change

Barnet's rising local population (especially at the youngest and oldest extremes) will place pressure on all health and social care services, with a number of implications for health and wellbeing.

The projected increase in children, especially **5 to 9 year olds** will place demands on health, social care and education services. In addition to the general increase in children, improved survival rates also means that there will be more children with complex needs which need supporting.

45-64 year olds – another expanding age group – are most at risk of developing long-term conditions, including obesity, raised cholesterol, high blood pressure, diabetes, stroke and heart failure.

While many **older people** are living independent lives, many will be dependent on care provided by family or public services. Over the next five years, there will be 3,250 more residents aged over 65 (+7.4 per cent) and 783 more residents aged over 85 (+11.3 per cent). Both of these increases are above the average growth rate (5.5 per cent). In addition to the traditional health risks of old age, **dementia** is a particular issue that we can expect to see increase in prevalence as more people live into old age.

Different communities have differing health needs and susceptibilities. Over the coming years, Barnet is forecast to become **increasingly diverse** (from 33.1 per cent non-White in 2011 to 35.0 per cent in 2016), creating new and complex health needs.

Increases in the total population and improvement in medical expertise means that the number of residents with **complex needs** is likely to increase over the coming years. There are an estimated 4,600 people ages 18-64 in Barnet with a **serious physical disability**, of which 1,700 are predicted to have a serious personal care disability. By 2015 this group is estimated to increase by around five per cent (in line with total population growth). By contrast, the number of residents over 65 with serious physical disabilities is forecast to increase by ten per cent over the same period – twice the average rate of growth.

Additionally, there are an estimated 5,360 residents aged 18-64 with a **learning disability** in Barnet. People with learning disabilities are more likely to have significant health risks and major health problems, and are more likely to be exposed to poverty, poor housing conditions, unemployment, social disconnectedness and discrimination. However, evidence

shows that these vulnerable residents also fail to receive appropriate screening and advise for other health and lifestyle conditions. Improved survival, rising birth rates and growth among communities at higher risk of learning disabilities all mean that this is likely to be an area of growing need locally.

Specific health trends

While medical expertise continues to advance, some health issues remain significant obstacles. These may be exacerbated by changes in lifestyle, the economic climate and the local population profile.

The incidence of **cancers** is showing a downward trend in Barnet. However we should not be complacent as this remains a significant health issue and as life expectancy and the number of older people increases, so the number of cancers diagnosed locally each year is likely to increase. Although mortality remains relatively low, improving take-up of **screening** (particularly breast screening) could ensure that more cancers are identified and treated earlier, improving outcomes for residents.

In 2009-10, 3,650 people were registered as having **chronic obstructive pulmonary disease** (COPD) on GP lists in Barnet. Although death rates from COPD are generally falling, it is estimated that there are as many undiagnosed cases as there are diagnosed. A challenge for the coming years is how to identify more incidences of COPD and sooner, thus reducing the reduce severity of its impact of the patient and public services.

Reductions in smoking and improvements treatments for heart attack and stroke mean that death rates from **cardiovascular disease** (CVD) have improved in recent years and prevalence is lower in Barnet than nationally. However, the problem of **obesity** and the growth in Barnet's middle aged population mean that we can expect more people to be at risk of CVD than before. Without active steps to help people to reduce lifestyle risks then the downward trend in death rates is likely to reverse.

Almost 25,000 Barnet residents aged 18 plus are **obese**. Although this represents a lower prevalence than nationally (6.8 per cent versus 24.5 per cent) it is still a significant number, especially considering that those who are obese are at greater risk of premature death and are more likely to suffer from conditions such as diabetes, heart disease, hypertension, stroke, cancers, musculoskeletal diseases, infertility and respiratory disorders. Among the younger population, obesity is more of an issue, with 17.7 per cent of Barnet children Year 6 considered obese in 2009/10 and 10.7 per cent of Reception classes. Tackling obesity is an important step towards slowing the rising prevalence of diabetes locally.

Nationally and locally, the prevalence of poor **mental health** is numerically significant but often overlooked; during 2009-10, there were almost 23,000 residents suffering from depression recorded on local GP lists. Even taking death from suicide into account, people suffering from poor mental health tend to have poor physical health and die young. Poor mental health is also associated with personal and social problems, such as someone's ability to go to work and stay in employment. In Barnet, almost half of all Incapacity Benefit claimants are receiving benefit due to mental health issues (4,040 people). With ongoing

economic uncertainty and changes to the benefit system, it is important that mental health is adequately understood and managed.

Independence

With the increased pressures from a burgeoning population and reduced financial resources, it will be essential to **enable more people to manage their own health** responsibly.

Immunisation is second only to a clean drinking water supply as a way of improving and maintaining the health of the population. Take-up of the MMR vaccine has increased in recent years following some ten years of significantly low take-up. Among adults, take-up of the flu vaccine is equally important but has seen a decrease in recent years. Promoting the importance of immunisations through schools, community and faith groups might support improved vaccination rates going forward.

With the rate of alcohol related admissions to local hospitals more than doubling between 2004-05 and 2009-10, **alcohol misuse** is an expensive habit for both the misuser and public services. Educating the public about responsible consumption would reduce the cost and social burden on the health, social care and criminal justice systems.

Tobacco use is the most important preventable risk factor for death from cancer and cardiovascular disease, making **smoking cessation** the most significant *secondary* disease prevention measure. Even though Barnet's smoking prevalence is one of the lowest in London, there remain some 62,300 smokers in the borough. Supporting pregnant mothers to stop smoking is especially important, as **smoking during pregnancy** is estimated to contribute to 40 per cent of all infant deaths, a 12.5 per cent increased risk of a premature birth and a 26.3 per cent increased risk of intrauterine growth restriction.

Commissioning informed by insight

In addition to helping residents improve their own health, there are several ways that we can ensure that our limited resources are best used. In a time of financial shortage, it will simply not be possible to meet every demand on the health and social care services. In light of this, it will be essential to **prioritise need and manage demand**. Services must be commissioned based on evidence to tackle the areas of greatest need and where the investment is most cost effective – for example the pockets of deprivation. In most cases, **identifying problems early** can reduce the severity and burden of the problem on both the individual and the state.

In light of this there should be a continued, reinvigorated emphasis on prevention. Where possible, this preventative action may be delivered through **innovative solutions** which tackle the underlying causes of health and wellbeing problems in partnership with the community and faith sector. Increasing choice for residents around their care, for example through the use of personal budgets is likely to become more important. This was a key area for development identified in the Disability and Special Education Needs green paper (March 2011).

Investing in children, young people and their families

Increasing birth rates

Over the past ten years the number of annual births in Barnet has increased by 28 per cent - there are now close to **5,300 live births** in the borough each year. This rate of increase is far higher than found in other London boroughs, where numbers of newborns have risen by only 23 per cent and nationally where numbers born have increased by 17 per cent.³⁵

Interestingly, while the numbers of births has increased faster than London, the actual birth rate of the borough (the number of births per 1,000 people) is still at a similar level; Barnet's General Fertility Rate is 70.4, whereas London's is 69.6.

The number of **under 10s** in the borough in 2011 is estimated at 47,000 individuals, making up 13 per cent of the borough's total population. As this group ages we can expect increased pressure on Council and other public services, and we are already experiencing increased pressure on reception and primary **school places**. The annual number of children in Barnet **primary schools** (including nursery classes in these schools) had been fairly constant at around 26,000 per year until 2007, but by 2010 the population of primary school places had risen by an additional 1,200 individuals, or five per cent overall.³⁶ Meanwhile, the population in local **Reception classes** has grown by 16 per cent since 2006/7. The latest projections based on births, migration trends and regeneration plans for the borough show that demand for primary school places will continue to increase, and a programme of investment is being developed to ensure that there is sufficient space in our primary schools to accommodate these children.

Over the same time period, **secondary school populations** have only increased by some 300 places. Although it may reasonably be expected that not all children in the local school system today will remain in Barnet throughout their education, we can expect to see an impact on secondary school populations as this younger cohort enters the first stages of secondary education. Current projections indicate that additional Year 7 places will be required by September 2015. There is likely to be further demand for education in sixth forms and colleges as the participation age (the age until which young people must be in education or training) is due to rise to 17 by 2013 and to 18 by 2015.

Successes and attainment

The number of individuals obtaining good passes for their GCSEs in Barnet is continuing to increase each year; In 2010, 66 per cent of Barnet students obtained 5 GCSEs at A*-C (including English and Maths), higher than both national rates and those of statistical neighbours.

Children who typically do less well with these forms of assessment also do significantly better in Barnet than elsewhere:

³⁵ Office for National Statistics Birth Statistics: <http://www.statistics.gov.uk/statbase/Product.asp?vlnk=14408>

³⁶ Profile of Children and Young People in Barnet, November 2010

- 21 per cent of children with **Special Educational Need** achieve 5 GCSEs at A*-C compared with only 15 per cent nationally³⁷
- 34 per cent of children receiving **free school meals** achieve 5 GCSEs at A*-C compared with only 27 per cent nationally.³⁸

Although those children and young people who may require more support achieve significantly higher than national averages, it remains a challenge to narrow the attainment gap between these children and their higher-achieving peers in Barnet schools.

Since 2005 there has been a steady increase in the percentage of pupils who speak **English as an additional language** in Barnet schools; 43 per cent of pupils in primary schools and 39 per cent of those in secondary schools speak another language at home.³⁹ Despite this, reading ages for Key Stage One children in the borough are similar to those found across London and nationally. The recent **Libraries Review** supports the view that providing excellent facilities for early stages literacy and reading skills is a priority and funding will continue to support early stage learning.

Further and Higher Education

The number of students studying at **Middlesex University** is increasing, with 11 per cent growth between 2007 and 2009 across their London campuses. As part of the deficit reduction plan, the Government has placed caps on undergraduate admissions, but it is not known for how long these limits will last. As a result, it is hard to forecast the future student population. However, plans to consolidate Middlesex University's facilities into the borough will concentrate the existing student population, even if it does not expand significantly over the coming years. Likewise, the university's commitment to offering students at its overseas campuses a season in London will continue to inform the multi-ethnic character of Barnet.

Between 2009-10 and the current enrolment for 2011-12, the student population at **Barnet College** expanded by just over 4 per cent. This includes a 40 per cent increase (+2,000) among students aged 16 to 18 and an 11 per cent (-1,300) fall in students over 18.

Fostering and children in need

As at March 2010, just over 2,000 children in Barnet were considered '**children in need**' (requiring services under section 17 of the Children Act 1989). This is usually because they have additional needs requiring integrated targeted support, for example there may be a high risk of family breakdown. Over 300 children are currently in care of the local authority.

As is the case nationally, Barnet finds it a constant challenge to recruit enough **foster carers** to support the children that enter into its care. This means that some children have to be placed out of borough with other care organisations. This is difficult for the children, who may be placed far away from social and other ties, and it is also a costly solution; placing a child outside of the borough requires almost twice the maintenance allowance of housing them with a Barnet family.

³⁷ National Indicator 105 Special Educational Needs 2009

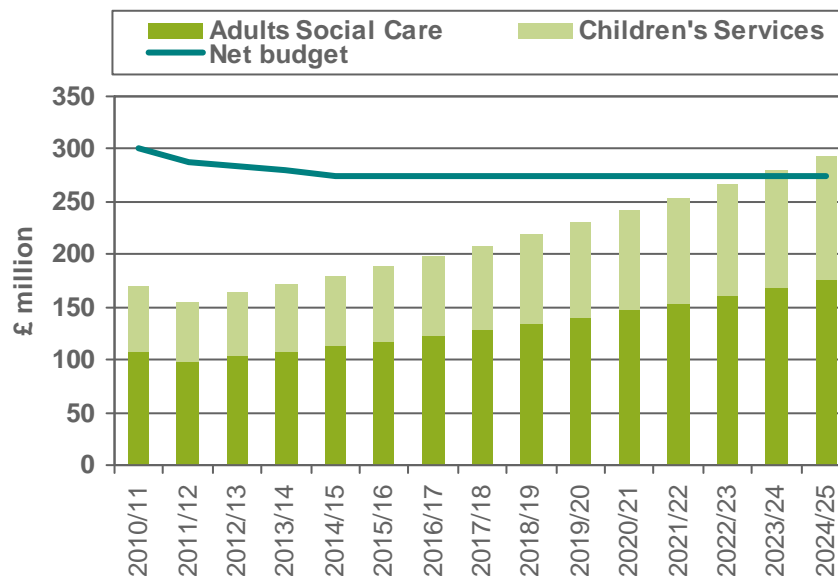
³⁸ National Indicator 102 Free school meals 2009

³⁹ School Census, January 2010

With an increasing young population and a sustained rise in the numbers being referred to children's social services, there is a high possibility that the number of children taken into care may also continue to rise in the coming years. In order to help reduce this possibility, the Children's Service is investing in **early intervention and prevention** to improve the identification of those at risk and work with families to address problems before they escalate. There has also been an increased national focus on early intervention and prevention, with Graham Allen review (January 2011), which emphasised the importance of the early years and evidence-based early intervention programmes.

Conclusions

Three key themes emerge from this review. Firstly, there is an urgent need to identify ways to **mitigate the cost pressures** related to the rising child and older adult populations. Based on a crude projection, if current spend on these areas rises in line with population growth and overall budgets are reduced in line with central government deficit reduction plans, the Council will have no money for any other services by 2023/4.⁴⁰



The second key theme is to **get the basics right**, that is to say, understanding what our residents want. We need to get our service delivery in order and ensuring that we are concentrating our limited resources on issues that are of greatest concern to citizens. In the language of One Barnet, this is about valuing our residents' time highly enough that we invest our time making accessing services as simple and pain-free as possible. This is not all about flashy new websites and gadgets – boring but broken processes need attention too.

The third and final theme is about **managing growth to keep Barnet successful**. If the second theme is about residents want, this one is about what the community needs. With a rising population, effective demand management will be vital. In a time of financial constraint, this is likely to require agile and innovative solutions delivered in collaboration between partners and the third sector. Courage and organisational humility will be essential for us all to work better together as we seek to prototype new models of service delivery, learn from each other's strengths, and make difficult decisions about the future of local public services.

⁴⁰ The Insight Unit are collaborating with Finance to develop a more detailed projection for use in discussion with the Treasury.

Further reading

Sustainable Community Strategy

<http://www.barnet.gov.uk/community-strategy>

Joint Strategic Needs Assessment (Health and Social Care)

http://engage.barnet.gov.uk/consultation-team/jsna2011/consult_view

<http://www.barnet.gov.uk/joint-strategic-needs-assessment>

Safer Community Strategy

<http://www.barnet.gov.uk/community-safety>

Children and Young People's Profile

<http://www.barnet.gov.uk/children-and-young-people-profile-2010.pdf>

Local Development Framework, Annual Monitoring Report

<http://www.barnet.gov.uk/annual-monitoring-report>

On Your Doorstep (Report on the Third Sector in Barnet)

http://www.communitybarnet.org.uk/data/files/oyd_master_file.pdf

Residents Perception Survey, 2010-11

http://engage.barnet.gov.uk/consultation-team/residents_perception_survey/consult_view

Agenda Item 5, Appendix 2

Medium Term Financial Plan	2011/2012 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total
Budget brought forward		288,325	284,498	285,263	
Statutory/cost drivers					
Inflation (pay)		873	2,361	2,361	
Inflation (non-pay)		3,007	3,057	3,057	
NLWA levy		2,713	1,000	1,000	
Capital financing costs		2,250	2,250	0	
Statutory/cost drivers sub-total		8,843	8,668	6,418	
Central Expenses					
Housing benefit changes					
CT Base - Long Term Empty Discounts			1,000		
Contingency		1,702	1,551	3,000	
Full year effect of 2010/11 savings		(59)	(17)		
Central Expenses sub-total		1,643	2,534	3,000	
Balances to/(from) reserves					
Specific reserves contribution 2011/12	3,996	(4,010)			
Specific reserves contribution 2012/13		1,981	(1,981)		
Specific reserves contribution 2013/14			1,981		
Reserves sub-total		(2,029)	0	0	
Total Budget requirement (net expenditure)	288,325	296,782	295,700	294,681	
New Formula grant funding					
New Formula Grant	99,505	90,635	90,454	85,117	
New Formula grant sub-total	99,505	90,635	90,454	85,117	
Council Tax					
Council tax	155,466	159,353	163,337	167,420	
Council Tax grant	3,849	3,886	3,886	3,886	
Core grants					
Early intervention grant	13,171	14,043	12,540	12,214	
Homelessness grant	700	700	625	609	
PFI credit	2,235	2,235	2,235	2,235	
HB and CT Admin	2,960	2,960	2,643	2,574	
Learning disabilities	10,439	10,686	9,543	9,295	
Other funding sub-total	188,820	193,863	194,809	198,233	
Total Income from grant and Council Tax	288,325	284,498	285,263	283,350	
Budget Gap before savings	(0)	12,284	10,437	11,331	34,052
Savings (from March budget report)		(13,084)	(11,237)		(24,321)
Recommended pressures (from March budget report)		800	800		1,600
Budget Gap after savings		(0)	0	11,331	11,331

Notes/changes from March 2011 position:

1. Final "core grant" figures for 2012/13 now confirmed and included, resulting in an additional £512k available in the budget. This

2. More pessimistic assumptions included for 2013/14 "core grant" figures following detailed analysis of spending review tables (£1.6m less funding). The contingency provision has been reduced by £1.6m so there is no effect on the bottom line

3. 2014/15 year added to the model, with assumptions in line with spending review

4. Provision for additional costs in respect of concessionary fares removed from model

Start	End	Business Planning timetable
Stage 1 identification of strategic context and resource gaps		
28/06/2011	28/06/2011	CDG to discuss strategic context for business planning
06/07/2011	06/07/2011	Cabinet Briefing to discuss strategic context for business planning
14/07/2011	14/07/2011	Cabinet Awayday
26/07/2011	26/07/2011	Cabinet to agree strategic context for business planning
22/09/2011	22/09/2011	Budget and Performance Overview and Scrutiny Committee
Stage 2 Consultation with the public and development/review of draft business plans		
04/07/2011	26/08/2011	Service areas to scope out budget proposals
04/07/2011	26/08/2011	Service areas to scope out strategic objectives and business plans
04/07/2011	26/08/2011	Service areas to scope out potential equality impacts for budget proposals
08/07/2011	25/08/2011	Workshop sessions held to support the completion of the proformas
04/07/2011	26/08/2011	Partnership boards to discuss specific budget or business planning issues
18/07/2011	26/08/2011	Soft consultation with public - Consult on budget set last year
26/08/2011	26/08/2011	Draft plans completed by Directorates & reviewed/signed off by their cabinet member & submitted to shared drive
26/08/2011	26/08/2011	Completion of equalities impact review for 2011/12 budget (to be included in the November Cabinet papers).
26/08/2011	02/09/2011	Review of plans by performance, finance, equalities completed and submitted to Directorates
01/09/2011	08/12/2011	Detailed <i>specific</i> consultation to commence on contentious proposals (8 weeks ends 10 Nov 2011; 12 weeks ends 8 Dec 2011)
12/09/2011	16/09/2011	Directorate planning challenge sessions
27/09/2011	27/09/2011	CDG meeting to review draft Cabinet report on Budget options
11/10/2011	11/10/2011	Cabinet briefing to review draft Cabinet report on Budget options
03/11/2011	03/11/2011	Cabinet report on budget options (report to include review of equalities impact 2011/12)
16/11/2011	16/11/2011	Budget and Performance Overview and Scrutiny Committee
Stage 3 Formal consultation and ratification of budget and One Barnet plan		
04/11/2011	06/01/2012	Formal Consultation on overall Budget with staff and public to commence – 8 weeks ends 6 Jan 2012 (due to Xmas)
22/11/2011	22/11/2011	CDG to review report on budget headlines
14/12/2011	14/12/2011	Cabinet report on budget headlines
14/12/2011	14/12/2011	General Functions Committee
15/12/2011	06/01/2012	Detailed Equalities analysis by services
06/01/2012	11/01/2012	Complete analysis of consultation for final report
06/01/2012	11/01/2012	Complete analysis of equalities for final report
09/01/2012	09/01/2012	Budget and Performance Overview and Scrutiny Committee
17/01/2012	17/01/2012	CDG to review 2012/13 Budget and One Barnet Plan
30/01/2012	30/01/2012	Cabinet briefing to review 2012/13 Budget and One Barnet Plan
20/02/2012	20/02/2012	Cabinet report on 2012/13 Budget and One Barnet Plan
06/03/2012	06/03/2012	Full Council meeting to agree 2012/13 Budget and One Barnet Plan

AGENDA ITEM: 9 Page nos. 55 – 62

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	New Support and Customer Services Organisation Output Specifications
Report of	Craig Cooper, Director of Commercial Services
Summary	This paper provides the Committee with an understanding of the purpose of output specifications for this procurement. An example of an output specification for a service included within the New Support and Customer Service Organisation Procurement is contained in Appendix A.

Officer Contributors	Suzanne Hope, Project Manager, Commercial Services Kari Manovitch, Service Lead, Commercial Services
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A: Output Specification
For decision by	Budget & Performance Overview & Scrutiny Committee

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1. RECOMMENDATION

- 1.1 The Business Management Overview and Scrutiny Committee note and make appropriate comments/recommendations to the Cabinet Member for Resources and Performance on the development of the output specifications for the services within scope of the New Support and Customer Services Organisation project.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 One Barnet Overview & Scrutiny Panel, 21 February 2011, Decision 7, New Support Organisation / Customer Services Organisation: Options Appraisal – the Panel considered the Options Appraisal for the New Support Organisation / Customer Services Organisation and made a number of comments and recommendations in relation to:
 - assumptions used in the scoring matrix of the NSO/CSO report
 - contract variations
 - CIPFA benchmarking data used in the evaluation of support services
 - made a number of comments to the Cabinet Resources Committee.
- 2.2 Cabinet Resources Committee, 2 March 2011 (Decision item 9) – approved the Customer Services Organisation / New Support Organisation Options Appraisal.
- 2.3 Budget & Performance Overview & Scrutiny Committee, 21 June 2011, Decision 11, New Support and Customer Services Organisation: Business Case – the Committee considered the Business Case and made comments for Cabinet Resources Committee to take into consideration:
 - effective procurement, contract design and contract monitoring will be critical in delivering the project savings and service improvements
- 2.3 Cabinet Resources Committee, 29 June 2011 (Decision item 7) – approved the New Support and Customer Services Business Case.
- 2.4 Business Management Overview & Scrutiny Committee, 11 July 2011, Decision 6(C), Matters referred by Members of the Committee relating to key decisions, New Support Organisation and Customer Services Organisation Business Case – the Cabinet Member for Resources and Performance agreed to provide a report to include a service specification update with figures to the Committee at its next meeting on 5 September 2011

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.

- 3.2 The three priority outcomes set out in the 2011-13 Corporate Plan are: –
- Better services with less money
 - Sharing opportunities, sharing responsibilities
 - A successful London suburb
- 3.3 The One Barnet programme has three overarching aims: –
- A new relationship with citizens
 - A one public sector approach
 - A relentless drive for efficiency

4. RISK MANAGEMENT ISSUES

- 4.1 The One Barnet programme recognises that Barnet residents deserve and expect high quality, efficient public services. The council accepts that it is not best placed to deliver all services and that some will be delivered more effectively and efficiently and with greater quality by public sector partners, or the private or third sector.
- 4.2 To enable the council's Overview and Scrutiny function to provide a critical friend challenge to the executive, it is essential that the Committee have the opportunity to provide a robust, proportionate and timely challenge to the One Barnet workstreams as they progress through the council's decision-making framework.
- 4.3 Should the output specifications not clearly differentiate between current service and aspirational service it will not be possible to evaluate value for money against current service costs.
- 4.4 Should the output specifications not be sufficiently comprehensive there is a risk that the council will either incur further cost during the contract period, to cover those functions not identified in the specification, or the council will need to carry out these functions. To mitigate this risk the specifications have been written with significant input from senior managers within all affected services. The specifications have also been reviewed and challenged by those council departments that will be customers of the external provider and by the council's legal partner for the One Barnet Programme, Trowers & Hamblins LLP.

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.

5.2 Under the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to *the need to*:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics referred to in s149 of the Equality Act 2010 are:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex
- sexual orientation.

It also covers marriage and civil partnership with regard to eliminating discrimination

5.3 An Equalities Impact Assessment has been carried out and this remains a live document that will be updated throughout the procurement process.

5.4 Equalities and diversity issues are captured within individual output specifications and the competitive dialogue process will ensure that bidders understand and can adhere to the council's policies, in addition to all relevant legislation.

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

6.1 The output specifications are the foundation for ensuring that the council is able to achieve better use of resources through the procurement of a strategic partner, which will be measured through service improvements and savings.

6.2 The specifications have been produced by service managers and assistant directors with support from the Implementation Partner and these staff will continue to update the specifications throughout the course of the first phase of competitive dialogue.

- 6.3 The current gross expenditure of the services in scope for NSCSO in 2011/12 is £43.96m. The final cost to the council of these services through a strategic partner will be determined by the service requirements set out in the specifications. The current net financial benefit to the council is estimated to be £39m over the ten year period of the contract.

7. LEGAL ISSUES

- 7.1 Procurement processes must comply with the European procurement rules and the Treaty obligations of transparency, equality of treatment and non discrimination.
- 7.2 Data Protection Act 1998 considerations in relation to Information sharing. This will be relevant during the actual procurement phase.
- 7.3 All output specifications will be reviewed by the programme's legal partner, Trowers & Hamblins LLP, to ensure legal compliance prior to being provided to participants.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the council's constitution.
- 8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has within its terms of reference the following responsibilities:

To perform the overview and scrutiny role in relation to the One Barnet transformation programme, particularly performance and financial issues.

To receive and consider options appraisals, business cases and closure reports for One Barnet projects.

To monitor the implementation of One Barnet projects throughout the programme lifecycle.

To engage with partner organisations, other relevant public sector bodies, private sector organisations, trade unions, local residents or any other appropriate witnesses when fulfilling the overview and scrutiny role in relation to the One Barnet programme.

9. BACKGROUND INFORMATION

- 9.1 **Purpose of Output Specification**
Output specifications are used as a basis for the discussions held between

bidders and council officers during the competitive dialogue procurement process. The specifications contain key service levels and current performance measurements that a new provider would be measured against from the start of the contract. Where appropriate, the service requirements will also link directly to supplementary information or policies that will be made available to the participants through an online data room. The data room will include relevant policies, service level agreements, service plans, staff structures and financial information.

9.2 Output specifications provide the starting point for identifying the service requirements. Throughout the first phase of dialogue the output specifications can be further developed by the owners following the outcome of any discussions with participants. This is a standard part of competitive dialogue procedure. During the second phase of dialogue the content of the specifications will become more concrete and they will be turned into contractual documents.

9.3 **Development of Output Specifications**

Every service within the scope of the New Support and Customer Service project has produced an output specification, detailing the services and outcomes that the partner will be required to deliver. These specifications have been produced by heads of service and senior managers. In all cases they have been signed off and are owned by the most senior staff member of each service. In total there have been 11 specifications produced:

- Customer Services
- Corporate Programmes
- Estates - Building Services
- Estates - Property Services
- Estates - Facilities
- Estates - Print, Mail and Document Management
- Finance
- Human Resources
- Information Systems
- Procurement
- Revenues & Benefits

9.4 The specifications have been subject to review and challenge by representatives from other council departments to ensure they contain all the relevant functions required to support the business. These departments include the Children's Services, Adult Social Care and Health, Planning, Environment & Regeneration and Corporate Governance.

9.5 Following this challenge all the specifications have been reviewed by Trowers & Hamblins LLP for consistency. During the course of the procurement process they will all be reviewed to ensure the specifications are legally compliant and that any activities that can not be passed to a third party are not contained within the specification.

9.6 Within the output specifications there will be key performance indicators for

each service. Before contract documentation is finalised at the end of the dialogue process, the Council will agree a set of key performance indicators with bidders, along with a schedule of deductions to the contract price which will apply should the contractor not meet these KPIs.

9.7 Once in contract, monthly review of service specifications and KPIs will become a core function of the Council's client team to ensure that the service being provided is good value for money, and that the contractor is being held to account for their performance.

9.8 **Example Specifications**

Output specifications can be written in a number of ways. The council has taken advice from its implementation partner, iMPower, in designing the layout, and this has been used for both the NSCSO and Development and Regulatory Services (DRS) projects. Attached to this paper (Appendix A) is the Customer Services specification that has been produced for the NSCSO project.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: SS/RP
CFO: JH/MC

Output Specification: Customer Services

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DRAFT

2 Document History

2.1 Document Control

Document Owner	Richard Grice
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2.2 Version Control

Version	Details of Update	Author	Issue Date	Status
1.0	Pre-Dialogue baseline draft – first version for dataroom	Richard Grice	07/09/2011	Approved - RG

2.3 Sign Off

Signature	Richard Grice
Job Title	
Date	07/09/2011

3 Definitions

Term	Definition

4 Scope

4.1 Rationale for the CSO

The overarching aim of the One Barnet programme is to create a citizen-centric council. Citizens are “to get the services they need to lead successful lives, and to ensure that Barnet is a successful place.”¹ The current internal Customer Service Transformation programme (CST) and the procurement of a strategic partner (SP) to provide a Customer Service Organisation (CSO) in the future are the catalysts for this work. For that reason, the development of a CSO is the cornerstone of the One Barnet ambition

Although it has been council policy to create a consolidated customer service function for a long time, it is important to reaffirm the rationale for creating a CSO for the council, and ultimately for public services more generally in Barnet. Creating a CSO is expected to deliver the following outcomes for customers, the council and staff:

- substantially improved customer and resident experience of dealing with the council

¹ One Barnet Framework report to Cabinet 29 November 2010, pg 6

- services designed so that customers can help themselves
- improved services developed from an in-depth understanding of the needs of customers
- a personalised customer experience (where possible)
- customers able to make choices about their services
- customers understand and are aware where service is and is not available
- services and information that build customers' capability
- customer services that act as an advocate for individual customers and customers in general
- service provision based around people's lives, not service structures
- insight and data from customer interactions continually built in to delivery of services
- services delivered through channels that are most appropriate for customers needs
- financial savings
- a better understanding of customers
- freeing up professional officers' time for specialist service delivery
- placing a greater value on staff whose role is customer services

4.2 Vision and principles for the CSO

4.2.1 Vision

The vision for the CSO is:

*To create an excellent customer experience that is **satisfying** for customers, **cheaper** for the council and **simpler** for staff, where services are designed, developed and delivered **around the needs of customers**.*

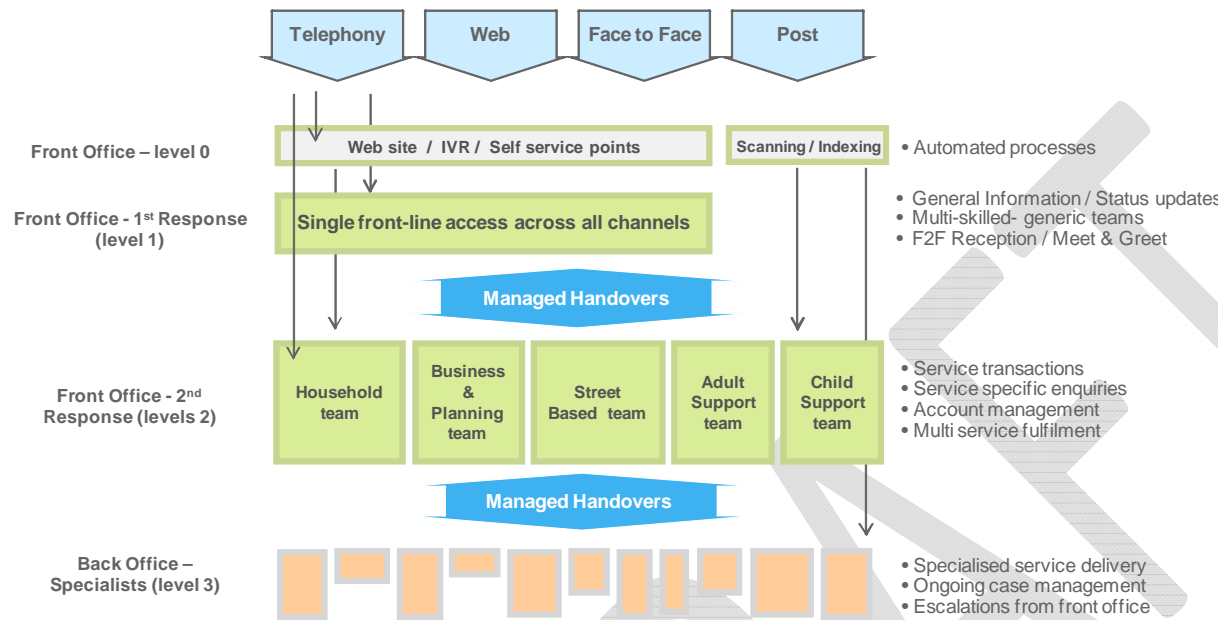
4.2.2 Design principles

The council is agnostic about the methods, models and mix of channels used by the Partner to achieve this vision but has nine clear design principles to which the CSO must adhere. The CSO should:

- direct customers to the most cost effective channel or choice of channels when they contact the council
- deliver a consistent, high quality experience regardless of the channel type or service requested
- maximise opportunities for customer self service and use of emerging technologies (for self service and other approaches that enhance the customer experience and leverage efficiency in terms of savings)
- ensure insight and information from the customer experience is captured to support marketing and communication of services and is the foundation for commissioning, designing and improving delivery of public services across the borough (i.e. supports service improvement, change and transformation in services delivered by the council and other partners)
- join up council and local public services around the needs and life events of customers by offering a holistic and personalised approach to service delivery (where appropriate). N.B. Ultimately, the council foresees the CSO operating on behalf of all public services in the borough, and possibly for other services as well.
- enable customers to resolve issues through a single point of contact within customer services
- offer services and information that builds customers' capability to help themselves and others
- enable customers to only have to provide information once, which can be used to provide a range of related services
- provide a coherent brand, identity and ethos for customer services that builds a new relationship with the citizens of Barnet

4.2.3 Operating model and channel development

The CSO will be responsible for the further development, deployment and maintenance of the council's main contact channels, apart from post. The council is agnostic about the precise manner in which access channels are provided by the CSO other than requiring that deployment conforms to the design principles set out above. Importantly, however, channel shift is a key objective for the council and we do foresee online and mobile access as the keys to both improving accessibility and customer satisfaction, and to reducing the cost of contact to the council. At the same time, the council requires the flexibility to modify, add and decommission channels in line with changing technology and customer behaviour trends in the future. The council has translated the design principles into an operational model which provides a strategic framework for the design of services:



The key operational features include:

- Development of an integrated front office responsible for first point of contact through telephony, web and face to face (F2F) channels.
- Consolidated F2F access points targeting communities in most need. Post fulfilment and scanning activities are not within scope of the CSO. However, customers' postal correspondence with other service providers should be visible to CSO staff.
- New look and feel to the website with an expanded use of online transaction capabilities
- Consolidated first contact telephone enquiry handling and delivery of a graded service response based on complexity of requests
 - Generic team set up in the short term able to handle a range of simple, rules based enquiries (One & Done / 'Tell us once' processes). As Level 0 activity increases, the need for this team will decrease
 - Specialist teams handle more specialist enquiries grouped around customer type and episodes (i.e. Street based services, adults, businesses etc).
- Standardised and simplified contact handling processes and, where enquiries cannot be dealt with, an automatic handover to the correct team

- First contact staff having access to a rich knowledge base to support first point of contact resolution
- Development of a single customer record to capture all the key interactions and details of a customer
- Staff clear about their roles and responsibilities for service delivery and encouraged and empowered to take ownership of customer enquiries
- Compliance with the council’s Safeguarding and Equalities responsibilities

4.3 Scope of services to be provided through the CSO

4.3.1 Current service delivery

A summary of services currently provided by the CSO and whether they are in scope for this procurement is shown below. Full details of the in scope services are provided in Section 6.

Channel	Services	Current services	Scope
Telephony	General Enquiries / Switchboard	<ul style="list-style-type: none"> • General enquiries • Signposting / call transfer 	In scope
	Planning	<ul style="list-style-type: none"> • General enquiries • Take file requests and decisions notices • Update on cases 	Not in scope – will be delivered by DRS (Development and Regulatory Services) Partner
	Building Control	<ul style="list-style-type: none"> • General enquiries • Send out application forms • Guidance on completing forms • Book inspections • Report dangerous structures 	Not in scope – will be delivered by DRS Partner

Output Specification: CSO

Channel	Services	Current services	Scope	
	Environment & Operations (Includes Highways, Greenspaces, Waste & Sustainability, Streetscene, Parking, Dugs & Alcohol, Design & Development Passenger transport, Trading Standards & Licensing, Priority Intervention Team)	<ul style="list-style-type: none"> General enquiries Signposting / call transfer Raise service requests 	<p>Parking</p> <ul style="list-style-type: none"> Information and advice on Penalty Charge Notices (PCNs), and permits Filter appeals Take payments for PCNs 	Highways , Design & Development, Highways Strategy and Trading Standards & Licensing will be delivered by DRS Partner
	Children’s Services (Family and Young People’s Information Services and Admissions)	<p>Fyi</p> <ul style="list-style-type: none"> General enquiries / advice Signposting / call transfer Send out information, leaflets 	<p>School Admissions</p> <ul style="list-style-type: none"> General enquiries Admission enquiries (3 admission rounds) Support completing applications 	In scope
Face to face	General Enquiries	<ul style="list-style-type: none"> General enquiries Signposting 		In scope
	Housing Benefit & Council Tax	<ul style="list-style-type: none"> General enquiries Verification of documents 		In scope
	Barnet Homes	<ul style="list-style-type: none"> Signposting / direct customers to Barnet Homes reception 		In scope
	Homeseekers	<ul style="list-style-type: none"> General enquiries 		In scope
	Planning	<ul style="list-style-type: none"> General enquiries Make copies of documents Provide decisions notices / orders for full size plans 	<ul style="list-style-type: none"> Take payments Organise file requests 	In scope

Channel	Services	Current services	Scope
Other service provision	Assisted Travel	<ul style="list-style-type: none"> Manage all aspects of the process for issuing Blue Badges, Freedom Passes and Travel Vouchers 	In scope
	First Contact (e-mail)	<ul style="list-style-type: none"> Check and log Respond to simple enquiries Forward to services 	In scope
	Corporate Complaints	<ul style="list-style-type: none"> Stage 3 complaints investigation LGO complaints Performance analysis and reporting 	In scope

4.3.2 Delivering the vision

The council is currently engaged in a significant internal Customer Service Transformation programme (CST) to move it towards achieving the vision, based on the design principles as set out above (see data room documents for full details). The CST will continue during the process of dialogue with potential providers and, therefore, will provide a regular stream of updates on scope, requirements and current performance.

The CST is currently scoping / mapping at a high level all customer service activity in the council and categorising each element of each process as one of four levels:

- Level 0 – self service / automated processes (The council expects the volume of level 0 across all services activity to increase in line with its channel shift and self-service objectives).
- Level 1 – simple information enquiries and processes that do not require deep service specific knowledge or access to systems, and that can be dealt with by general customer service officers
- Level 2 – service specific enquiries and transactions that require more complex information capture and access to specific systems but that can be dealt with by a specialist customer service officer/team rather than a relevant professional
- Level 3 – specialist enquiries and processes that should be dealt with by specific service professionals

The council expects all level 0, 1 and 2 access and resolution to be delivered by the Partner, except for those services that are part of the DRS (Development and Regulatory Services) cluster, where the CSO will provide level 0 activities only. The DRS services include:

- Building Control
- Land Charges
- Planning
- Strategic Planning / Housing Strategy
- Regeneration
- Environmental Health
- Cemetery & Crematorium
- Trading standards and licensing
- Highways Strategy
- Highways Network Management
- Highways Traffic and Development
- Highways Transport and Regeneration

The remaining council services which are being scoped include:

- Housing Advice
- Barnet Homes
- Revenues & Benefits
- Electoral Registration
- Registrars
- Out of Hours
- Adult Social Care and Health
- Children's Services
- Libraries
- Corporate Governance

The precise nature of each of these activities across the council is currently being defined and will be made available to potential partners as the scoping work is completed. Confirmation of the functions that are to be delivered through the CSO is expected as follows:

- Environment, Planning and Regeneration (non DRS Services)– 15 August 2011 (see below)
- Housing Advice, Electoral Registration, Registrars, Out of Hours – 15 September 2011
- Revenues & Benefits, Barnet Homes – 30 September 2011
- Adult Social Care and Health, Libraries, and Children's – 15 October 2011

Following the scoping work in Environment, Planning and Regeneration (non DRS Services), the services and processes listed below have been identified as in the scope of Customer Services:

Service	Processes	Level				Handover
		0	1	2	3	
Highways Greenspaces enquiries	General enquiry (e.g. events in local parks etc)	I	I			None
	Standard service request (e.g. grounds maintenance, allotment requests)	WF	WF B/P		CR	Schedule work / inspection
	Urgent service request / report incident (e.g. with waterways)	I		HO WF	CR	Urgent enquiry
PIT & Safer Communities Team	General enquiries (e.g. Fly-tipping / posting, Graffiti)	I	I			None
	Request for service (e.g. Fly-tipping / posting, Graffiti)	WF	WF		CR	Schedule work / inspection
	Report of incident (e.g. for anti-social behaviour)	WF	WF		CR	Schedule work / inspection
Waste & Sustainability	General enquiry (e.g. general recycling enquiries)	I	I			None
	Service request / report of incident	WF	WF	B / P	CR	Schedule work / inspection

KEY:

I - Information	WF - Web-form (on-line request / report)
SP - Signpost	CR - Complete Request
B / P - Book / Pay	HO - Hand-off (to specialist)

Customer Services
Service

For the other services, we will endeavour to release information sooner than deadlines set out above if work is completed and decisions have been made.

5 Data Room Documents

Data type	File name	File contents	Function/s related to it
Strategy/ policy / business planning / procedure documents / process maps	<ul style="list-style-type: none"> •CST_Framework_Jul11 • CST-vision-and-principle_Jun11 •customer services_process maps_conatcat centre_july_11.doc •Assisted Travel & Parking process documents •Building 2 Reception guidelines 	<ul style="list-style-type: none"> • Outline of Customer Service Transformation Programme • Short outline of customer services vision and principles •‘As-is’ process flows for calls and emails received in the call centre that are resolved by customer services and that are resolved by service back office staff •Parking, Assisted Travel, Blue Badge 2010, Freedom Pass and Travel Voucher procedure notes •Building 2 Reception guidelines 	<ul style="list-style-type: none"> •All •All •Street Based Services, E&O, Planning, Building Control, •Assisted Travel & Parking process documents •Building 2 Reception guidelines
Volumetrics data (i.e. data on the volume of cases, transactions, outputs, processes etc, any forecast volumes)	<ul style="list-style-type: none"> •customer services_ contact centre_ PI Email_2010_11 •customer services_ contact centre_ PI Email_2011_12 •customer services_ contact centre_ PI Telephony_2010_11 •customer services_ contact centre_ PI Telephony_2011_12 	<ul style="list-style-type: none"> •volumetric data around emails to first.conatct@barnet.gov.uk for 2010_11 •volumetric data around emails to first.conatct@barnet.gov.uk for 2011_12 •volumetric data for all the contact centres in the council for 2010_11 •volumetric data for all the contact centres in the council for 2011_12 	<ul style="list-style-type: none"> • Emails that come to first.contact@barnet.gov.uk •Emails that come to first.contact@barnet.gov.uk •Adult Social Services, Barnet Homes, Council Tax, Housing Advice, Housing Benefits, Parking, Planning, Street Based Services, Registrars, Switchboard, CCTV/Out of hours. • -do-

Data type	File name	File contents	Function/s related to it
	<ul style="list-style-type: none"> •customer services_Barnet House_facetoface_2010_11 •customer services_Barnet House_facetoface_2011_12 •customer services_Barnet House_facetoface_2010_11 •customer services_Barnet House_facetoface_2011_12 	<ul style="list-style-type: none"> •customer services_Burnt Oak_facetoface_2010_11 •customer services_Burnt Oak_facetoface_2011_12 •customer services_Barnet House_facetoface_2010_11 •customer services_Barnet House_facetoface_2010_11 	<ul style="list-style-type: none"> • Volume of footfall at Burn Oak in 2010_11 •Volume of footfall at Burnt Oak in 2011_12 •Volume of footfall in Barnet House in 2010_11 •Volume of footfall in Barnet House in 2011_12
Projects that will transfer to partner in Jan 2013	N.A		
Performance data Include 1-2 years of data, plus any indicator definitions, statutory returns and benchmarking results	<ul style="list-style-type: none"> •Customer service_performance_data_2010_11 •Customer service_performance_data_2011_12 •customer services_balanced score card_2010_11 •customer services_balanced score card_2011_12 	<ul style="list-style-type: none"> •Telephony performance for all contact centres in the council for 2010_11 •Telephony performance for all contact centres in the council for 2011_12 •Performance of the corporate KPIs for customer services in 2010_11 •Performance of the corporate KPIs for Customer services in 2011_12. Although these are currently operational, we expect them to change before transfer to a partner. The file also contains some aspirational KPIs which we expect to measure in the future. 	<ul style="list-style-type: none"> •Adult Social Services, Barnet Homes, Council Tax, Housing Advice, Housing Benefits, Parking, Planning, Street Based Services, Registrars, Switchboard, CCTV/Out of hours. • -do- • Telephony – All contact centres in the council, emails – performance of first.contact@barnet.gov.uk, reception performance for Burnt Oak and Barnet House for the year 2010_11 •Telephony – All contact centres in the council, emails – performance of first.contact@barnet.gov.uk, Reception performance for Burnt Oak and Barnet House for the year 2011_12. It includes the online payments performance for the whole council and e-form drop out rates

Data type	File name	File contents	Function/s related to it
Service Level Agreements	<ul style="list-style-type: none"> • Service Level Agreement with BuildingControl v2 Final • Service Level Agreement with EO v3 Final • Appendix Barnet CSO Transition_Process Matrix_E&O_0504 • Draft Service Level Agreement with Children's v5 Final • Appendix Children's service_Section12_ • Draft Service Level Agreement with Parking V5 Final • BARNET HOMES Service Level Agreement 11-12 v2 	<ul style="list-style-type: none"> • SLA terms with Building Control signed prior to consolidating BC calls into Customer services. • SLA terms with E&O signed prior to consolidating into Customer services • The spreadsheet lists all the processes within E&O that were transferred over to customer services contact centre and the required action. • SLA terms with Children's service – FYI & School Admission general enquiries , signed prior to consolidating into Customer services • The Appendix lists duties and responsibilities for Customer Services and Children's Service and Children's Act section 12 guidelines. • SLA terms with Parking signed prior to consolidating into Customer services • The SLA defines the services that will be supplied by the LBB to Barnet Homes & the charges that will be levied for them. It also describes the actions required by both parties to ensure the SLA is delivered effectively. 	<ul style="list-style-type: none"> • Building control • E&O • E&O • FYI & School Admissions- general enquiries • FYI & School Admissions- general enquiries • Parking • Barnet Homes

Data type	File name	File contents	Function/s related to it
Any other documents referred to in the service requirements section 6	N.A		
Assets: - Information systems - vehicles - equipment - other	CS-current_scope_Jul11	Scope and assets of current Customer Services function	All
Assets – property	Provided by Corporate Property team		All
Contracts	Provided by Corp Procurement team		All
Org/Staff	Provided by HR		All
Expenditure	Provided by Finance		All
Income	Provided by Finance		All

6 Service Requirement

N.B. This section will be updated as the scoping work described in section 4.3.2 is completed. The tables below set out requirements for those services currently delivered by Customer Services.

6.1 Telephone

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
<p>The CSO is responsible for a Customer Service Contact Centre which is based at Building 4, North London Business Park.</p> <p>The Contact Centre is made up of Street Based Services, Planning, Building Control, Parking, Children's (School Admissions and the FYI team) and Switchboard. First Contact handle all emails which come into the council. The teams handle calls at Level 1 and some Level 2 enquiries.</p> <p>All level 1 and 2 telephone access to the council is in scope for the CSO (subject to completion of scoping work as set out above). The council's current priorities for managing telephony are being implemented through the CST and are as follows:</p> <ul style="list-style-type: none"> • Consolidate first contact enquiry handling to provide a deep and broad service offering (i.e. to maximise first time resolution) • Implement a coherent call numbering strategy aligned to simple IVR to reduce number of calls requiring an agent (level 0) • Close switchboard. Develop level 1 team in the short-term to deal with straightforward enquiries and information calls. As Level 0 uptake increases, the need for this team will decrease. • Develop specialist teams (level 2) built around key customers groups and able to deal with more complex enquiries and customer episodes, such as processing applications • Establish key enquiry types (e.g. moving to the borough, registering a birth/death) to trigger 'tell us once' processes, 'cross-selling' and 'upselling' opportunities. • Agents to update a single customer record and workflow to create electronic handoffs to back office service delivery teams. Two way loop between service requests and operator delivering the service so customer can be informed. • Signpost customers to web sites or other organisations that will provide the necessary information or services to fulfil the customers needs • Upgrades to the telephony systems to support call prioritisation capabilities • Access to knowledge base via Web / CRM to support call resolution 				
CS001	Council General Enquiries	The partner shall provide a professional general enquiries function to customers on all council services, resolving the majority of enquiries at the first point of contact	375601 calls annually (2010-11)	75 % of calls answered within 20 seconds

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p>and transferring calls when necessary.</p> <p>Signposting / call transfer</p>		<p>Less than 10% abandoned calls</p> <p>85% of all emails responded to within 10 working days.</p> <p>10 minute waiting time maximum at corporate receptions</p> <p>80% of Corporate Complaints responded to within SLA</p>
CS002	<p>Environment & Operations</p>	<p>The partner shall raise service requests for enquiries/requests (mentioned in the general enquiries) which cannot be dealt with at first point of contact. The partner shall ensure details of the enquiry/complaint are taken and a service request raised.</p> <p>In addition the partner shall provide the following service related to the different functions within E&O :</p> <p><u>Green Spaces:</u> The partner shall provide a professional general enquiries function to customers for Trees, Parks & Open Spaces, Allotments, Grass, Verges, Shrubs, Walks & Trails enquiries.</p> <p>The partner shall provide a service of transferring calls for Pitch bookings.</p> <p><u>Waste & Sustainability</u> The partner shall provide a professional general enquiries function to customers for Blue/Black boxes, Green Bins, Assisted Collection, Flat recycling Service, Real</p>	<p>73609 calls annually for street based services (2010-11) And 5060 calls quarterly for rest of E&O (Q1- 2011-12) excluding parking</p>	<p>75 % of calls answered within 20 seconds</p> <p>Less than 20% abandoned calls</p> <p>85% of all emails responded to within 10 working days.</p> <p>10 minute waiting time maximum at corporate receptions</p> <p>80% of Corporate Complaints responded to within SLA</p>

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p>Nappies, Recycling & Sustainability, Waste Prevention, Home Composting and the Civic Amenity Site enquiries.</p> <p>Requests for new bins will also require the raising of a service request which goes directly to the contractor (May Guerney).</p> <p><u>Street Scene</u> The partner shall provide a professional general enquiries function to customers for Domestic Bins, Special Collections, Trade Waste and Clinical Waste enquiries.</p> <p><u>Drugs & Alcohol Team</u> The partner shall provide a service of transferring calls for requests of details of Drug & Alcohol Services in Barnet.</p> <p><u>Passenger Transport</u> The partner shall provide a professional general enquiries function to customers for Passenger Transport enquiries.</p> <p><u>Priority Intervention Team</u> The partner shall provide a professional general enquiries function to customers for Fly-tipping, Fly-posting, Graffiti and Anti-Social Behaviour enquiries.</p> <p><u>Parking</u> The partner shall provide necessary information and advice to customers on penalty charge notices and permits, including bus lane photos.</p> <p>The partner shall filter appeals at the first point of contact and support customers in providing written evidence supported by the necessary information to the Parking Service in order to progress appeal decisions.</p> <p>The partner shall take payments from customers for PCNs and permits.</p>	<p>78143 calls annually for parking (2010-11)</p>	

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p>The partner shall provide temporary permit dispensations and visitor vouchers to customers.</p>		
CS003	<p>Children's Services</p>	<p><u>(Fyi Team)</u> The partner shall provide general advice and support to customers on all aspects of Children and Young People's Services, including:</p> <ul style="list-style-type: none"> • Childcare • Financial Support with Childcare (and signpost to CAN or Welfare Advice) • Youth and Connexions • Dealing with Providers <p>The partner shall ensure that 'DirectMe', (a web-based DB tool used across Barnet services to provide information on vast range of Barnet services) is kept updated and relevant to the needs of customers.</p> <p>The partner shall set up meetings with a Registration Support Officer as required.</p> <p>The partner shall provide support to customers in completing referral forms for parents and shall pass these, complete with family details, to the '2 year old' Scheme co-ordinator.</p> <p><u>School Admissions</u> The partner shall manage all general enquiries regarding all three admission rounds (Coming Reception - 1st school / infants - start sep close 15 Jan; Secondary Transfer - Year 6 start Sept - close 31 Oct; In-year Admissions – ad-hoc admissions throughout the year).</p> <p>The partner shall support customers in completing applications for school entry for all three admissions rounds and provide status updates to customers throughout</p>	<p>FYI : 2006 calls quarterly (Q1 2011-12)</p> <p>10,393 calls quarterly for School Admissions (Q1-2011-12)</p>	<p>75 % of calls answered within 20 seconds</p> <p>Less than 20% abandoned calls</p> <p>85% of all emails responded to within 10 working days.</p> <p>10 minute waiting time maximum at corporate receptions</p> <p>80% of Corporate Complaints responded to within SLA</p>

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		the process The partner shall provide information to customers on choosing a school, including information on available places by area/address and advice on offered places and the appeals process.		

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6.2 Face-To-Face

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
<p>The CSO have two main receptions based at Burnt Oak and Barnet House, which provide the following services:</p> <ul style="list-style-type: none"> • Burnt Oak: General Enquiries, Housing Benefits and Council Tax • Barnet House: General Enquiries, Housing Benefits and Council Tax, Barnet Homes, Home Seekers, Planning <p>Building 2 reception at North London Business Park is also managed by Customer Services, however this is not a main reception, the main function is to ask visitors to fill out a log book with details of their visit, some visitors come to hand in documents to be passed on to departments.</p> <p>All level 1 and 2 face-to-face access to the council are in scope for the CSO. The council’s current priorities for managing face-to-face contact are being implemented through the CST and are as follows:</p> <ul style="list-style-type: none"> • Structure the face-to-face offering around: <ul style="list-style-type: none"> – A single multi service community hub providing a full suite of services serving the neediest of residents – Community information points strategically located where customers can self-serve via supported internet access points – e.g. co-located with libraries, children’s centres, etc, • Multi skilled staff at first point of contact, supported by more specialist advice / support • Greater use of pre-booked appointments for the most popular services • Self service access points for customers to make payments and to use online channel to access other services • Consistent look and feel and be easily recognisable to customers • Access to supporting scanning of documents so that customers’ proofs of income and other verification items can be recorded securely and transmitted electronically for processing. <p>Details will be finalised by 30 September 2011.</p>				
CS004	General Enquiries	<u>Non-council related</u> The partner shall signpost the visitor to the relevant organisation (e.g. NHS) and can provide details of a relevant website.	2010/11 Footfall: 57,029 Average Waiting Time: 1.57 mins	Average waiting time of 10 minutes.

Output Specification: CSO

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p><u>Council related</u></p> <p>The partner shall provide the visitor with an extension number of the relevant contact centre or suggest other ways (email/web) that their query can be dealt with.</p>		
CS005	Housing Benefits & Council Tax	<p>The partner shall provide verification of documents (photocopy and prepare for collection).</p> <p>The partner shall ask the right questions to understand the nature of the query and help where possible refer them to an advisor.</p>	<p>2010/11 Footfall: 27,761 Average Waiting Time: 12.08 mins</p>	Average waiting time of 10 minutes.
CS006	Barnet Homes	<p>The partner shall issue the visitor with ensure all traffic is directed to Barnet Homes reception.</p>	<p>2010/11 Footfall: 6490 Average Waiting Time: 5.30 mins</p>	Average waiting time of 10 minutes.
CS007	Home Seekers	<p>The partner shall ask the right questions to understand the nature of the query and help where possible refer them to an advisor.</p>	<p>2010/11 Footfall: 12,004 Average Waiting Time: 13.48 mins</p>	Average waiting time of 10 minutes.

6.3 All services

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
CS008	Complaints	<p>The CSO has recently recruited an officer to lead on Stage 3 Corporate Complaints and Local Government Ombudsman Complaints (LGO). This role currently includes:</p> <ul style="list-style-type: none"> • Development and review of corporate complaints policies • Performance analysis and reporting of complaints activities in services • Co-ordination of training and development of complaints officers in services • Liaison with Local Government Ombudsman • Lead for all Stage 3 and Ombudsman complaints <p>This role excludes responsibility for statutory adult’s and children’s services complaints, which will be managed by the relevant services. The interactions relating to these statutory complaints will be visible to the CSO to enable learning and performance management of other service providers by the CSO.</p> <p>The Partner shall manage and co-ordinate the resolution of Corporate Complaints on behalf of all council services according to the Corporate Complaints Policy</p> <p>The Partner shall manage Stage 3 and LGO complaints investigation for all council services</p> <p>The partner shall produce regular reports as per the council’s Corporate Complaints process.</p>	<p>2010/11:</p> <p>Total number of complaints received: 1,486</p> <p>Complaints responded to on time: 84.15%</p>	See data room

CS009	Customer Satisfaction	<p>The council has procured GovMetric to deliver a customer satisfaction measurement tool across all channels (excluding email) on behalf of all council services. The partner shall provide this or a similar tool to measure customer satisfaction across all channels for all council services.</p> <p>The partner shall produce regular reports on customer satisfaction performance.</p>	GovMetric will go-live September 2011	
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6.4 Other service provision

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
CS010	Assisted Travel	<p>The partner shall provide the end to end service for Assisted Travel including the necessary information and advice to customers: specifically Blue Badges, Freedom Passes and Travel Vouchers</p> <p>The partner shall manage all aspects of the Blue Badge process, including:</p> <ul style="list-style-type: none"> • New applications • Enquiries • Renewals • Letters to Doctors for a mobility assessment • Refusals • Issuing Blue Badge • Maintenance of database • Appeals <p>The partner shall manage the full processes for Freedom Pass applications and Travel vouchers.</p>	99649 calls annually	<p>75 % of calls answered within 20 seconds</p> <p>Less than 20% abandoned calls</p> <p>85% of all emails responded to within 10 working days.</p> <p>80% of Corporate Complaints responded to within SLA</p>
CS0011	Emails	The partner shall log and respond to all emails received into the CRM inbox (first.contact@barnet.gov.uk). Complex enquiries should be forwarded to Service Areas to investigate and respond to.	2010/11 Number of emails received: 20,975 % responded to on time: 83.11%	
CS0012	Online	Development and exploitation of online access channels is critical to the success of		

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		the CSO. Our current strategy prioritises the requirements for the web as set out in the web requirements diagram (Appendix 8.1).		
CS0013	Post	Post fulfilment and scanning activities are not within scope of the CSO. However, customers' postal correspondence with other service providers should be visible to CSO staff.		
CS0014	Insight	<p>The analysis of customer interactions, development of insight from these interactions, and the utilisation of this insight for both strategic commissioning by the council <i>and</i> improvement of services by providers will be key functions of the CSO. The council expects the CSO to act as the advocate for individual customers in dealing with service providers, ensuring level 0, 1 and 2 enquiries relating to specific service issues are responded to satisfactorily and that poor customer experiences are addressed by service providers. Equally, the council expects the CSO to provide analysis of customer interactions as a whole and expertise in using this analysis to develop understanding on future service development.</p> <p>The council is agnostic about the tools used to develop this insight but will discuss with potential suppliers how best to develop understanding of customers and feed that into decision making across Barnet's public service, which will combine customer insight with a range of other sources of intelligence on current and future trends. This area is currently underdeveloped within the council and we will look to potential providers to come forward with proposals for its rapid development.</p> <p>Current Insight activity includes:</p> <ul style="list-style-type: none"> • Quarterly performance analysis against current Customer Service PIs 		

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<ul style="list-style-type: none"> • Ad hoc commissioned reports from CRM • Perception survey analysis • Forthcoming GovMetric reports • Forthcoming customer experience reports by service area <p>The Partner shall provide at least the following Management Information:</p> <ul style="list-style-type: none"> • Core management information, including, but not limited to, levels of costs, revenue, service provision, and customer need. • Information to enable the council to make strategy and policy decisions aimed at improving the quality and scope of services being delivered to customers. . <p>The Partner shall introduce methods for monitoring customer experience of other partners delivering council services and establish relevant contractual relationships with those partners</p> <p>The Partner shall provide such insight on customer experience and behaviour as the council requires for commissioning services and monitoring contracts.</p> <p>The Partner shall provide a single view of the customer, based on service interactions.</p> <p>The majority of these reports shall be fully automated and a direct output of the Partner's processes and systems.</p> <p>The Partner shall produce at least the following reports (the exact content of the reports TBC)</p> <ul style="list-style-type: none"> • Nature and type of contacts; 		

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<ul style="list-style-type: none"> • Channel used by service area; • The officers who managed and resolved the contact; • The time taken to hand the contact over to the relevant service; • The time taken to resolve the contact; • Percentage of all contacts handled by the CSO that the CSO has been deemed capable of resolving; • Percentage of all contacts handled by other service partners that the CSO has been deemed capable of resolving • Percentage of all enquiries handled by other service partners that they have been deemed capable of resolving. <p>The Partner shall provide data in a format that easily allows further analysis by the council (to be defined by council information strategy currently being developed)</p>		
CS0015	Customer service standards	<p>The partner shall ensure that the following Customer Service Standards are adhered to:</p> <p>GENERAL</p> <p><u>We will provide:</u></p> <ul style="list-style-type: none"> • A range of ways for you to access the services you need, in a way that is most convenient for you. This will include electronic methods, as well as telephone, in writing and face-to-face. • An excellent service and will always strive to deliver regardless of how you contact us • The best services with value for money <p><u>Our commitment to you, we will:</u></p>		

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<ul style="list-style-type: none"> • Be welcoming, polite and helpful • Do our best to help you • Communicate in plain language, not jargon • Listen to your feedback and use this to improve the quality of our services • Respect your right to privacy and confidentiality <p><u>Help us to help you, you should:</u></p> <ul style="list-style-type: none"> • Be polite and treat our staff with respect • Let us know if you have any special requirements so that we can provide the right help • Feedback to us if you feel we are not performing accordingly <p><u>Our Commitment to Equality</u></p> <ul style="list-style-type: none"> • Our staff will deal with your needs accordingly and treat you with the respect and understanding that you deserve and make the necessary arrangements to do so <p>TELEPHONE When contacting us by telephone</p> <ul style="list-style-type: none"> • We aim to answer your call within 20 seconds or five rings • If we are unavailable we will divert our phone to voicemail or a colleague • Tell you the department and give you our name when we answer • Return your phone calls on the same day or when you ask us to 		

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p>FACE TO FACE When visiting us</p> <ul style="list-style-type: none"> • We will welcome you and offer assistance to help • Ensure all our staff are wearing an I.D. card and can be easily identified • Provide a pleasant, clean, tidy and safe reception area • Direct you to the appropriate person or team • Keep waiting times a short as possible for those without an appointment • If you have an appointment with us we will see you within 15 minutes of your appointment time • Ensure everyone can gain easy access to our services <p>POST/EMAIL When contacting us in writing (either letter, e-mail or web form)</p> <ul style="list-style-type: none"> • We aim to provide a full written response to your letter within 10 working days. Where this is not possible we will acknowledge it and keep you informed of progress. • You will receive an automatic acknowledgement to all emails you send to first.contact@barnet.gov.uk. We aim to provide a full response within 10 working days. Where this is not possible we will keep you informed of progress • Provide well structured responses, using plain language responding to all the points raised 		
CS0016	Timeliness and quality of service	<p>The Partner shall ensure that services are managed using key performance indicators for cost and quality.</p> <p>The Partner shall introduce simplified policies and procedures.</p>		See above

Ref	Function	Service Requirement	Volumes	Service standards, Performance indicators & Key Performance Indicators
		<p>The Partner shall deliver a consistent quality of service to customers.</p> <p>The Partner shall ensure that customer service standards and their monitoring are visible to all customers and staff.</p>		
CS0017	Service Level Agreements	The Partner shall introduce (where they do not currently exist) and maintain Service Level Agreements with council services and any other service partners as required	See data room	
CS0018	Performance management	<p>The performance of the CSO will be monitored by the council in accordance with the targets agreed.</p> <p>The CSO shall have in place appropriate procedures and controls for maintaining and storing documents, materials and records relating to the service.</p> <p>Contract management meetings with the CSO's appointed performance management function will be agreed, and will be attended by the Contractor.</p> <p>The CSO will also support the needs of the council as regards independent audits and inspections, whether completed by the council's own audit responsibilities or through independent inspection processes.</p>	See data room	See data room

7 Performance Indicators

The indicators contained within this section will be the subject of dialogue. However these are measures that the council believes will be of importance. The table below represents the scorecard that the current Customer Services function is developing in order to monitor performance. Where metrics are already agreed, they are indicated. 'TBC' is used where metrics and targets are currently under construction.

7.1 Current Performance Indicators

Function	Performance Indicators the partner will be required to report against	Current avg performance	Performance expected at point of transfer in Dec 2012	Performance expected from partner in year 1
Customers have access to quality services that meet their need	average waiting time for initial contact at corporate receptions (CPI)	6.4 mins (Q1 2011/12)	7 mins	3 mins
	% calls answered within 20 seconds (CPI)	48.3% (Q1 2011/12)	75%	90%
	satisfaction with the telephone service (CPI)	Data to be supplied in Q3	85%	90%
	consistent customer satisfaction data across all channels (CPI)	Data to be supplied in Q3	85%	90%
	% customer emails responded to within 10 days with resolution of query or information on progress (CPI)	80.94% (Q1 2011/12)	85%	90%
Deliver a quality, VFM & customer focussed	x% of all payment transactions completed online CPI	15% (Q1 2011/12)	TBC end of Q4	TBC end of Q4
	e-form drop out rate	74% (Q1 2011/12)	TBC end of Q4	TBC end of Q4

Function	Performance Indicators the partner will be required to report against	Current avg performance	Performance expected at point of transfer in Dec 2012	Performance expected from partner in year 1
service	reduction in call volumes to Contact Centres	Data to be supplied at the end of Q2	5% reduction from baseline (see data room)	TBC end of Q3
	% calls to switchboard abandoned	12% (Q1 2011/12)	10%	5%
	% of all calls abandoned	17% (Q1 2011/12)	10%	5%
	% Services recording Corporate Complaints on CRM	46% (Q1 2011/12)	100%	100%
	% Corporate Complaints responded to within SLA	83.5% (Q1 2011/12)	85%	90%
Improve workforce knowledge & skills	% of Corporate Customer Services staff completed ICS Award	11.11% (YTD 2011/12)	ICS membership due to end Feb 2012	ICS membership due to end Feb 2012
	no. of calls per agent per day	63 (Q1 2011/12)	TBC	TBC

7.2 Future Performance Indicators

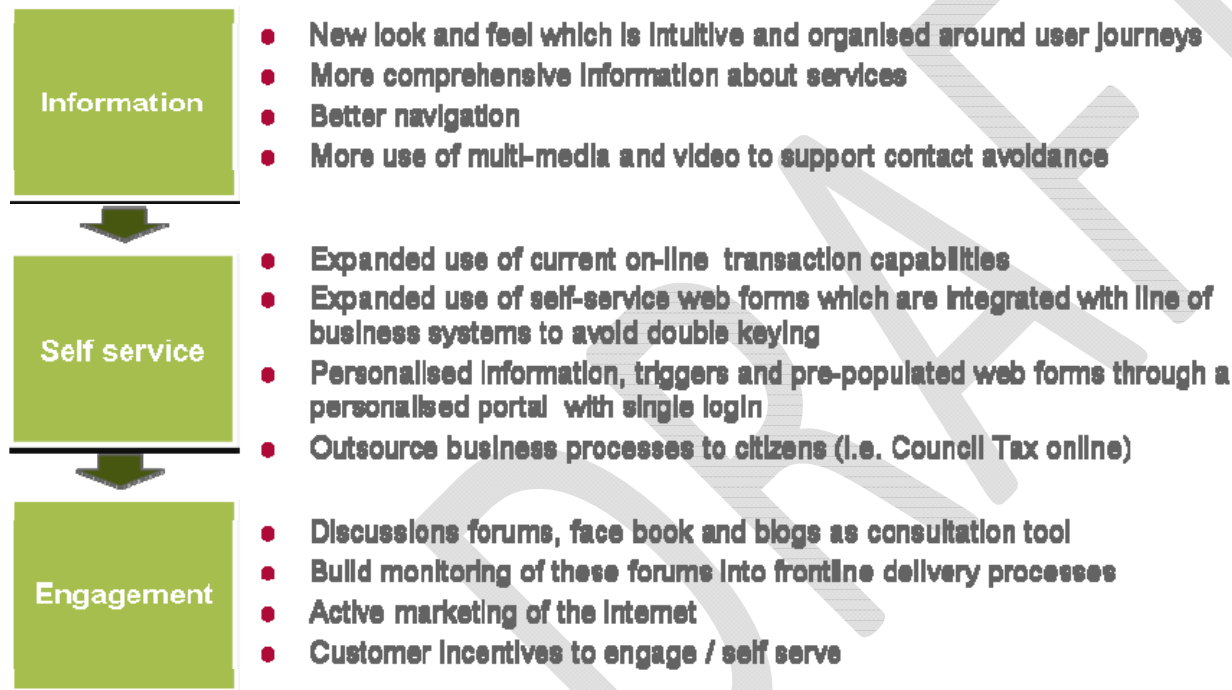
Function	Performance Indicators the partner will be required to report against	Current avg performance	Performance expected at point of transfer in Dec 2012	Performance expected from partner in year 1
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Output Specification: CSO

Customers have access to quality services that meet their need	Call Quality monitoring through internal audits	N/A	75%	90%
Transformed service which seeks to improve experience	Avoidable contact	N/A	TBC end of Q3	TBC end of Q3
	% of council services reporting information through the CS performance framework	N/A	90%	100%
	% channel shift from Face-to-Face to Web	N/A	TBC end of Q4	TBC end of Q4
	% channel shift from Telephone to Web	N/A	TBC end of Q4	TBC end of Q4
	% First Point of Contact Resolution	N/A	TBC end of Q3	TBC end of Q3
Improve workforce knowledge & skills	% of all Corporate Customer Service staff to have completed one or more training course	N/A	50%	100%

8 Appendix

8.1 Web requirements diagram



AGENDA ITEM: 11 Pages: 63 – 66

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	22 September 2011
Subject	One Barnet Programme Highlight Report
Report of	Commercial Director, Commercial Services
Summary	Appendix 1 provides a summary of the programme status of the One Barnet Programme for the period of 1 August to 13 September 2011

Officer Contributors	Craig Cooper, Commercial Director; Claire Johnston One Barnet Programme Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1: – One Barnet Programme Highlight Report
For decision by	Budget and Performance Overview and Scrutiny Committee

Contact for further information:

Claire Johnston, One Barnet Programme Manager, Commercial Services, 02083597022,
claire.johnston@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note the progress of the One Barnet work streams, as set out in the One Barnet Programme Board Highlight Report attached at Appendix 1.**

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**
- 2.2 The three priority outcomes set out in the 2011/13 Corporate Plan are: –**
- Better services with less money**
 - Sharing opportunities, sharing responsibilities**
 - A successful London suburb**
- 2.3 One Barnet has three overarching aims: –**
- A new relationship with citizens**
 - A one public sector approach**
 - A relentless drive for efficiency**

3. RELEVANT PREVIOUS DECISIONS

- 3.1 Budget and Performance Overview and Scrutiny Committee, 21 June 2011, Agenda item 12 (Highlight Report).**
- 3.7 Budget and Performance Overview and Scrutiny Committee, 21 July 2011, Agenda item 9 (Highlight Report).**

4. RISK MANAGEMENT ISSUES

- 4.1 Risks are considered on project by project and programme level basis. The One Barnet Programme Office has revised its risk registers to ensure they are aligned to new corporate risk management processes.**

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 responsibilities 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.**

5.2 It is recognised that such a significant transformation of services is likely to have an impact on staff and service users in some, if not all cases. An evaluation of impact will be carried out at the point of developing a business case for each project.

5.3 Completed Equalities Impact Assessments will be updated periodically throughout the project lifecycle, as appropriate, to assess the impact of service transformation.

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

6.1 Resource implications for each work stream will be addressed at the appropriate stage of the projects

6.2 The financial information in Appendix 1 and table 1 overleaf reflects the indicative spend as at month 5 (August) 2011. The actual expenditure for the financial year 2011-12 at the end of August is £1,593,311.

6.3 Appendix 1 and table 1 overleaf also includes the latest budgeted figures for each project currently in the programme. The programme is still forecasting to deliver within the £9.2m budget agreed by Cabinet on 29 November 2010.

Table 1

Project	Budget (£)	Actual & Committed Spend (Month 5) (£)	Projected Remaining 2011/12 Spend (£)	Projected Outturn 2011/12 (£)	Variance (£) (under)/over
	a	b	c	d=b+c	e=d-a
AdSS (LATC)	346,877	94,452	253,394	347,846	969
CSO Transformation	306,733	198,124	105,121	303,245	(3,489)
Com Budgets & Com Coaches and other Children's projects	180,259	25,637	53,274	78,911	(101,348)
DRS	949,218	441,936	513,555	955,491	6,273
E-Recruitment	0	0	0	0	0
Housing Project	50,000	0	50,000	50,000	0
NSCSO	741,099	171,112	562,314	733,426	(7,673)
Passenger Transport	151,600	35,310	117,234	152,543	943
Parking	111,378	50,665	63,133	113,799	2,421
Programme Management	1,088,658	426,342	633,893	1,060,235	(28,423)
Prototyping Project	0	0	0	0	0
RIO	0	0	0	0	0
Rapid Improvement Project	3,500	3,500	0	3,500	0
(Early) Procurement Project	0	0	0	0	0
Right to Control	0	0	0	0	0
SAP Optimisation	201,158	124,988	76,400	201,388	230
Libraries	88,181	21,245	61,727	82,971	(5,210)
Contingency	693,346	0	0	0	(693,346)
Totals	4,912,007	1,593,311	2,490,044	4,083,355	(828,652)

7. LEGAL ISSUES

- 7.1 Legal issues, in respect of each work stream will be addressed at the appropriate stage of the projects.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

- 8.2 The Overview and Scrutiny Procedure Rules are set out in Part 4 of the Constitution.

- 8.3 The Terms of Reference of the Budget and Performance Overview Scrutiny Committee are contained within Part 4 of the Constitution (Overview and Scrutiny Procedure Rules). The Committee has the following responsibilities:

“To perform the overview and scrutiny role in relation to the One Barnet transformation programme, particularly performance and financial issues;

To receive and consider options appraisals, business cases and closure report for the One Barnet projects; and

To monitor the implementation of the One Barnet programme throughout the programme lifecycle.”

9. BACKGROUND INFORMATION

- 9.1 **Appendix 1** provides a summary of the current programme status of the One Barnet Programme

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

Legal: RP

Finance: MC/JH

One Barnet Programme Report w/c 5th September 2011

Programme Sponsor:	Nick Walkley, Chief Executive, LB Barnet	Programme RAG	A
Programme Manager:	Claire Johnston		
Report Date:	07/09/2011		
Last Updated By:	Claire Johnston / Bal Assra		

Category	RED	AMBER	GREEN
Schedule: Current status of project delivery timescales.	Insufficient or no plan. Major slippage likely on proposed end delivery date. Immediate action required to construct realistic project plan	Possible slippage on end project delivery date however mitigation in place to get back on schedule	Running to plan; no issues
Budget: Current status of actual project expenditure against base lined forecast and Budget related issues	Current trends of expenditure show project will be over budget. No signed off project budget. Immediate action required to resolve	Current trends of expenditure show project may be over budget however mitigation actions to resolve identified and agreed	Running to plan; no issues
HR: Current status of HR engagement and HR related project issues. This may include: TUPE, Pensions status, Agreement of staff within scope, Trade Union engagement, Staff engagement issues	Outstanding HR issues exist that require immediate action to resolve	HR issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Comms: Current status of Comms plan and Comms related issues. This may include: Staff engagement issues, Lack of coordination with regards to messages, Negative feedback on comms.	Insufficient or no Comms plan requiring immediate action to resolve. Outstanding Comms issue that required immediate action to resolve	Comms issues exist which require resolution however mitigation actions to resolve identified and agreed	Running to plan; no issues
Resources: Current status of project resource availability and Resourcing related issues. This may include: Status of Resource plan, availability of required resources, availability and access to non-human resources	Insufficient resources available to deliver project to agreed timescales. Sign off required to free up or recruit resource	Current resource issues however mitigation plan in place to resolve	Running to plan; no issues

One Barnet Programme Report w/c 5th September 2011

<u>Project Name</u>	<u>Overall RAG*</u>	<u>Schedule</u>	<u>Budget</u>	<u>HR</u>	<u>Comms</u>	<u>Resources</u>
Development and Regulatory Services	G	G	G	G	G	G
New Support and Customer Services Procurement	A	G	G	A	G	G
Customer Service Transformation	A	A	A	G	G	G
Future of Parking	G	G	G	A	G	G
Transport	A	A	G	A	A	G
AdSS In-House Service Review	A	A	G	A	G	G
Right to Control	G	G	G	N/A	G	G
Rapid Improvement	C	C	C	C	C	C
LSP Governance	A	A	G	N/A	G	G
Community Based Budgets	A	A	G	G	G	G
Housing	G	G	G	G	G	G
Community Coaches	G	G	G	G	G	G

* verified by Project Sponsors

One Barnet Programme Report w/c 5th September 2011

Programme Commentary	<ul style="list-style-type: none">• DRS Competitive Dialogue 1 meetings concluded• Themes for Wave 2 of One Barnet programme agreed• Long list for NSCSO has been approved by Programme Board• Formal TUPE consultation period continues for those affected by Adults In House Services project• Recommendation for LATC and ASC designated body status approved at Pensions Fund Committee• Transport Business Case approved 30 August by Programme Board• Initial discussions taken place on the project management and investment appraisal approach to be taken going forward• Initial meeting held with Audit & Risk Management Assistant Director to discuss Risk Assurance support for One Barnet programme going forward• Terms of Reference agreed for One Barnet programme meeting• Governance arrangements of Implementation Partnership Board revised• The August edition of the 'One Barnet programme - project updates' was published on the intranet on Friday 26 August. This report was also sent to the CLG group for cascade to managers• Regular project update emails are being sent to staff in-scope for NSCSO, DRS, Parking and Adults LATC.
HR Activity	<p>Industrial Action</p> <ul style="list-style-type: none">• Action short of a strike continues on DRS, Revs and Bens and Parking• Unison have given Notice of Industrial Action to take place on 13/09/11• All AD's have been briefed on their responsibilities leading up to and on the day• Communication plan has been implemented for staff <p>TUPE workshops & Change and Me workshops are continuing through this period as planned</p> <p>NSCSO data room has been populated with HR data</p>

Project Status

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Future of Parking Tahir Mahmood	Oct 2010	Apr 2012	Project Initiation / Procurement	G	Due to the large number of clarification questions received over the last few weeks, suppliers have requested an extension to the deadline September. The deadline has been extended to 16 th September. An evaluation team and a timetable has been agreed for the ITT evaluation stage	Completed tenders returned ITT Evaluation period commences	G
Customer Service Transformation (CST) Andrew Cox	Feb 2011	Dec 2012	Project Initiation / Procurement	A	Content Management System (CMS): Content Audit underway - good engagement from services – slight delay in completion, but no impact on critical path. Technical specification delayed. Scoping: Tranche 2 90% complete except for Barnet Homes due to Barnet Homes resource availability in August. Face to Face: Report on current situation drafted but to include the data from scoping work. It will detail the current situation, action plan for addressing issues and proposal for the future Assisted Travel: High-level design completed.	Technical Specification presented to CST Board Scoping of Tranche 2 completed Tranche 3 kick off meetings Assisted Travel Business Case signed off by Project Board Face to Face report on current situation produced	A CMS project has experienced slippage on its critical path due to delay in the production of the Technical specification

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Development & Regulatory Services	Feb 2010	Jan 2013	Implementation	G	Dialogue 1 has concluded. Evaluation plan reviewed by Procurement.	Contracts gathered and clauses reviewed Evaluation period commences	G
Transport	Autumn 2010	July 2012	Project Initiation / Procurement	A	<p>CDG approved the presentation of recommendations from the Transport project board. It was decided that LBB will deliver the passenger transport services via the WLA (out of borough routes and the SEN contract) whilst carrying out internal transformation to realise the efficiency savings proposed in the Edge report. LBB will also retain the LATC transport budget and ensure that services are delivered centrally</p> <p>The project team continues to work with the WLA for the route sharing, procurement of the framework contract and to develop eligibility policies. The route sharing protocol has been agreed with the WLA and a number of routes provisionally agreed whilst further routes are being examined for further sharing.</p> <p>The current framework contract has been extended with the current suppliers up to 29th Feb 2012.</p>	<p>Business Case to CRC</p> <p>Passenger Transport review report submitted to Budget Performance Overview and Scrutiny</p>	A The Transport Bureau is expected to be up and running by 31 October 2011, two months later than planned

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
New Support and Customer Services Procurement	May 2010	Jan 2013	Project Initiation / Procurement	A	<p>Revenues and Benefits staff continue to work to rule. This situation continues to be monitored weekly by HR.</p> <p>The output specifications are being finalised before submission for the data room. Data has been received from a number of service areas in readiness for opening the data room.</p> <p>The Pre Qualification Questionnaire (PQQ) report has been approved by project board and CDG and bidders notified accordingly.</p> <p>The Invitation to Participate in Dialogue (ITPD) has been sent to the successful bidders.</p>	<p>Dialogue 1 meetings commence September 12</p> <p>Report to BPOSC on output specifications</p>	A Trade dispute with Revs & Bens, work to rule continues.
AdSS In-house service review	Feb 2010	Feb 2012	Project Initiation / Procurement	A	<p>Recommendation for LATC and ASC designated body status approved at Pensions Fund Committee, therefore a bond is not required.</p> <p>First draft of specification produced</p> <p>First draft of contract produced</p> <p>First draft of Articles of Associates produced</p>	<p>Due Diligence Report produced</p> <p>Companies registered</p> <p>LATC Business plan commences</p>	A Project plan could change depending on decisions made by the LATC holding company Implications on the ALMO status of Barnet Homes not understood - a change to this status could change their pension status

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Right to Control (RTC)	Mar 2010	Dec 2012	Implementation	G	<p>Job descriptions for the existing multi disciplinary team have been drafted. Staff briefings continue as to how the new model can be assimilated. BCIL (Barnet Centre for Independent Living) have agreed to undertake the function of support planning for multidisciplinary cases.</p> <p>Robust systems are currently being developed to collect retrospective data from Dec – August 2011. A working group has been established to ensure that systems are in place and all 'pre and post go live' data from the MDT/BCIL teams and partner organisations captured.</p> <p>2 ODI bid applications have been submitted for stretched funds to improve the outcomes for customers.</p> <p>All staff are receiving support planning and SWIFT recording training; both training programmes have incorporated aspects of RTC processes.</p> <p>The Web content mapping exercise is complete as well as the functional specification for the right to control internet processes</p> <p>Transformation Champions have been recruited and clinics for 'SW practice issue management' has commenced</p>	<p>Staff to be recruited to the MDT team</p> <p>Roles and responsibilities across organisations to be clarified.</p> <p>New Business process maps to be developed for RTC.</p> <p>MIS /SWIFT will still be prioritised as an area for further development internally and across partner organisations.</p> <p>Eligibility criteria to be agreed by all staff/partner/ customers organisation.</p> <p>Exploring the best options for piloting E-payment cards in Barnet for RTC</p>	G

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
LSP Governance	Sep 2010	Dec 2011	Implementation	A	One Barnet Partnership Board governance arrangements are yet to be confirmed	Proposal paper to Cabinet – Date TBC	A Slippage in end date
Rapid Improvement	Sep 2010	Aug 2011	Project Closure	A	Project Closure. Report summing up findings and follow on recommendations has been submitted to Pam Wharfe. All follow on actions/recommendations to be dealt with as BAU		C
Housing	March 2011	April 2012	Concept	N/A	Some delays in taking the project forward due to the need to update the Council's Housing Strategy before seeking Cabinet approval to proceed with an options appraisal and develop a business case.	Authority to proceed with the options appraisal and business case to being sought from Cabinet on 14 September.	G
Community Based Budgets	May 2011	March 2012	Project Initiation / Procurement	N/A	Information Sharing agreements have been signed by 18 agencies Finance has completed cost based analysis of 19 families. These are based on national indicators – actual Barnet costs and some partner interventions are yet to be established before costs are finalised	Proposal paper and presentation to be given at Children's Trust Board on the financial model Barnet are using– Meeting: 15/09/11 Results of the evaluation carried out on ICS (internal data management system). Final decision on whether to proceed with ICS will be made 16/09/11	A Delays in cost analysis due to availability over summer holidays

One Barnet Programme Report w/c 5th September 2011

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Previous RAG	Progress made this period	Milestones due in next period	Current RAG (commentary when Red or Amber)
Community Coaches Nandu Valji	Aug 2011	March 2012	Concept	N/A	Workshop set up with Project Team to kick off project and develop the high level plan	PID and detailed plan to be produced First Project Board meeting: 14/09/11	G

Major Risks (These are extracted from the One Barnet Programme Risk register and are those which score 15 or above)

Risk No.	Risk Description	Consequences of Risk	Assessment of Risk where VH=5,VL=1		Current Risk Score	Owner	Mitigation Action
			Likelihood	Impact			
CP0011	<p><u>Potential increased negativity to Outsourcing</u></p> <p><u>CAUSE:</u> Abolition of Workforce Code of Practice and Two tier workforce. Concern over perceived relocation</p>	Possible increased Trade Union activity. Low Morale. Dip in productivity.	4	4	16	Programme Board / AD-HR	<p>Communications through Staff Groups, Management Groups, and wider corporate methods on the content of the code and how this may affect employees.</p> <p>Staff briefings at key milestones for the duration of the procurement</p> <p>Meet the bidder days agreed for staff at CD2 stage</p>

Major Issues (These are extracted from the One Barnet Programme Issue register not specific to one deliverable)

Issue description	Action taken / to be taken in next 3 months	By When	By Whom	Priority for action
Prospective partners have not been informed that they will not be allowed to change any terms and conditions due to recent decisions made to continue to protect staff terms and conditions. This is most immediately impacting on the Parking and DRS procurements which are already in train.	Bidders to be informed of the council decision.	Sep 2011	Procurement / Project leads	A

Programme Finance

Revised approved project budgets 2010-13

Project	One Barnet Framework 2010-13 Budget	Forecast 2010-13 Expenditure	Variance	Explanation for variance
AdSS	358,913	510,156	151,243	Initial budget was created to develop business case - additional costs here are in respect of set up of the LATC itself
Children's	1,246,080	247,492	(998,588)	Early intervention and family intervention funding comes from Children's base budget. This funding is for project management and programme related costs for that programme of work. This budget includes support for community based budgets (business support and project management).
CSO Transformation	492,940	543,113	50,173	Wave 1 transformation included here. Additional spend due to wider scale transformation than originally scoped.
DRS	1,634,680	1,744,019	109,339	Additional legal costs, alongside longer than expected procurement period.
E-Recruitment	40,000	40,000	0	No variance
Libraries	210,800	148,181	(62,619)	This budget is for programme related costs associated with implementation of the libraries strategy. Capital costs will need to be funded from capital receipts in line with the libraries strategy.
NSCSO	1,474,355	1,654,439	180,084	Additional legal costs, and longer than anticipated procurement period.
Passenger Transport	281,713	209,566	(72,147)	Change of approach, anticipated partnership with the West London Alliance rather than a procurement project.
Parking	274,083	140,537	(133,546)	Change of approach, restricted procedure rather than competitive dialogue procurement.
PMO	1,632,431	2,315,850	683,419	Mainly due to the fact that these costs are spread over 2011/12 and 2012/13 (due to extended procurement period), whereas originally these were only part year 2012/13
Procurement Project	70,058	70,058	0	No variance

One Barnet Programme Report w/c 5th September 2011

Project	One Barnet Framework 2010-13 Budget	Forecast 2010-13 Expenditure	Variance	Explanation for variance
Prototyping Project	85,000	77,129	(7,871)	No significant variance
Revenue Income Optimisation	210,000	197,662	(12,338)	No significant variance
Rapid Improvement Project	0	22,000	22,000	Was not originally budgeted for in OBF. £30k agreed by CDG but only £22k spent to date and projects near closure.
SAP Opt	304,300	375,533	71,233	Pre delivery phase costs absorbed that had not been included in budget.
Total	8,315,353	8,295,735	(19,618)	
Contingency - allocated		417,199	(447,863)	
Contingency - unallocated	865,062	467,482	467,482	
Grand total	9,180,415	9,180,416	0	

One Barnet Programme Report w/c 5th September 2011

Revised approved project budgets 2011-12jnm

Project	Revised Budget 2011/12 (£)	Changes authorised at project board 2011/12 (£)
AdSS (LATC)	346,877	346,877
CBB	92,412	92,412
Children's Projects	57,847	57,847
Community Coaches	-	30,000
CSO Transformation	306,733	306,733
Housing Project	-	50,000
NSCSO	741,099	741,099
DRS	949,218	949,218
Libraries	88,181	88,181
Parking	111,378	111,378
Passenger Transport	151,600	151,600
Programme Management	1,088,658	1,088,658
Rapid Improvement Project	3,500	3,500
SAP Optimisation	201,158	201,158
Contingency	773,346	693,346
Total	4,912,007	4,912,007

One Barnet Programme Report w/c 5th September 2011

Financial expenditure - 2011/12

Project	Budget (£)	Actual & Committed Spend (Month 5) (£)	Projected Remaining 2011/12 Spend (£)	Projected Outturn 2011/12 (£)	Variance (£) (under)/over	Note	
	a	b	c	d=b+c	e=d-a		
AdSS (LATC)	346,877	94,452	253,394	347,846	969		
CSO Transformation	306,733	198,124	105,121	303,245	(3,489)	Community Based Budgets and Community Coaches projects remain in budget. There remains budget to be allocated to projects in the Children's Service	
Com Budgets & Com Coaches and other Children's projects	180,259	25,637	53,274	78,911	(101,348)		
DRS	949,218	441,936	513,555	955,491	6,273		
E-Recruitment	0	0	0	0	0		
Housing Project	50,000	0	50,000	50,000	0		
NSCSO	741,099	171,112	562,314	733,426	(7,673)		
Passenger Transport	151,600	35,310	117,234	152,543	943		
Parking	111,378	50,665	63,133	113,799	2,421		
Programme Management	1,088,658	426,342	633,893	1,060,235	(28,423)		Projected under spend related to Human Resources coming in below budget (up to period 5)
Prototyping Project	0	0	0	0	0		
RIO	0	0	0	0	0		
Rapid Improvement Project	3,500	3,500	0	3,500	0		
(Early) Procurement Project	0	0	0	0	0		
Right to Control	0	0	0	0	0		
SAP Optimisation	201,158	124,988	76,400	201,388	230		
Libraries	88,181	21,245	61,727	82,971	(5,210)		
Contingency	693,346	0	0	0	(693,346)		
Totals	4,912,007	1,593,311	2,490,044	4,083,355	(828,652)		

AGENDA ITEM: 12 Pages: 67 – 70

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

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Cabinet Forward Plan (September to December 2011)
Reason for urgency / exemption from call-in	N/A

Contact for further information: Andrew Charlwood, Overview & Scrutiny Manager, 0208 359 2014, andrew.charlwood@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee comment on and consider the Cabinet Forward Plan (September to December 2011) when identifying areas of future Scrutiny work.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 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

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 is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny 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
August 2011

Contact: Jeremy Williams, Business Governance Team, 020 8359 2042

jeremy.williams@barnet.gov.uk

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet 14 September 2011					
Safer Communities Strategy	Recommend Council to approve Strategy	Safety & Resident Engagement Andrew Nathan			Full report
Housing Strategy	To approve the Housing Strategy	Housing Pam Wharfe			Full report
Regeneration Strategy	To approve the Regeneration Strategy	Leader Jodie Yandell			Full report
Waste Strategy	To approve the Waste Strategy	Environment Pam Wharfe			Full report
Anticipated reference from Overview & Scrutiny	<ul style="list-style-type: none"> Fostering Recruitment 	Scrutiny office Andrew Charlwood			Full report
Strategic Leisure Review	To report on provision of leisure services in the borough	Customer Access & Partnerships Matthew Gunyon			Full report
Cabinet Resources Committee 27 September 2011					
Quarter 1 Monitoring Report	To approve the Quarter 1 Outturn Position for 2011/12.	Resources and Performance Maria Christofi			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Capital Investment in Hendon Cemetery & Crematorium	To report on the Environmental Health Capital Investment in Hendon Cemetery & Crematorium	Tom Davey Rick Mason			Full report
Tax Increment Financing (TIF) / Regeneration Financing	To consider TIF and regeneration financing options.	Leader Lucy Shomali			Full report
Community Infrastructure Levy	Approval of preliminary draft charging schedule for Barnet	Planning / Resources and Performance Adam Driscoll			Full report
Passenger Transport	To approve the business case.	Customer Access and Partnerships Tahir Mahmood			Full report
Procurement of contracts for prevention services to support personalisation of social care and health	To authorise the procurement of contracts for information, advice and advocacy services and for support for people with learning disabilities	Adults James Taylor			Full report
Security Service Provision in Council Properties	To report on the provision of security services in Council properties	Resources and Performance Colin Atree			Full report
Land at East Road, Burnt Oak	To approve the disposal of land	Resources and Performance Simon Shaer			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Barnet Care and Repair Service	To report on the future delivery of the service	tbc Rick Mason			Full report
Leisure Contract	Report on the leisure contract	Environment Pam Wharfe			Full report
Cabinet 3 November 2011					
Planning Additional Secondary School Provision	To set out projected demand for secondary provision, and to agree a future strategy to meet this demand.	Education, Children & Families Elaine Tuck			Full report
One Barnet Strategic Partnership Governance	To address the position of the Local Strategic Partnership in One Barnet Governance	Customer Access & Partnerships Andrew Nathan			Full report
Anticipated reference from Overview & Scrutiny	<ul style="list-style-type: none"> • Early Intervention and Prevention 	Scrutiny office Andrew Charlwood			Full report
Financial and Business Planning and Budget Headlines	Financial and business planning process towards budget and announcement of budget headlines	Resources & Performance / Leader Andrew Travers	Programme of budget consultation to be carried out		Full report
Network Management Policy	To agree an approach to managing the Council's road network	Environment Neil Richardson			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet Resources Committee 7 November 2011					
DRS Competitive Dialogue	To approve the next stages of the project.	Customer Access and Partnerships Linda Spiers			Full report
DRS Business Case	To approve the business case for the project.	Customer Access and Partnerships Linda Spiers			Full report
Cabinet 14 December 2011					

AGENDA ITEM: 13 Pages: 71 – 81

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	22 September 2011
Subject	Budget and Performance Overview and Scrutiny Committee Forward Work Programme 2011/12
Report of	Scrutiny Office
Summary	This report outlines the Committee's work programme during 2011/12.

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Budget and Performance Overview and Scrutiny Committee Forward Work Programme 2011/12
Reason for urgency / exemption from call-in	N/A

Contact for further information: Andrew Charlwood, Overview & Scrutiny Manager, 0208 359 2014, andrew.charlwood@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2011/12 work programme of the Budget and Performance Overview & Scrutiny Committee, as set out in the Appendix.**
- 1.2 That the Committee identify items to be taken forward for the inclusion in the 2011/12 Forward Work Programme.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Annual Council, 17 May 2011 – Council agreed the scope and terms of reference of the Overview and Scrutiny Committees.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 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

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 is contained within Part 2, Article 6 of the Council's Constitution; the Terms of Reference of the Scrutiny 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 2011/12 indicates forthcoming items of business for consideration by the Committee.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10. LIST OF BACKGROUND PAPERS

- 10.1 None

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE
WORK PROGRAMME 2011/12

21 JUNE 2011			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Corporate Performance Results Quarter Four and Year End 2010/11	The Committee considered Corporate Performance Results Quarter Four and Year End 2010/11	Internal – Performance	All priorities
In-Depth Performance Report: Achieving Independence for Older People	The Committee considered an in-depth performance report on achieving independence for older people through rehabilitation / intermediate care	Internal – Adult Social Care and Health	Better services with less money
In-Depth Performance Report: Waste and Recycling Performance	The Committee considered an in-depth performance report on waste and recycling performance	Internal – Planning, Environment and Regeneration	Sharing opportunities, sharing responsibilities
Cashless Parking Operations	The Committee considered a report on proposals to move towards cashless parking operations	Internal – Planning, Environment and Regeneration	Better services with less money

One Barnet – Future of the Parking Service Business Case	The Committee considered the One Barnet report on the Future of the Parking Service Business Case.	Internal – One Barnet Programme Office	Better services with less money / A successful London suburb
One Barnet – New Support / Customer Services Organisation Business Case	The Committee considered the One Barnet report on the New Support / Customer Services Organisation Business Case	Internal – One Barnet Programme Office	Better services with less money
One Barnet – Programme Highlight Report	The Committee considered the One Barnet Programme Highlight Report	Internal – One Barnet Programme Office	Better services with less money

21 JULY 2011

ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Final Outturn and Performance Report 2010/11	The Committee considered the financial year 2010/11 year end outturn	Internal – Finance	All priorities
One Barnet – Youth Offer Closure Report	The Committee considered the closure report for the One Barnet Youth Offer project	Internal – One Barnet Programme Office	Better services with less money

One Barnet – Adults In-House Service Review: Project Update	The Committee considered the progress of the Adults In-House Service Review One Barnet project.	Internal – One Barnet Programme Office	Better services with less money
One Barnet Programme Highlight Report	The Committee considered the One Barnet Programme Highlight Report	Internal – One Barnet Programme Office	Better services with less money
Barnet Homes Quarter Four Performance	To scrutinise the Quarter Four Performance Information for Barnet Homes.	Internal – PHR / External - Barnet Homes	All priorities

22 SEPTEMBER 2011

ITEMS TO BE CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter One Corporate Performance Information	The Committee will scrutinise Quarter One performance information and select topics for in-depth scrutiny.	Internal – Performance	Better services with less money
In-Depth Performance Report: Impact of Changes in Local Authority Housing Allowances	The Committee will consider an in-depth performance report on the impact of changes in local authority housing allowances on homelessness and the use of emergency temporary accommodation.	Internal – Planning, Environment and Regeneration	All priorities
Finance and Business Planning 2012/13 to 2014/15	The Committee will consider a report outlining the key medium-term strategic and financial issues for the Council.	Internal – Finance	Better services with less money
One Barnet – New Support / Customer Services Organisation Output Specification	The Committee will receive a report detailing the output specification for the New Support / Customer Services Organisation One Barnet project, as requested by the Business Management Overview and Scrutiny Committee	Internal – One Barnet Programme Office	Better services with less money
One Barnet – Passenger Transport Service Delivery	The Committee will receive the Cabinet Resources Committee report relating to the One Barnet Passenger	Internal – One Barnet Programme Office	Better services with less money

Recommendations	Transport Project.		
One Barnet Programme Highlight Report	The Committee will consider the progress of the One Barnet projects, as set out in the Programme Highlight Report.	Internal – One Barnet Programme Office	All priorities

FUTURE MEETINGS – 2011/12

	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Budget Scrutiny	<ul style="list-style-type: none"> - Receiving a report on the draft budget headlines and discussing any issues arising - Reviewing the budget consultation proposals, including the involvement of Scrutiny - Reviewing the results of the consultation and the impact on budget decisions of Cabinet. 	Internal – Finance	Better Services with Less Money
Resident Satisfaction for Opportunities for Democratic Engagement	The Committee will consider an in-depth performance report on Resident Satisfaction for Opportunities for Democratic Engagement requested during the 2010/11 municipal year.	Internal – Corporate Governance	Sharing opportunities, sharing responsibilities

One Barnet Projects	Scrutiny of One Barnet Options Appraisals, Business Cases and Closure Reports.	Internal – One Barnet Programme Office	Better services with less money
Quarterly Performance Information	To receive performance information reported on a quarterly basis.	Internal – Performance	Better services with less money
Scrutiny of Partnerships	To receive the Annual Report of Partnerships, and to examine Council partnerships with other organisations.	Internal – Partnerships	A successful London suburb
Barnet Homes Performance Information and Business Plan	To consider bi-annually Barnet Homes Performance Information and Business Plan.	External – Barnet Homes	One Barnet
Medium Term Financial Strategy	To receive the Medium Term Financial Strategy	Internal – Finance	Better services with less money

FUTURE MEETING DATES**24 OCTOBER 2011****6 DECEMBER 2011****26 JANUARY 2012****7 MARCH 2012****24 APRIL 2012**