

MEETING

BUDGET AND PERFORMANCE OVERVIEW & SCRUTINY COMMITTEE

DATE AND TIME

TUESDAY, 6 DECEMBER 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>	To Follow
	Councillor Alan Schneiderman – One Barnet Programme Costs and Savings Breakdown	
6.	Corporate Performance Results 2011/12 – Quarter 2	1 – 32
7.	Waste and Recycling Performance	33 – 48
8.	Self Directed Support and Personal Budgets	49 – 54
9.	One Barnet – Development and Regulatory Services	To Follow
10.	One Barnet – Award of Contract for Parking Enforcement and Related Services	To Follow
11.	One Barnet Programme Highlight Report	55 – 70
12.	Cabinet Forward Plan	71 – 80
13.	Budget and Performance Overview and Scrutiny Committee Forward Work Programme	81 – 93
14.	Any Other Items the Chairman Decides are Urgent	–

FACILITIES FOR PEOPLE WITH DISABILITIES

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AGENDA ITEM: 6

Pages: 1 - 32

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	6 December 2011
Subject	Corporate Performance results for Quarter 2 2011/12
Report of	Assistant Chief Executive
Summary	This report presents progress against the Corporate Plan performance targets and improvement initiatives for quarter two 2011/12.

Officer Contributors	Tom Pike, Head of Performance, Chief Executive's Service 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	Not applicable
Key decision	Not applicable

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 two performance results and decides the topic of one or more in-depth reports to be presented to it in its meeting on 7 March 2011. It is recommended that one or both of the following topics are selected for discussion:

- % proportion of young people who are not in education, employment or training (NEET) maintained (Children's Service - CPI 5011)
- Number of new dwellings started on the regeneration estates (Environment, Planning and Regeneration – CPI 1003)

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.

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 second 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

5.2 In addition, there are a number of potential equalities and diversity issues associated with other Corporate Plan indicators. Work will be undertaken with services to better understand these, and they will be incorporated into future reports.

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 £10.9M by 2014/15.
- CPI 2001 – *% of services that are in the high performance/low spend quadrant of the Capital Ambition analysis:* This indicator benchmarks Barnet's Value for Money performance with other London local authorities to give an overall (proxy) indication of Value for Money. Fewer indicators are reporting this cycle due to not all performance indicators being available. 6 of 9 services were benchmarked as high performance, low cost, in quarter 1 (67%), compared to 10 out of 12 services (83.3%) in the previous quarter. This is as a result of the Adults Social Care indicator moving from marginally lower than average cost for the previous quarter, to marginally higher than average cost for this quarter.

7. LEGAL ISSUES

7.1 None save those contained in the body of the report.

8. CONSTITUTIONAL POWERS

8.1 The scope of Overview and 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 two 2011/12. Appendix B sets out progress on the Corporate Plan Improvement Initiatives for the same period.

9.2 There are 70 Corporate Plan Indicators in the 2011/12 Corporate Plan, 57 of these reported data in quarter 2, and 56 of these were colour rated. Of the indicators that reported, the balance of met and missed targets was 41.1% met (23 targets rated green) and 58.9% missed (33 targets rated red, red-

amber or green amber) in Q2. This is compared to quarter one where 45.5% were met (20 targets rated green) and 54.5% were not met (24 targets rated red, red-amber or green amber). Some indicators are not given traffic light ratings if results are being used to establish a baseline for that indicator (in which case a rating will be applied from the next quarter), or if the use of a traffic light rating would not accurately convey the actual performance position.

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

Directorate	Total no. of Corp Plan indicators	RAG ratings				Negative DoT	No. of indicators expected to report data in Q2
		Green	Green amber	Red amber	Red		
Adult Social Care and Health	15	6	2	1	4	3	13
Children's Services	15	4	5	1	3	4	14*
Environment , Planning & Regeneration	15	6	3	1	2	4	12
Commercial Service	5	3	1	0	0	0	4
Deputy Chief Executive	3	0	0	0	2	2	2
Chief Executive's Service	14	3	1	1	4	1	9
Corporate Governance	3	1	0	0	2	1	3
Total	70	23 (41.1%)	12 (21.4)	4 (7.1%)	17 (30.4%)	15	57*

* One CPI is not traffic lighted. This has not been included in the statistics

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 In addition to the above methodology, an amendment has been made for the first time this quarter. Any performance indicator that is less than 10% off target and has a positive direction of travel will automatically qualify to be amber rated. Both of the following criteria need to be met if a service is to have a red-rated performance indicator amended to either a green-amber or a red-amber:

A: For an indicator to be rated as Green amber:

1. No more than 5% off target, and;
2. A positive direction of travel

B: For an indicator to be rated as Red amber:

1. Between >5% and no more than 10% off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5% (if the service has a clear story and improvement activity in place)

- 9.8 Some of the most successful CPIs of this quarter were:

- A 60.9% improvement from Quarter 1 in achieving a 25% reduction in avoidable re-admissions within 28 days of discharge (from 2,297 to 898, surpassing the overall target of 1,110)
- 1,524 carers' assessments/re-assessments completed representing a 58.1% improvement from last quarter
- An increase in the number of schools with good or outstanding overall effectiveness (the target was to move from 82% (academic year 09/10) to 84%, the result was 91%).

- 9.9 A number of performance areas have been discussed by the Committee over the previous four quarters. These are:

- Impact of housing allowance on homelessness and temporary accommodation
- Achieving independence for older people through rehabilitation/intermediate care
- Waste and recycling performance
- The attainment gap between children with special educational needs and their peers, and children eligible for free school meals and their peers
- Customer Service Performance

- 9.10 In addition to these existing performance issues, there are a number of emerging challenges in quarter 2. There has been an increase in the number of children becoming subject to a child protection plan, and also the number of children subject to a plan for a second time. There has been an increase in the number of people receiving self directed support; however, the number is not currently increasing at a rate sufficient to meet the end of year target. Further, there has been an increase in the percentage of young people who are not in education, employment, or training. Finally, no new dwellings were started on the regeneration estates (target 39 dwellings) during quarter two.

9.11 Of the twenty two priority improvement initiatives (reported in Appendix B) 8 have received a Green traffic light this quarter, meaning key milestones have been met. 2 initiatives did not have any milestones to report this quarter. In addition to the green improvement initiatives there are 7 green amber rated ones and 5 red amber ones. The red amber ones are:

- Implement the Crematorium and Cemetery Service restructure and form investment plans (owned by Environment, Planning and Regeneration);
- Complete consultation on Town Centre strategies for Finchley Church End and Edgware and planning frameworks for key sites in Chipping Barnet Town Centre (owned by Environment, Planning and Regeneration);
- Engage with Ward Members to identify suitable volunteers (two roads and individuals as Community Keepers) for the Winter Gritting Scheme pilot (owned by Environment, Planning and Regeneration);
- 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 (owned by Environment, Planning and Regeneration); and
- Develop a clear asset map across the public sector in Barnet to inform decisions about asset use in the Council and partner bodies (Commercial Services).

9.12 The detailed quarter two 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

Appendix A – Directorate performance results

1. Adult Social Care and health
2. Children's Services
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	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
6015	Number of social care clients receiving Self Directed Support	Apr 11-Sep 11	N/A	2038	2828	2441	13.7%	▲ 19.8%	37.7% (London Average) 43.97% for Barnet
6013	25% reduction in avoidable re-admissions within 28 days of discharge	Apr 11-Aug 11	N/A	2297	1110	898	19.1%	▲ 60.9%	No benchmarking available
6016	% of people aged 65+ who are still at home 91 days after discharge into rehabilitation services	Apr 11-May 11	285/316	84.0%	87.0%	90.2%	3.7%	▲ 7.0%	86.1% (London average for 2010/11)
6018	Reduction of 5% of budget spent on residential and nursing care	Apr 11-Sep 11	N/A	£39.5m	£39.4m	£39.8m	1%	▼ 0.7%	Local measure

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
6009	Reduction in the total number of people in residential and nursing care	Apr 11-Sep 11	N/A	1205	1184.0	1191.0	0.6%	 1.2%	Local measure
6017	% of Adult Protection Plans to be developed for those who need them with people identified as responsible for delivery	Apr 11-Sep 11	67/67	100.0%	100.0%	100.0%	0.0%	 0.0%	No benchmarking available
6010	% of Adult Protection Plans reviewed by team manager within the timescales set at the case conference	Apr 11-Sep 11	53/53	100%	100.0%	100.0%	0.0%	 0.0%	No benchmarking available
6001	At least three Pledgebank pledges supported per year per directorate	Apr 11-Sep 11	N/A	2 out of 7	7 out of 7	3 out of 7	57.1%	 50%	Local measure
6011	No of people who have received a Right to Control support plan	Apr 11-Sep 11	N/A	13	20	19	5%	 46.2%	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	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
6014	Reducing the mortality rate from all cardiovascular disease (including heart disease and stroke) per 100 000 people aged under 75 years	Jan 11-Aug 11	N/A	39.2	37	42.1	13.8%	▼ 7.4%	70.1 (London average)
6002	Reducing the mortality rate from cancer of all types per 100 000 people aged under 75 years	Jan 11-Aug 11	N/A	87.6	85	94.1	10.7%	▼ 7.4%	107.6 (London average)
6003	Number of smoking quitters in people aged 18 years and over (NHS four-week smoking quitter target)	Apr 11-Jun 11	N/A	556	1034	1119	8.2%	▲ 101.3%	No benchmarking data supplied
6004	Number of carers' assessments/re-assessments completed	Apr 11-Sep 11	N/A	964	800	1524	90.5%	▲ 58.1%	1524 equates to 24.3% of community based service users who have received a carer assessment. London average is 8.8% for Q1 2011/12.
6005	Proportion of carers who feel engaged and supported in their caring role	This is a new indicator reporting in quarter 4 2011/12							

2. Children's Services

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
5001	5 % reduction in the number of first time entrants to the youth justice system	Q4 2010/11 performance was 820 and the target is 779. This indicator will next report in Q4 2011/12							
5002	A reduction in the number of children becoming the subject of a child protection plan	Apr 11-Sep 11	N/A	262	No target for this indicator	285 This will not be traffic lighted	N/A	▲ 8.8%	Barnet 27 rate per 10,000 SN 35 per 10,000 Eng: 38 (10/11) This is provisional
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-Sep 11	19/139	12.3%	12.0%	13.7%	13.9%	▼ 10.9%	12.5% statistics (10/11) Eng: 13.3%
5004	Maintain the number of children with a statement placed in residential or out-of-borough placements	Apr 11-Sep 11	N/A	38	38	25	34.2%	▲ 34.2%	N/A
5005	% of domestic violence cases being reviewed by the Multi-Agency Risk Assessment Conference more than once within 12 months	Apr 11-Sep 11	8/87	6.1%	26.0%	9.2%	64.6%	▲ 51.7%	National figures from CADA: 12 months prior to 30 June 2011: 22%

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
5006	% increase of children's social care assessments carried out within 35 working days	Apr 11-Sep 11	293/379	72.2%	80.0%	77.3%	3.4%	▲ 7.1%	Eng: 75.1% London: 77%
5007	% reduction in the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2	Sep 10-Jul 11	N/A	17.8%	15.0%	18.3%	22.0%	▼ 2.8%	21.3% Academic Year 09/10 national data
5008	% reduction the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4	Sep 10-Jul 11	N/A	28.7%	23.0%	24.7%	7.4%	▲ 13.9%	27.6% Academic Year 09/10 national data
5009	% reduction in the Special Education Needs (SEN)/non-SEN gap for achieving 5 A*-C GCSE including English and Maths	Sep 10-Jul 11	N/A	52.0%	46.5%	47.5%	2.2%	▲ 8.7%	46% Academic Year 09/10 national data
5010	% of care leavers in suitable accommodation maintained	Apr 11-Sep 11	17/18	100%	94%	94.4%	0.43%	▼ 5.6%	Dept. for Education: Eng: 61% Lon: 66% 10/11

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
5011	% proportion of young people who are not in education, employment or training (NEET) maintained	Apr 11-Aug 11	436/9676	4.2%	4.3%	4.5%	4.8%	▼ 7.3%	Dept. for Education: 6.4% (Nov-Jan 10)
5012	% increase in the percentage of children in care under 16 that are in council (rather than agency) foster placements	Apr 11-Sep 11	116/221	48.7%	55.0%	52.5%	4.6%	▲ 7.9%	NA Local Measure
5013	% children with a reception place	Apr 11-Sep 11	4393/4403	98.4%	100%	99.8%	0.2%	▲ 1.4%	NA Local Measure
5014	% increase of schools with good or outstanding overall effectiveness from 82% (AY 09/10) to 84%	Apr 11-Sep 11	21/23	81.8%	84%	91%	8.7%	▲ 11.6%	54% Sept 10 to April 11 National Average
5015	% increase of achievement of five or more A*-C grades at GCSE or equivalents including English and Maths	Sep 10-Jul 11	N/A	66.0%	69.3%	67.5%	2.6%	▲ 2.3%	53% Academic Year 09/10 - National Average

3. Environment, Planning and Regeneration

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
1009	Number of homelessness acceptances	Apr 11-Sep 11	N/A	124	150	130	13.3%	▼ n/a	Ranked 16 out of 33 (12/33 per 1000 households). (Q1 2011/12) CLG.
1002	Number of new dwellings completed on the regeneration estates	Apr 11-Sep 11	N/A	0	175	162	7.4%	▲ N/A	Local indicator
1003	Number of new dwellings started on the regeneration estates	Apr 11-Sep 11	N/A	0	39	0	100.0%	↔ N/A	Local indicator
1001	% of new homes granted planning permission on major applications required to meet level 4 for the Code for Sustainable Homes	Apr 11-Sep 11	1/9	0.0%	50.0%	11.1%	77.8%	▲ N/A	Local indicator
1004	Number of short-term nightly purchased temporary accommodation	Sep 11	N/A	204	250	218	12.8%	▼ 6.9%	Ranked 24 out of 33 (23/33 per 1000 households). London average 156 (Q1 2011/12) CLG.
1005	% of planning permissions granted for family homes	Apr 11-Sep 11	294/448	68.6%	65.0%	65.6%	1.0%	▼ 4.4%	Local indicator

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
1006	% Improved satisfaction of council tenants	Reporting in quarter 4 2011/12. Target is 76%							
1007	Number of private sector homes with improved insulation and/or heating achieved through grants, advice and compliance as necessary	Jul 11-Sep 11	N/A	14	15	17	13.3%	▲ 21.4%	Local indicator
1008	% customer satisfaction measured through a customer satisfaction survey of users of the Planning Service	Reporting in quarter 4 2011/12. Target is 63%							
4001	Number of kgs of residual household waste per household	Apr 11-Jun 11	24909.91/138450	730.4	730	719.7	1.4%	▲ 1.5%	Ranked 18th out of 22 London Boroughs (Waste DataFlow as at 17/10/2011)
4002	% of household waste sent for reuse, recycling and composting	Apr 11-Jun 11	13826.04/38735.95	36.0%	36.7%	35.70%	2.8%	▼ 0.9%	Ranked 10th out of 22 London Boroughs (Waste DataFlow as at 17/10/2011)

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
4005	% intervention level pot hole defects rectified within 48 hours	Jul 11-Sep 11	341/429	57.8%	75.0%	79.5%	6.0%	▲ 37.5%	Local Indicator
4006	% of intervention level pot holes rectified within 28 days	Jul 11-Sep 11	402/429	89.3%	95.0%	93.7%	1.4%	▲ 4.9%	Local Indicator
4007	Anticipated parking income levels in each quarter of the year	Jul 11-Sep 11	N/A	2.6	6.2	6.02	2.9%	▲ 131.5%	Local Indicator
4008	Number of roads in the programme improved	Reporting in quarter 4 2011/12. Target is 20 roads improved							

4. Commercial Services

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
7001	Reduction in the amount of energy used in the council's main office locations to 367 kw/h per GIA metre squared	Apr 11-Sep 11	N/A	386 kw/hr/m2 (yr end 9/10)	168kWh	190kWh/m2	13.1%	▲ 50.8	LB Barnet's Q2 performance in 9/10 was 177 kw/hr/m2

7002	Reduction in total property costs of the council's main office locations to £188 per GIA metre squared	April 2011 – March 2012 (inclusive)	N/A	£256	£245	Data not supplied	n/a	n/a	Not reported
7003	Number of vendors reduced by 40% between November 2010 and end of June 2011	Jul 11-Sep 11	N/A	8271	5820	5694	2.2%	▲ 31.2%	local indicator
7004	% increase of 50 largest vendors under formal contract	Jul 11-Sep 11	40/50	80%	80%	80.0%	0.0%	↔ 0.0%	local indicator
7006	% of the value of compliant contracts	Jul 11- Sep 11	436,606,044.67 / 531,548,347.46	79.4%	80%	82.1%	2.6%	▲ 3.4%	local indicator

5. Deputy Chief Executive's Service

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	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	4/10	83.3%	80.0%	67%	50.0%	▼ 52.0%	Barking and Dagenham = 10% Kensington and Chelsea = 0% Lewisham = 20% Waltham Forest = 10% (All Quarter 1 2011/12)
2002	CIPFA Corporate Services Value for Money Indicator	Reporting in quarter 4. Previous outturn was 50%. Target is 75%							

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
2003	Reduce the average number of absence days per employee per year to 6	Oct 10-Sep 11	23354/2888	8.0	6	8.1	35%	▼ 0.1%	Bexley = 6.4 days Croydon = 8.2 days Ealing = 7 days Enfield = 8.3 days (All Quarter 1 2011/12)

6. Chief Executive's Service

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
3002	% of telephone calls answered within 20 seconds	Jul 11-Sep 11	159488/285806	48.3%	75.0%	55.8%	25.6%	▲ 15.5%	Statistical neighbours average: Cumbria = 6.46% Dacorum = 45.01% Richmond Upon Thames = 73% (All Results Q1 2011/12)
3003	Initial waiting times reduced at corporate receptions	Jul 11-Sep 11	N/A	6.4	10.0	3.5	65.0%	▲ 45.1%	Statistical neighbours average: Harrow = 10m 03 secs Winchester = 4m 58 secs (All results Q1 2011/12)
3004	% satisfaction with quality of web, email, face-to-face and telephone interactions	Sep 11-Sep 11	1693/2187	N/A	85.0%	77.4%	8.9%	N/A	Statistical neighbours average: Richmond Upon Thames = 89% (Face to Face and Telephone, Q1 2011/12)
3005	% of customers emails responded to within 10 days with resolution of query or information on progress	Jul 11-Sep 11	3559/5637	81%	85.0%	63.1%	25.7%	▼ 22.0%	Local indicator
3006	% increase in Customer Contact online as a proportion of total contacts with the council	N/A	N/A	Awaited	Awaited	Data not supplied	N/A	N/A	Not reported

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
3007	% increase proportion of customer payments carried out online	Jul 11-Sep 11	30865/186903	15.0%	20.0%	16.5%	17.4%	▲ 9.9%	Local indicator
3009	Increase the number of children aged 0-4 who are members of the library service by 5% (Hannah Richens)	Jul 11-Sep 11	8969/8983	-2.49	2.5%	-0.16	n/a	▲ n/a	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)	Jul 11-Sep 11	22845/23335	0.01%	2.5%	2.1%	14.2%	▲ N/A	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	Apr 11-Sep 11	N/A	N/A	3	13	N/A	N/A	Local indicator
3014	Number of volunteers to support ICT learning in libraries recruited	Apr 11-Sep 11	N/A	N/A	3	3	0.0%	N/A	Local indicator
3015	% customer satisfaction with library service	New indicator in 2011/12 reporting in Q3. The annual target is 85%							
3017	% of £200k allocated to projects meeting the criteria by 31 December 2011	New indicator in 2011/12 reporting in Q3. The annual target is 75%							

The table below provides a breakdown of performance by service area across the Council. Performance has improved since Q1 by 7.9 percentage points but is still 18.8 percentage points below the corporate target. Please note Assisted Travel (shaded green) joined Customer Services in July 2011.

<i>% demand met by telephone within corporate ring time (5 rings)</i>	Period Covered	Numerator/denominator	Relevant previous Outturn	Target	Outturn	Target Variance	DoT	Benchmark data
Parking	July– September 2011	5768/16850	14.40%	75%	34.20%	55.00%	▲ 19.80%	Q1 2011/12 Dacorum 45.01% Richmond Upon Thames 73% Cumbria 86.46%
Housing Benefits		17217/38147	30.60%	75%	45.10%	59.20%	▲ 14.50%	
Council Tax		23705/40921	35.10%	75%	57.90%	53.20%	▲ 22.80%	
Barnet Homes		14053/26751	40.20%	75%	52.50%	46.70%	▲ 12.30%	
Registrars		2919/8924	42.80%	75%	32.70%	42.90%	▼ 10.10%	
Environment & Transport, Street Based Services		8605/17651	44.70%	75%	48.80%	40.40%	▲ 4.10%	
Planning		3694/8254	46.00%	75%	44.80%	38.70%	▼ 1.20%	
Switchboard		58841/82715	68.30%	75%	71.10%	8.90%	▲ 2.80%	
Adult Social Services		6695/9557	68.80%	75%	70.00%	8.30%	▲ 1.20%	
Housing Advice		4371/6086	69.80%	75%	71.80%	6.90%	▲ 2.00%	
Out of Hours		204/240	85.60%	75%	85.00%	14.10%	▼ 0.60%	
Building Control		1692/4542	35%	75%	37.3%	53.30%	▲ 2.30%	
School Admissions		6108/13362	59.70%	75%	45.70%	20.40%	▼ 14.00%	

Fyi	1590/2670	61.90%	75%	59.60%	17.50%	2.30%
Environment and Operations	2573/4355	67.40%	75%	59.10%	10.10%	8.30%
Assisted Travel	1453/4781	NA	75%	30.00%	60.00%	
Overall corporate outturn	159488/285806	48.30%	75%	56.20%	35.60%	7.90%

7. Corporate Governance

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
8001	increase in % of residents enrolled on the Electoral Register	Jul 11-Sep 11	31531/139925	62.1%	24.0%	22.5%	6.1%	-63.7%	92.71% (end of year)
8002	% improvement in response times to Freedom of Information requests responded to within 20 working days	Jul 11-Sep 11	633/830	73.6%	90.0%	76.3%	15.3%	3.7%	<85% of requests are receiving a response within the appropriate timescales - ICO
8003	Number of recovered tenanted properties obtained by fraudulent means	Jul 11-Sep 11	N/A	5	6	9	50.0%	80.0%	Local indicator

Appendix B - Corporate Plan improvement initiatives' progress

Adult Social Care

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

Children's Services

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 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	Creation of the borough's first free school and at least 4 additional schools to convert to Academy status.	Achieved	Etz Chaim Free School open. A further 6 schools have converted to Academy status (QE Girls, Independent Jewish Day, Mill Hill, Ravenscroft, Whitefield, Christ's College).	At least one further school converts to Academy status bringing total to at least 9.
<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	Gathering intelligence and understanding data and trends	Work initiated/mostly achieved	Some intelligence already gathered and resources allocated to develop the specifications for the re-commissioning of accommodation-based support. Recruitment now in progress for the Pathway Co-ordinator whose primary responsibility will be to gather intelligence.	Draft framework agreement in place for consultation with stakeholders

Environment , Planning and Regeneration

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 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>Crematorium and Cemetery Service restructure implemented and investment plans in place by 30 September 2011</p>	<p>Work initiated/Partially achieved</p>	<p>1. Crematorium and Cemetery Service restructure awaiting evaluation from Human Resources. 2. Approval for essential work on capital spend was agreed by CRC on 27 Sept. Any further investment is to be determined following the outcome of the first stage of the DRS competitive dialogue process (which is a separate project)</p>	<p>Crematorium and Cemetery Service restructure implemented</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>Prepare for evaluation to be carried out in Q3</p>	<p>Achieved</p>	<p>Interim evaluation carried out in Q2. Full evaluation to be completed in Q3. Report of evaluation to Cabinet in Q4</p>	<p>Carry out evaluation of Allocations Scheme.</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>Submission of Core Strategy and Development Management Policies in August 2011 to Planning Inspectorate</p>	<p>Achieved</p>	<p>Core Strategy submitted in August and Development Management Policies submitted to Planning Inspectorate in September. Examination in Public starts 6 December 2011. Preparations underway</p>	<p>Examination in Public into Core Strategy and Development Management Policies (DPDs)</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>Business forums established in Edgware, Chipping Barnet and Golders Green</p>	<p>Achieved</p>	<p>1 Business forums established in Edgware, Chipping Barnet and Golders Green. Chipping Barnet Town Centre successful in Mayor's outer London fund (416k). Bidding for round 2 for Edgware, Cricklewood & North Finchley Town Centres underway. Setting up North Finchley Business Forum on 10 October 2011. 2. (i) Employment and training strategies for Grahame Park and Stonegrove are ongoing. Success in gaining £ 400,000 match funding for the Workfinder Project (£200,000 from European Social Fund and £200,000 from Section 106 Employment & Training). (ii) Continuing negotiations for the development of the West Hendon Employment and Training strategy</p>	<p>Complete development of Employment and training strategies for West Hendon, Grahame Park and Stonegrove</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>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>Work initiated/Partially achieved</p>	<p>Work continuing on developing draft town centre strategies for Finchley Church End & Edgware and planning frameworks for key sites in Chipping Barnet Town Centre. Progress is at a lower rate than expected. Consultation on Town Centre strategies for Finchley Church End & Edgware and planning frameworks for key sites in Chipping Barnet Town Centre are now due to go out to consultation by the end of Q3 and adopted by the end of Q4</p>	<p>Planning Frameworks adopted for Chipping Barnet, Edgware and Finchley Church End by December 2011</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>Engage with Ward Members in the chosen location to identify suitable volunteers (two roads and individuals as Community Keepers)</p>	<p>Work initiated/partially achieved</p>	<p>The process of identifying further schools is currently being done and will be finalised in the first part of Quarter 3. Ward Members have been contacted but as yet no further Community Keepers have been identified. Three roads and three schools have been identified and are currently taking part in the Scheme.</p>	<p>Roll out to newly identified participants</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>No milestone for quarter 2</p>	<p>N/A</p>	<p>N/A</p>	<p>Start consultation on bowls management</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>End of Qtr 2- Report on outcome Pledge 1 (pledge responses and outcomes). Launch Pledge 2</p>	<p>Work initiated/mostly achieved</p>	<p>The group have been successful in their application for funding from the Community Spaces Grant Fund enabling them to make improvements to their local play area in Lyttelton Playing Fields. Following this further fund raising efforts have been sought both individually and through the BIFFA Award Scheme. Pledge 2 is in the process of being launched and involves residents acting as 'recycling champions' in their community using free resources provided by the Waste & Sustainability Team. Successful 'champions' will be rewarded with an Eco-Friendly goodie bag.</p>	<p>Report on outcome Pledge 2 (pledge responses and outcomes). Launch Pledge 3</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>Review pilot</p>	<p>Achieved</p>	<p>Councillor Coleman's agreement obtained to Ravensdale as pilot. Further Comms and activity continuing through Quarter 2 and 3. Extent of pilot being jointly determined with the Residents' Association based on the extent of works and what they are prepared to do, this might also change over time. Residents' satisfaction currently awaited from Ravensdale Residents' Association</p>	<p>Role out to 4 remaining areas</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>Monitor action plan</p>	<p>Work initiated/mostly achieved</p>	<p>The Tri Borough Cricklewood Improvement Project has put forward a bid to support initiatives to tackle anti-social behaviour. Their priorities are through concentrating on prostitution, including the carding of phone boxes, street drinking and drug dealing. Action plans for North Finchley and Golders Green have been developed and are being actioned and monitored quarterly for assessment at the end of the year. All the Action Plans look at Enviro-crime, CRMS (Customer Relationship Management), establishment and monitoring of a voluntary arrangement with off licenses regarding the sale of high strength beers and lager, establishing or monitoring the alcohol free zone through alcohol seizures and alcohol related arrests, attendance at a joint police/council meeting listening to community concerns and reporting back, improvement of compliance of street trading, monitoring of LBB enforcement and a Perception Survey at the end of the year.</p>	<p>Monitor action plans</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 two</p>	<p>N/A</p>	<p>N/A</p>	<p>Nothing to be monitored (Deliver a town centre pilot March 2012)</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>Review monitoring to establish suitability and effectiveness</p>	<p>Work initiated/partially achieved</p>	<p>It is not yet clear what an appropriate level of enforcement should be, and delays in upgrading the notice processing system have hindered analysis. PayPoint is not yet in use but will go live on 17 October 2011.</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 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<p><i>Better services with less money</i></p> <p><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>Develop a full register of public assets in Barnet</p> <p>Develop community building strategy in consultation with partners</p>	<p>Work initiated/partially achieved</p>	<p>We have been informed of some additional public assets which we now working to include on the full register and map. This is expected to be in place by December 2011. Community Assets strategy is being drafted with input from partners. Sign off expected by the end of quarter 3.</p>	<p>Formal sign off Community Buildings strategy</p>

<i>Better services with less money Manage resources and assets effectively and sustainably across the public sector in Barnet</i>	Delivery of 5 year assets acquisitions and disposals programme to ensure that Council estate is fit for purpose	Formal sign off of strategy and begin implementation against milestones within it.	Work Completed	The Five Year Acquisitions and Disposals Plan is in place and monthly update and review meetings are being held including a monthly review of key transactions. In order to monitor and review progress against milestones.	Implementation of actions in disposals strategy for Q3
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Deputy Chief Executives Service

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

Chief Executives Service

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 milestone/s
<i>Better services with less money Create a more customer-centric council that enables customers to efficiently achieve the desired outcomes</i>	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).	Introduce electronic notifications of birth and death registrations by September 2011; all registrars trained as Tell Us Once end users.	Work initiated/ mostly achieved	The Department of Work and Pensions delayed implementation due to a software malfunction. The revised go live date is now 31st October 2011. However, all relevant staff have now been allocated access to the Department of Work and Pensions system. Connectivity testing is taking place and training dates for all staff have been arranged.	50% of all death registrations take up the offer of a face to face Tell Us Once interview.

<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>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>Work initiated/ mostly achieved</p>	<p>1. Training commences 11th October 2011. Volunteers in place</p> <p>2. Six book challenge - review of pilot completed and other authorities' experiences researched to develop marketing plan. Materials ordered, preparing for rollout in January 2012 to all branches.</p>	<p>1. Initiate first reading groups by end of October 2011</p> <p>2. Six book challenge materials and resources all made available to libraries, and marketing and promotion plans promoted to library users and a range of community groups</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>40 good quality ideas received and approved for full application stage by August 2011</p>	<p>Achieved</p>	<p>The purpose of the target was to generate at least as many applications as there are funds (based on an estimate of average value). More than 55 good quality ideas were received (79 in total) and the funds were 9.5 times oversubscribed. Based on values of the applications in relation to the overall value of the Fund, decided to progress 32 to full application (still 4.5x oversubscribed) and consider how to pick up more applications through other projects.</p>	<p>75% of £200k allocated to projects meeting the criteria by 31 December 2011</p>

Corporate Governance

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 2 milestone/s	Status	Commentary	Quarter 3 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>Introduce electronic notifications of birth and death registrations by September 2011; all registrars trained as Tell Us Once end users.</p>	<p>Work initiated/ mostly achieved</p>	<p>The Department of Work and Pensions delayed implementation due to a software malfunction. The revised go live date is now 31st October 2011. However, all relevant staff have now been allocated access to the Department of Work and Pensions system. Connectivity testing is taking place and training dates for all staff have been arranged.</p>	<p>50% of all death registrations take up the offer of a face to face Tell Us Once interview.</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>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>Work initiated/ mostly achieved</p>	<p>1. Training commences 11th October 2011. Volunteers in place</p> <p>2. Six book challenge - review of pilot completed and other authorities' experiences researched to develop marketing plan. Materials ordered, preparing for rollout in January 2012 to all branches.</p>	<p>1. Initiate first reading groups by end of October 2011</p> <p>2. Six book challenge materials and resources all made available to libraries, and marketing and promotion plans promoted to library users and a range of community groups</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>40 good quality ideas received and approved for full application stage by August 2011</p>	<p>Achieved</p>	<p>The purpose of the target was to generate at least as many applications as there are funds (based on an estimate of average value). More</p>	<p>75% of £200k allocated to projects meeting the criteria by 31 December 2011</p>

				than 55 good quality ideas were received (79 in total) and the funds were 9.5 times oversubscribed. Based on values of the applications in relation to the overall value of the Fund, decided to progress 32 to full application (still 4.5x oversubscribed) and consider how to pick up more applications through other projects.	
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AGENDA ITEM: 7

Pages 33 – 48

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	6 December 2011
Subject	Waste and Recycling Performance – Update
Report of	Interim Director of Environment, Planning and Regeneration
Summary	Barnet's performance in terms of the amount of household waste sent for disposal and the percentage of household waste recycled, composted or reused remains static. Improvements in performance are required to reduce the increasing costs of disposing of residual waste. In the light of the North London Waste Authority procurement, the Council will need to decide on its approach to future arrangements by April 2012.
Officer Contributors	Lynn Bishop, Assistant Director, Environment, Planning and Regeneration Nicola Cross, Environmental Services Manager – Waste Strategy Michael Lai, Group Manager, Waste & Sustainability Team
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Barnet's Waste and Recycling Performance Appendix 2 – London Boroughs Waste Performance in 2010/11 Appendix 3 – Service arrangements for top performing London Boroughs in 2010/11
For decision by	Budget and Performance Overview and Scrutiny Committee
Function of	Scrutiny
Reason for urgency / exemption from call-in	Not applicable

Contact for further information: Michael Lai, Group Manager, Waste & Sustainability Team,
tel: 020 8359 7435.

1. RECOMMENDATIONS

- 1.1 That the Committee note the update on waste and recycling performance provided in this report.**
- 1.2 That the Committee note the ongoing work of the council and IMPOWER on the 'Improving Recycling' project and that the project report will be presented to the Committee on completion.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Budget and Performance Overview and Scrutiny Committee, 1 September 2010, Decision Item 7 – the Committee considered a report on Reducing Waste and Increasing Recycling Rates in Barnet.
- 2.2 Budget and Performance Overview and Scrutiny Committee, 22 February 2011, decision Item 8 – the Committee requested that an in-depth report on Waste and Recycling be reported with Quarter 4 data.
- 2.3 Budget and Performance Overview and Scrutiny Committee, 21 June 2011, Decision Item 8 – the Committee considered a report on Waste and Recycling Performance
- 2.4 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, Decision Items 7 and 13 – the Committee requested an update on performance reporting relation to Waste and Recycling.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Corporate Plan 2011/13 includes the strategic objective of decreasing overall levels of household waste whilst increasing the proportion of waste being recycled. The Corporate Plan includes the intention to implement a Sustainability and Waste Minimisation Strategy and, as part of the One Barnet programme, to conduct a review of street scene services (waste collection, grounds maintenance etc) to assess whether there are better ways in which these services can be delivered.
- 3.2 The Corporate Plan 2011/13 includes performance targets to reduce the amount of waste sent for disposal to 710 kilograms of residual average household waste per household, and to recycle, compost or reuse 34% of household waste by 31 March 2012.

4. RISK MANAGEMENT ISSUES

- 4.1 The Council pays for the disposal of waste through a levy payment to the North London Waste Authority (NLWA). Should the Council fail to reduce waste and increase recycling the risks are:
 - paying a significantly increased levy to the NLWA;
 - potential loss of income from the sale of recyclable materials should recycling opportunities not be maximised; and
 - to the Council's reputation relating to performance.
- 4.2 It is proposed that as part of the ongoing NLWA procurement of future waste services there would be a move to "menu pricing", whereby constituent boroughs' payments are

made directly in line with the quantity and type of waste they generate for treatment and disposal. The most expensive option will be to send waste for disposal.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The waste management and street cleansing services are used by all residents of Barnet. Provision is made to enable all residents to use the services. Special collections of refuse are offered during Pesach. All waste recycling services are promoted to residents through a range of means.
- 5.2 A composition analysis of waste carried out in 2009/10 suggested that in larger housing types, residents recycle an average amount of waste, but produce significantly more waste overall. The analysis showed that there is the potential for residents to recycle or compost 74% of their total household waste using the recycling services currently being provided, compared with an actual performance of 32.77% in 2010/11.

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

- 6.1 The levy paid by the Council to the 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 until at least 2014/15. The levy payment to NLWA is £8.3M for 2011/12. Provisional figures from NLWA indicate that the cost of Barnet's levy payments will rise to £10.5M by 2013/14 and £10.9M by 2014/15. Figures are based on current collection arrangements staying the same, with the same level of resident participation in recycling services as at present, plus projected increases in charges such as the Landfill Tax.
- 6.2 The cost of the Recycling Services Contract with May Gurney (for recycling from houses, flats, schools, recycling bring banks and the Civic Amenity and Recycling Centre) is £4.0M per year (2011/12), excluding material income received by the Council. A savings target of £171k for 2011/12 has been allocated to this service. The cost of the refuse and green garden/kitchen waste collection services is £5.557M (2011/12). Increases in recycling will lead to increased income from the sale of materials, for which Barnet receives a 50% share. Increases in the amount of refuse collected will lead to increased disposal costs.

7. LEGAL ISSUES

- 7.1 None at this stage.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The terms of reference of the Overview and Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules within Part 4 of the Council's Constitution.
- 8.3 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."

9. BACKGROUND INFORMATION

9.1 Update on the resolutions agreed at the Committee meeting of 21 June 2011.

9.1.1 The Budget and Performance Overview and Scrutiny Committee meeting of 21 June agreed that six recommendations be made to the Cabinet Member for Environment and the Interim Director of Environment, Planning and Regeneration. The responses previously provided are set out below for Members' reference, with any further updates in italics:

(i) That the Waste Management Strategy be reviewed;

The Council's Waste Strategy and Waste Prevention Strategy are now being reviewed. A finalised combined strategy (the 'Waste Strategy') will be prepared for implementation by the end of March 2012. Scrutiny's observations will be welcomed during the drafting of this strategy.

(ii) That the current recycling boxes are not of a suitable size to encourage people to maximise the volume of waste sent for recycling and should be reviewed to ensure that they are appropriate for the material being collected;

Residents of houses and smaller blocks of flats have been provided with a blue and black recycling box for the collection of a wide range of materials. The main material that may present problems in relation to the size of the recycling boxes is cardboard. The Council provides additional boxes on request to residents at no cost. Residents may also recycle additional materials by placing them in a plastic bag on top of their recycling boxes, and additional cardboard can be collected in bundles next to the recycling boxes. The current recycling boxes are the maximum size that they can be in order to undertake kerbside collections safely. A review of future service provision is currently being carried out, and the size and type of containers provided to residents is to be considered as part of this review.

(iii) A cost/benefit analysis be undertaken regarding information stickers on bins and recycling containers, and potential increases in recycling rates;

Recent budget reductions have decreased the funds available for recycling communications including the use of information stickers. An analysis of the costs/benefits of information stickers on bins and recycling containers will be carried out and the outcomes presented to the Cabinet Member for Environment for consideration.

The Waste and Resources Action Programme (WRAP) is a key source of information, research and case studies on local authority recycling services and their promotion. WRAP has been contacted to request information on the cost benefits of information stickers, but they do not have any information or case study research specifically on sticker campaigns.

(iv) A cost/benefit analysis be undertaken into the potential increased income that might be received by the Council from the sale of recyclable material for every 1% increase in the recycling rate;

An analysis of the costs/benefits of every 1% increase in the recycling rate has been carried out.

If the increased material tonnage is collected via the existing kerbside dry recycling scheme, using current data the Council would receive an additional income of

approximately £78k per annum. This is based on the following assumptions – there are no additional collection costs and there is no overall increase in total household waste. In addition, there would be a decrease in the levy payable to NLWA (as we would not need to dispose of this waste) of approximately £93k per annum. However, NLWA currently charges on a two year time lag so these savings would not be realised for two years.

If the increased material tonnage is collected via the existing organic service no income would be received, and there would currently be no savings from the levy. This is because the current levy is based on the average cost of processing residual waste, organics and dry comingled recycling. In the future the levy may potentially change to “menu pricing” whereby the actual cost for each tonne of waste is paid, in which case savings would be made as it is cheaper to process organic waste than to dispose of it.

(v) That Committee endorses the retention of weekly refuse and recycling collections; and

A review of future service provision is currently being carried out, and the frequency of collections is to be considered as part of this review.

(vi) That Environment and Operations introduce a compulsory recycling scheme for the remaining 186 non-participating flat developments in the Borough.

The council’s existing compulsory recycling policy relates to houses, but not to flats. This is because it would not be possible to identify any individual property as not participating in recycling services. A compulsory recycling policy cannot be applied to the managing agents of the non-participating flat developments in the borough, because this would not be supported by existing legislation, as we need to prove that a particular household has put recyclables in the refuse bin, rather than the recycling bins. Where communal facilities are provided it is very difficult to prove who has put what into which bin.

The Council’s requirements for new flat developments are set out in a guidance note for developers and architects, and compliance is monitored through the planning process. Therefore recycling facilities are provided for all new-build flats, and the majority of existing flats. Where existing flats do not have facilities to recycle, officers will continue to promote the service, liaise with managing agents, and encourage residents who are interested in recycling to lobby their managing agents to cooperate with the council.

In the last year officers have reviewed the Council Tax list to identify non-participating flats, and have been working to set up recycling facilities at these sites. Of the 186 sites identified:

- 22 now have recycling facilities
- 12 have been forwarded to recycling contractors May Gurney to progress
- 57 are not suitable for facilities (eg. due to insufficient space) or have declined
- 95 are being followed up to identify contact details for the managing agents

On 21 November 2011 the updated position on the 186 sites was as follows:

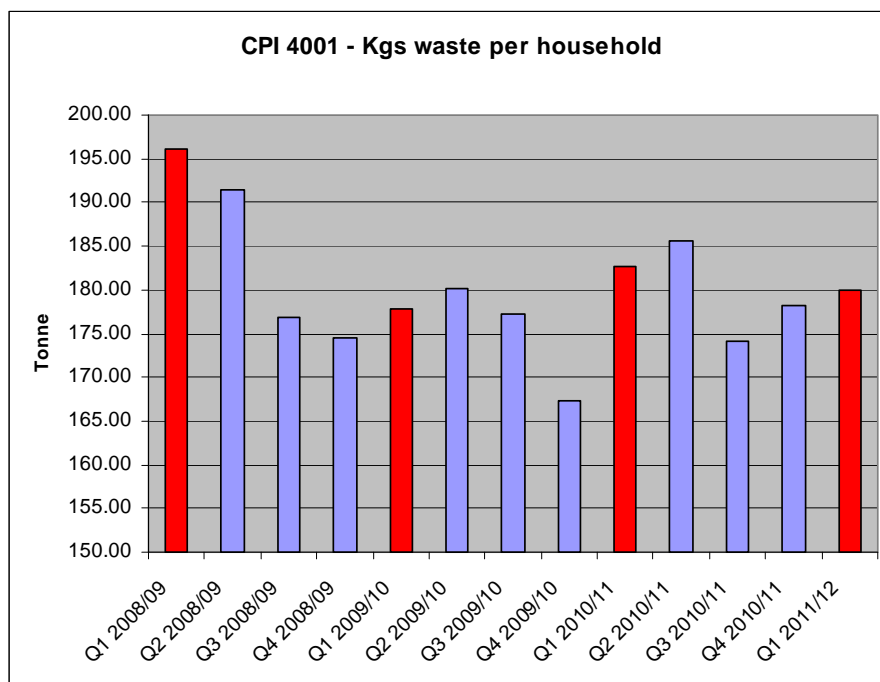
- *36 now have recycling facilities*
- *49 have been forwarded to recycling contractors May Gurney to progress*
- *57 are not suitable for facilities (eg. due to insufficient space) or have declined*
- *44 are being followed up to identify contact details for the managing agents*

9.2 National and regional targets

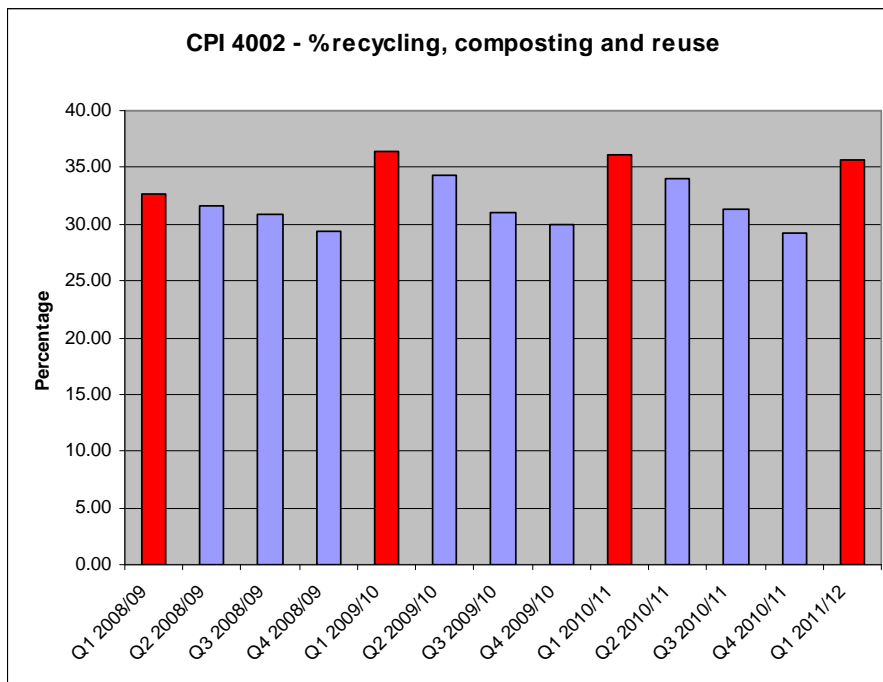
- 9.2.1 The previous Government's Waste Strategy for England (2007) set a target of 50% recycling, reuse and composting of household waste by 2020 for all local authorities.
- 9.2.2 The Government's Review of Waste Policy in England 2011 reiterated the target of 50% recycling, reuse and composting of household waste by 2020.
- 9.2.3 The draft London Mayor's Municipal Waste Management Strategy proposes a target of a 60% recycling rate by 2031. The strategy is due to be published in late November.

9.3 Update on Barnet's current performance

- 9.3.1 As set out in the previous report for the Committee meeting of 21 June 2011, the two key measures for waste performance are the kilograms of "residual" household waste sent for disposal (formerly NI 191), and the percentage of household waste recycled, composted or reused rather than disposed of as residual waste (formerly NI 192). A summary of Barnet's waste and recycling performance as provided in the previous report is included in Appendix 1, along with updated graphs that now include 2010/11 data.
- 9.3.2 The data for the above indicators includes third party tonnage data which is provided to the Council by the NLWA. This data is only available on a quarterly basis. The data is also only available a quarter in arrears, because there is a detailed auditing process that must be carried out.
- 9.3.3 The graph below shows the kilograms of household waste sent for disposal per household in Barnet for the last thirteen quarters (CPI 4001), with quarter 1 data of the last four years highlighted. The data for CPI 4001 and 4002 are provided to Council Directors Group for review. As can be seen there have been significant variations, with performance in Q1 in 2011/12 (179.92kgs) lower than performance in Q1 of 2010/11, but higher than Q1 in 2009/10.



9.3.4 The graph below shows the percentage of household waste recycled, composted or reused in Barnet for the last thirteen quarters (CPI 4002), with quarter 1 data of the last four years highlighted. Q1 performance in 2011/12 (35.69%) is slightly lower than Q1 performance in 2010/11 (36.03%), and the actual tonnage collected for recycling is lower in Q1 of 2011/12 (13,826 tonnes), compared with Q1 of 2010/11 (14,162 tonnes). Some of the decrease in tonnage could be attributable to the cessation of the neighbourhood skip service since April 2011 and the general lightweighting of product packaging by supermarkets. The target for Q1 of 2011/12 is 36.73% and this has not been achieved.



9.3.5 Overall it can be seen that performance has generally remained between 29% and 35% over the past three years. The Council's targets for 2011/12 are 710 kilograms for NI 191, and 34% for NI 192, and these are unlikely to be reached. The evidence overall suggests that Barnet will continue to make only incremental increases each year with its current approach. A significant change is required if the Council is to make progress towards the national recycling target of 50% in 2020, and even more challenging targets beyond this.

9.3.6 The key impact of not meeting these targets is financial, given the continuing high cost of waste disposal. For each additional tonne of material recycled, Barnet receives 50% of the material income which is approximately £33.11 per tonne. Barnet pays North London Waste Authority (NLWA) for the disposal of household waste, for 2011/12 Barnet paid £8.3M. If waste was diverted from disposal to recycling or composting we would need to pay less to NLWA.

9.3.7 We are currently considering future ways of providing the waste services that have the potential to change this performance. This work will take into account other authorities' experiences. The findings from a visit to the London Borough of Harrow by Cllr Dean Cohen and officers are set out in section 9.6. This work will also take into account the outcomes of a project to improve recycling, working with the Impower consultancy. Details of the project are set out in section 9.7. A decision on our future waste collection arrangements is required to inform the NLWA's procurement of future waste treatment and disposal facilities and services, and the deadline for this decision is April 2012.

9.4 Comparison with top performing London Boroughs

- 9.4.1 Information on the waste performance for each of the London boroughs was provided previously for 2009/10. This information has been updated for 2010/11 and is set out in Appendix 2. The table includes a combined overall ranking based on the kilograms of waste sent for disposal and the percentage of waste recycled, composted or reused by each borough.
- 9.4.2 The top five performing councils in terms of their overall ranking in 2010/11 were Kingston, Bexley, City of London, Ealing, and Harrow. The waste service arrangements (collection type, container and collection frequency for each of these councils are set out in Appendix 3).
- 9.4.3 Three councils had a weekly “kerbside sort” recycling box collection from houses (as is the case in Barnet), one had a fortnightly “comingled” recycling bin collection, and one had a comingled recycling sack collection at least once weekly. Flats had a weekly recycling collection using either sacks or bins.
- 9.4.4 All collect kitchen waste weekly, three provide kitchen waste caddies for collections of kitchen waste and two collect kitchen waste together with garden waste. One collects garden waste fortnightly
- 9.4.5 Three of the five have fortnightly refuse collections.

9.5 Actions already undertaken/being undertaken

- 9.5.1 A number of activities have been carried out in Barnet to improve performance, as follows:
- Nine new Waste Electronic and Electrical Equipment (WEEE) recycling banks were set up across the borough in September 2011.
 - Improved coverage of recycling services for flats – as set out in paragraph 9.1.1, progress is being made on engaging with flats which have never contacted the Council, to offer free recycling facilities. Work is ongoing to provide these sites with recycling facilities through negotiations with their managing agents.
 - Participation in the Council’s compulsory recycling policy continues to be monitored by the recycling contractor May Gurney on a rolling basis. Twenty recycling collection rounds have been monitored since April 2010.
 - The use of biodegradable bags (with the seedling logo) for food waste in the green bins has been promoted to residents through an article in Barnet First, promotion at supermarkets and on the Council website.
 - All residents that are new to Barnet receive a guide to recycling and waste prevention with their initial Council Tax mailing.
 - The Council and its recycling contractor May Gurney are supporting the Barnet Furniture Centre, which diverts reusable furniture from landfill and provides it at low cost to residents on low incomes. Good quality furniture collected at the Summers Lane, Civic Amenity and Recycling Centre is made available to the Barnet Furniture Centre.

9.6 Information from visit to London Borough of Harrow

9.6.1 A visit to the London Borough of Harrow took place on 24 October 2011. Councillor Dean Cohen, officers and a consultant from IMPOWER attended a meeting with Harrow's Head of Climate Change and Head of Public Realm.

9.6.2 From July 2006 Harrow introduced a number of changes, which are summarised below:

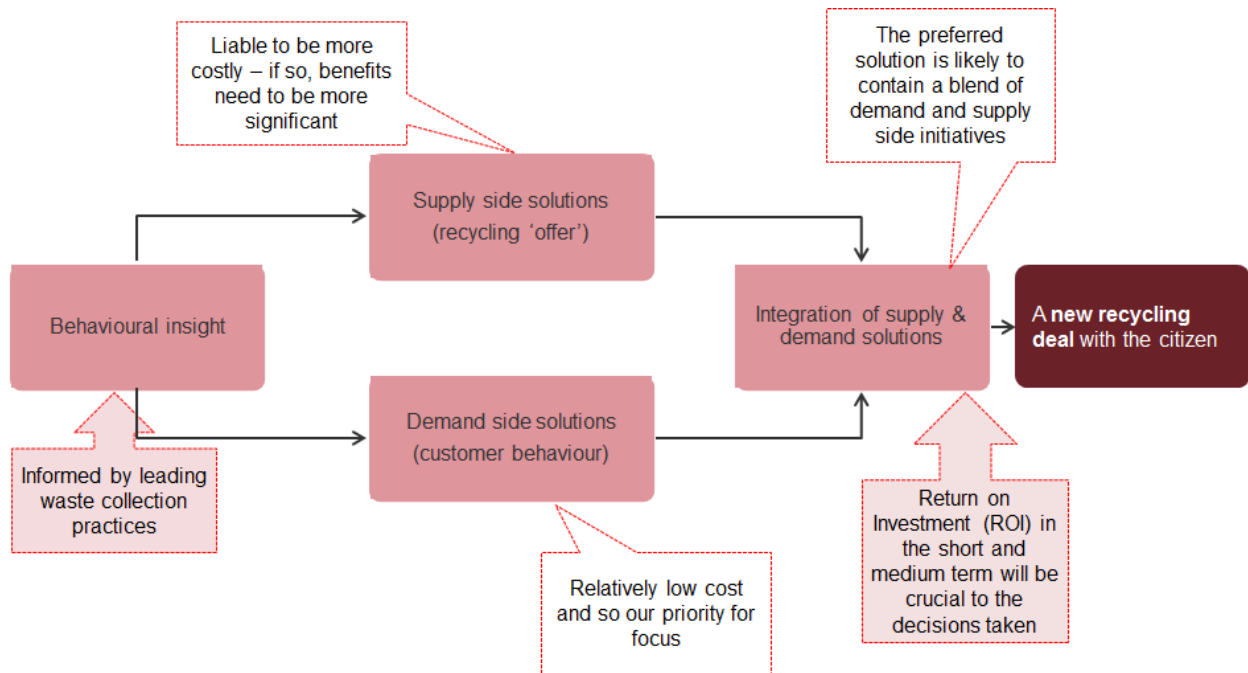
- Refuse collections changed from weekly to fortnightly, using 240 litre bins
- Recycling collections for houses then changed from a fortnightly recycling box collection to a fortnightly comingled 240 litre wheeled bin collection in 2007, as Harrow found that a fortnightly recycling box collection did not offer sufficient capacity. Funding for the recycling wheeled bins was provided through government funding, and the number of recycling collection vehicles needed was reduced from 12 to 6
- Garden and food waste is collected mixed together from houses, the service changed from fortnightly to weekly, and 240 litre bins and internal kitchen caddies were provided to residents
- As a result a three bin system was implemented for houses, each using the same type of collection vehicle, so this reduced the number of spare vehicles required to cover breakdowns etc. Residents can change their bins to a smaller 140 litre bin, but a £15 administration and delivery fee is charged
- A compulsory recycling policy was introduced for garden waste, paper, cans, glass and plastic bottles. This policy applies to houses but not flats
- Bins contaminated with the wrong items in them are not collected, and excess side waste such as black bags is not collected. In the early stages of the new service the rate of contamination of non-recyclable waste in the recycling containers was close to 50%, and it is now at a level that Harrow considers to be acceptable. Harrow use in-cab technology to allow information on contaminated bins to be passed to their customer care unit instantly. The council charges residents £50 to return to collect bins that have been contaminated, having found that notices and warnings were not effective
- Customer satisfaction dipped by approximately 10% during the above changes, but is now 12% higher than in 2006
- Flats continue to have a weekly refuse and recycling collection. Two thirds of flats do not yet have recycling facilities.

9.6.3 Harrow officers stated that before the changes, their recycling rate was 25%, and it is now 49.95%. They noted that the changes were implemented at the start of a new administration and that Members were convinced of the benefits of the changes and were willing to stand by them. They believe that their three bin system is simple, and that the bins provide sufficient capacity for refuse and recycling given that these are collected on a fortnightly basis. They said that in order to make the residual waste bin last for two weeks, residents have to recycle. Income from the sale of recyclates has fallen following the change from boxes to bins, but there is currently a small income from the sale of the mixed recyclables that they collect, and there are significant savings with the collection vehicle fleet. At the start of the scheme resident complaints about fortnightly refuse collections usually focused on hygiene, but the change to weekly food and garden waste collections has mitigated this. Harrow stated that the overall savings made as a result of all of the above changes was £11m over 10 years.

9.6.4 Appendix 3 provides a list of the other top performing boroughs in London and the various different service arrangements, collection containers and collection frequencies in place in these boroughs.

9.7 Improving Recycling Project

9.7.1 It is recognised that in order to improve recycling and waste performance, the Council needs to look at both the services that it offers, and residents' attitudes to recycling and waste. The Council is now working on a project with IMPOWER, who are one of the Council's delivery partners for the One Barnet programme, to develop a range of opportunities to improve performance and reduce costs, taking into account evidence and analysis of both resident attitudes ("demand-side" insight), and service delivery ("supply side") opportunities. A diagram showing the project structure is set out below:



9.7.2 The project will be delivered over a two month period, from 10 October 2011 to 9 December 2011. The key elements of the project will be:

- Production of a baseline assessment for waste and recycling in Barnet, including costs
- Interviews with stakeholders
- Discussion Groups – six discussion groups to be held with residents who are grouped into different “value modes” groups. These groups will consider a variety of issues and options for improvements in recycling to enable the Council to understand differences in attitudes to different opportunities, and how residents may need to be communicated with differentially
- Assessment of opportunities – consideration of a range of service options in the light of residents' attitudes, the likely impacts on the Council's performance, and the costs of implementation
- Summary of findings, evidence and recommendations by Impower

9.7.3 The stakeholders invited for interview include; the Leader of the Council, a number of Cabinet Members, representatives of the Labour and Liberal Democrat groups, the Chairman of the Budget and Performance Overview and Scrutiny Committee, the Chief Executive, Council Directors, and the Chief Executive of Barnet Homes. Stakeholders will be asked for their views on waste and recycling performance, the importance of this issue, their ambition for improvements, barriers, and specific views on the range of

9.7.4 It is proposed that a report on the Improving Recycling project led by Impower is provided to the Committee following the completion of the project.

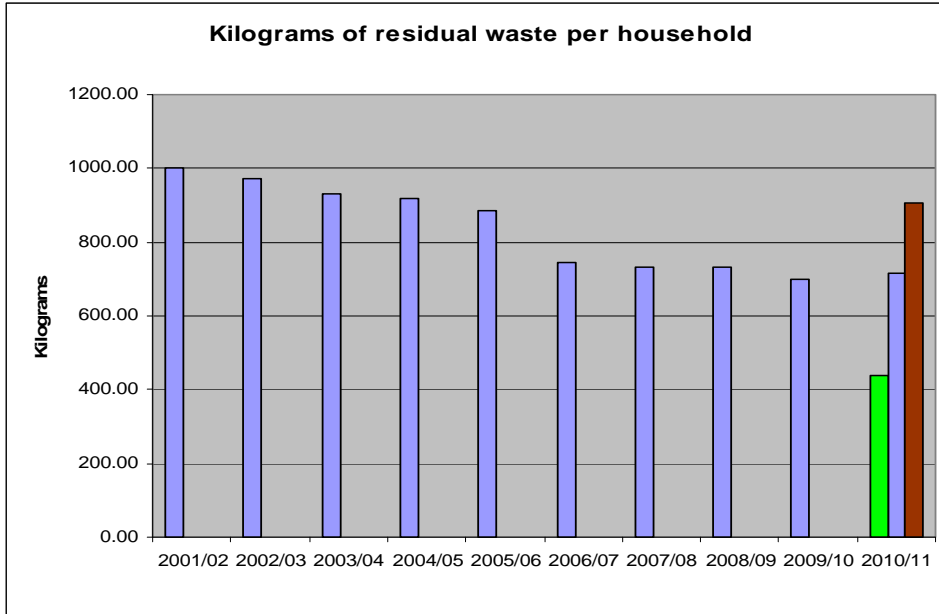
10. LIST OF BACKGROUND PAPERS

10.1 None.

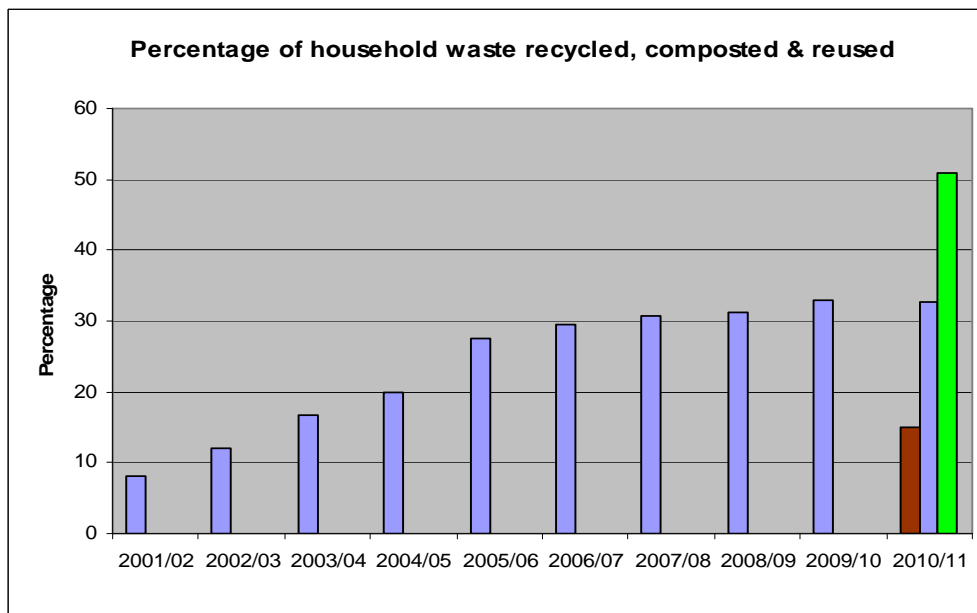
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CFO – MC/JH

Appendix 1 – Barnet’s Waste and Recycling Performance

The graph below shows the kilograms of residual household waste sent for disposal per household (NI 191) in Barnet for the past 10 years. The decline in waste sent for disposal between 2001 and 2006 is largely attributable to the introduction of collections of green garden and kitchen waste for composting. However, the level of household waste sent for disposal in Barnet remains high, and in 2010/11 Barnet was ranked 27th best out of 33 London boroughs. For comparison purposes the brown bar represents the worst performing London borough, and the green bar the best, in 2010/11.



The graph below shows the percentage of household waste recycled, composted or reused (NI 192) in Barnet for the past 10 years. Performance improved substantially over the last 10 years, following the introduction of the kerbside multi-materials recycling service (October 2001), compulsory recycling (March 2005) and the green garden and kitchen waste service (rolled out between September 2002 and January 2006). However performance has plateaued at around 33%, despite the waste composition analysis referred to at section 5.2 showing that with the existing council service provision there is the potential for residents to recycle or compost 74% of their total household waste. In 2010/11 Barnet was ranked 15th best out of 33 London boroughs (down from 14th in 2009/10). For comparison purposes the brown bar represents the worst performing borough, and the green bar the best in 2010/11.



Appendix 2 – London Boroughs Waste Performance in 2010/11

Authority	NI 191 Total Residual Household Waste per Household (kg/household)	NI 191 Ranking	NI 192 Percentage HH waste sent for Reuse, Recycling or Composting	NI 192 Ranking	Combined score	Overall ranking
Barking and Dagenham LB	848.57	32	28.23%	22	54	28
Barnet LB	716.82	27	32.77%	15	42	24
Bexley LB	504.51	10	50.97%	1	11	2
Brent LB	643.64	25	33.41%	14	39	21
Bromley LB	523.71	13	44.28%	4	17	6
Camden LB	487.55	9	32.23%	17	26	12
City of London	532.59	4	39.03%	8	12	3
Croydon LB	606.27	19	33.47%	13	32	16
Ealing LB	500.01	7	40.35%	7	14	4
Enfield LB	626.51	23	32.36%	16	39	21
Greenwich LB	599.97	20	36.54%	10	30	14
Hackney LB	563.83	17	24.96%	30	47	26
Hammersmith and Fulham LB	504.56	11	27.55%	25	36	17
Haringey LB	606.83	22	27.67%	23	45	25
Harrow LB	507.88	12	49.95%	2	14	4
Havering LB	727.07	28	30.88%	19	47	26
Hillingdon LB	566.71	18	43.16%	6	24	10
Hounslow LB	635.21	24	34.75%	12	36	17
Islington LB	452.81	2	30.41%	20	22	9
Lambeth LB	457.52	3	28.31%	21	24	10
Lewisham LB	761.99	31	18.10%	32	63	32
Merton LB	559.51	16	36.45%	11	27	13
Newham LB	906.31	33	14.92%	33	66	33
Redbridge LB	739.39	30	27.52%	24	54	28
Richmond upon Thames LB	533.16	15	43.36%	5	20	8
Royal Borough of Kensington and Chelsea	437.86	1	31.89%	18	19	7
Royal Borough of Kingston upon Thames	483.25	6	47.40%	3	9	1
Southwark LB	648.84	26	25.14%	29	55	30
Sutton LB	605.19	21	37.55%	9	30	14
Tower Hamlets LB	460.14	5	24.56%	31	36	17
Waltham Forest LB	737.00	29	27.33%	26	55	30
Wandsworth LB	526.89	14	26.74%	27	41	23
Westminster City Council	503.26	8	25.27%	28	36	17

Appendix 3 – Service arrangements for top performing London Boroughs in 2010/11

Borough	Overall Rank	Dry Recycling	Organics	Refuse	Notes	Operations
Kingston	1 47.40% 483.25kg	<ul style="list-style-type: none"> Weekly – kerbside sort box collection (houses) Weekly – wheeled bin (flats) 	<ul style="list-style-type: none"> Fortnightly - garden waste sacks or bin Weekly kitchen waste caddies 	<ul style="list-style-type: none"> Fortnightly –wheeled bin 	Charge for garden waste sacks or bins	Kitchen waste collected with recycling collections.
Bexley	2 50.97% 504.51kg	<ul style="list-style-type: none"> Weekly - kerbside sort 3-box collection (houses) Weekly – wheeled bin (flats) 	<ul style="list-style-type: none"> Weekly - garden and kitchen wheeled bin 	<ul style="list-style-type: none"> Fortnightly - wheeled bin 	Top performer in London on % recycled, composted or reused	Two recycling vehicles for glass/ plastic bottles /cans, and paper/ cardboard. Weekly refuse collection where food collection is not provided (mostly flats).
City of London	3 39.03% 532.59kg	<ul style="list-style-type: none"> At least weekly – comingled sacks 	<ul style="list-style-type: none"> At least weekly – kitchen waste caddy 	<ul style="list-style-type: none"> At least weekly - sacks 	Do not collect garden waste	
Ealing	4 40.35% 500.01kg	<ul style="list-style-type: none"> Weekly – kerbside sort box collection (houses), separate sack collection of mixed plastics Weekly – sack collection (flats) 	<ul style="list-style-type: none"> Weekly – garden waste sacks Weekly – kitchen waste caddy 	<ul style="list-style-type: none"> Weekly – sacks (majority) or bins (limited area) 		Kitchen waste collected with recycling collections. Mixed plastics collected with garden waste collections (using split bodied vehicle).
Harrow	4 49.95% 507.88kg	<ul style="list-style-type: none"> Fortnightly – comingled bin collection (houses) Weekly - wheeled bin (flats) 	<ul style="list-style-type: none"> Weekly - garden and kitchen wheeled bin 	<ul style="list-style-type: none"> Fortnightly - wheeled bin 	Compulsory recycling and organics	
Barnet	24 32.77% 716.82kg	<ul style="list-style-type: none"> Weekly – kerbside sort box collection (houses) Weekly – wheeled bin (flats) 	<ul style="list-style-type: none"> Weekly - garden and kitchen wheeled bin 	<ul style="list-style-type: none"> Weekly - wheeled bin 	Compulsory recycling	

AGENDA ITEM: 8

Pages: 49 - 54

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	6 December 2011
Subject	Self Directed Support and Personal Budgets
Report of	Cabinet Member for Adult Services
Summary	The report sets out the progress that Adult Social Care and Health are making in relation to the achievement of the stretching corporate plan target for the number of people with a personal budget for 2011/12 and the personalisation agenda. Delivering personalisation requires major changes from customers, providers and councils. The report therefore explores these aspects further, including benchmarking Barnet against the London region.

Officer Contributors	Mathew Kendall, Assistant Director Transformation & Resources – Adult Social Care & Health Directorate
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
Reason for urgency / exemption from call-in	Not applicable
Key decision	Not applicable

Contact for further information: Rodney D’Costa, Head of Performance (Adults) / Helen Coombes, Head of Transformation (Adults) Telephone: 020 8359 4304 / 4346

1. RECOMMENDATION

- 1.1 That Committee note the report and make comments and recommendations as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 15 June 2011 – approved the Corporate Plan 2011-13, including the aforementioned strategic objective and performance target relating to personal budgets.
- 2.2 Cabinet, 15 January 2007 – agreed the Choice and Independence Vision for the Council’s Adult Social Services.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council’s Corporate Plan 2011-13, approved by Cabinet 15 June 2011, includes the priority *sharing opportunities, sharing responsibilities*. The related strategic objective is “promote personalisation of services and enhanced quality of life for adult social service users”. In terms of delivery, this means that Adult Social Care and Health (ASCH) is helping people exercise choice and control through increasing the number of Personal Budgets from a 2010/11 baseline of 2,140 to 4,250 by the end of 2011/12.
- 3.2 The London Borough of Barnet Adult Social Care and Health Directorate has made significant progress in implementing personalisation since 2007. Barnet’s “Choice and Independence Vision” was agreed by Cabinet in January 2007 and is based on enabling service users and their families to have greater choice and control. The vision established the council as a leader in transforming adult social care. The national transformation of Adult Social care was set out in the department of Health’s “Putting People First” in December 2007; this has been further developed in the publication of “A Vision for Adult Social Care: Capable Communities and Active Citizens (November 2010) and the “Think Local, Act Personal” concordat (November 2010).
- 3.3 The council is one of seven trailblazer sites in the Right to Control programme, which seeks to extend the use of personal budgets to other funding streams such as housing and employment.

4. RISK MANAGEMENT ISSUES

- 4.1 Personalisation implies increased choice and control, with social care and support tailored to the individual. The challenge therefore is to get the balance right moving away from being risk averse (and therefore potentially missing out on opportunities) while still having appropriate regard for safeguarding issues. Overall, Barnet’s approach is to ensure that personalisation and adult safeguarding practice and policy are closely aligned and inform each other, underpinned by the principle of person-centred practice and the promotion of choice, control, independent living, autonomy and staying safe.
- 4.2 Implementing Personalisation is a major change management programme, and a project management approach has been taken, with progress monitored through the ASCH senior management team, Strategic and operational risks with controls and reporting mechanisms are managed through the a review process. Examples of some of the more

- Non compliance by staff with the full personal budget process, undermining customer choice and control
- “Clunky” IT applications and key processes (for example, self-assessment and creative support planning) which undermine the customer journey
- Untimely commissioning of services and confirmation of contracts following an assessment, resulting in delayed outcomes to customers

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Adult Social Care and Health (ASCH) has taken full advantage of the customer experience and perspective and utilised co-production throughout the personalisation programme. There has also been collaborative work with a number of agencies to explore the customer experience in the creation of forms and approaches to personalisation.
- 5.2 To establish an indicative personal budget, a resource allocation system (RAS) converts needs into points, thereby estimating the likely cash equivalent required to meet eligible need. The medium term financial strategy for adult social care for the next three years reflects the shift to personal budgets using a RAS, from the more traditional block contracting approach. This shift supports an equitable distribution across care groups, and the reshaping of the market to meet need. The RAS is currently being reviewed, which includes the potential differing financial allocations across care groups, changes and refining of guidance will be accompanied by an equality impact assessment and consultation with key stakeholders.
- 5.3 The personalisation agenda, through self assessment, support planning and different ways of utilising personal budgets offers an excellent opportunity to respond to and discharge equalities responsibilities, with a positive impact on overall outcomes for service users and their families. The council has had considerable success with its implementation of Direct Payments, which offers a flexible and responsive way of arranging support, with a higher take up from BME and faith groups.

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

- 6.1 Implementing personalisation has involved a review and reshaping of the operational model that delivers adult social care with a focus on promoting choice and control. A new care model was put in place in 2009, and investment was agreed for a new IT system agreed by the Cabinet Resources Committee in January 2011 to support personalisation, alongside web based developed information, advice and guidance and support planning resources.
- 6.2 Adult Social Services Overview and Scrutiny Sub-Committee, 22 November 2010, received a report on personalisation. The findings noted that when comparing (standardised) individual PBs with traditional packages of care (non PBs) there was no significant difference in weekly cost. However, personalisation has involved “whole system” change and this has generated significant savings in terms of better value commissioning and contracting of services.

- 6.3 The Adults Social Care and Health 3-year Medium Term Financial Strategy includes savings of £14.5m, £7m of which will either support the increase in numbers of self directed support or is dependent on the increase of self directed support.

7. LEGAL ISSUES

- 7.1 Personal Budgets derive from Direct Payments. Guidance on the latter was issued by the Department of Health in 2009 under the publication *Guidance on direct payments: For community care, services for carers and children's services, England 2009*.
- 7.2 Personal Budgets were introduced by the Department of Health in 2008 with the expectation that all Local Authorities should be offering them by 2010. Personal Budgets are calculated in accordance with the Chronically Sick and Disabled Person's Act 1970, Community Care, Services for Carers and Children's Services (Direct Payments) 2009 Regulations, Regulation 14. The Local Authority uses an indicative figure based on the recipient's assessed eligible needs and others in the area. In delivering Personal Budgets local authorities have to be mindful of Guidance issued by the Department of Health.

8. CONSTITUTIONAL POWERS

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

9. BACKGROUND INFORMATION

Personalisation – Concepts

- 9.1 Personalisation in a social care context is about putting the service user at the centre of the process of identifying their needs and making choices about how and when they are supported to live their lives.
- 9.2 Self Directed Support (SDS) is a term that originated with the national "in Control" project and relates to a variety of approaches to creating personalised social care. The defining characteristics of SDS in a social care context are:
- Self Directed Assessment – of the customer's need, focusing on outcomes
 - Up-front (Indicative) Allocation – of money/resources (if any)
 - Support Planning – to achieve a desired set of outcomes
 - Choice and Control – the customer should largely decide how resources should be used in order to meet their needs and achieve the desired outcomes
 - Review – a process for checking whether outcomes are being achieved
- 9.3 Personal Budget (PB) is the term used to describe the social care funding allocated to a customer via the SDS process. PBs can be taken as a direct (cash) payment; held by the Council on behalf of the customer to pay for care (the managed option); or a combination of these options.

Policy Context – Local and National

- 9.4 Barnet Council’s vision for adult social services “Choice and Independence”, agreed by Cabinet in January 2007, initiated a major change programme which involved supporting people to exercise choice and control over the way they wanted their needs to be met. “Putting People First” set out the expectation that by April 2010 all Councils would have introduced personal budgets and that by April 2011 30% of all eligible social care users or carers should have a personal budget. The council exceeded this (paragraph 9.7 refers) and for 2011/12 set an ambitious target of 4,250 clients in receipt of personal budgets, equivalent to circa 74% of all community based clients projected for the year (using October data). This positions the authority as one of the top performers in London in delivering personalisation and personal budgets.
- 9.5 The importance of Personalisation is reaffirmed in the government’s recent White Paper “A Vision for Adult Social Care: Capable Communities and Active Citizens” which in turn is helping to shape the “Care and Support” White Paper and related legislation due out in 2012.
- 9.6 The Council’s Corporate Plan 2011-13 includes the priority *sharing opportunities, sharing responsibilities*. The related strategic objective is “promote personalisation of services and enhanced quality of life for adult social service users”.

Barnet’s Performance Implementing PBs

- 9.7 In terms of milestones, Barnet met the “Putting People First” targets of introducing PBs by April 2010 and having at least 30% of eligible clients with PBs by April 2011. The actual figures were:
- Target 2,140 PBs
 - Outturn 2,246 PBs (33.50%) i.e. 2246/6704 community based clients
 - London average 30.59%
- 9.8 The following Table summarises PB performance for 2011/12:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Target	2,338	2,828	3,528	4,250
Outturn	2,038	2,441	--	--
Shortfall	300	387	--	--

The target of 4,250 clients in receipt of PBs although ambitious is wholly consistent with Barnet’s desire to remain at the forefront of personalisation. Q2 performance of 2,441 PBs is equivalent to 43.97% of community based clients, compared with a London average of 37.7%. The latest (October) figure is 2,638 PBs. Although the quarterly targets have not been met, the direction of travel is positive.

- 9.9 Work is on-going in ASCH to ensure achievement of the overall target (see also next section). For example:
- Clear robust weekly targets for converting existing eligible clients to PBs by Christmas have been issued to managers in Care Services Delivery.
 - For new clients, projected weekly team targets to the end of the year have been set.
 - In addition to numerical targets, client name by “key worker/team” are issued to managers and staff on a weekly basis to help them focus the efforts in converting PB cases.

- Weekly monitoring is undertaken by the Deputy Director.
- The Head of Transformation is clarifying the business process and implementation date for converting clients receiving Telecare and Maintainable Equipment e.g. hoists, to PBs. This will further boost overall PB numbers.

9.10 Personal Budgets in Barnet are only applied to community services, and are not used for residential care. All new customers to adult social care who will receive ongoing community based services now go through the personal budget process. The Council is working to transfer existing customers without a personal budget on to one.

Performance Management and Development Arrangements

9.11 The implementation of personalisation is managed and monitored using a project management methodology, with an implementation plan, regular progress monitoring and clear process for decision making reporting to a Leadership team. This governance structure brings together operational, commissioning and transformational senior staff to oversee the programme of change, but also identify and remove barriers to achieving targets.

9.12 Achieving the targets for personal budgets is a cornerstone of personalisation implementation and performance management is a high priority for the Leadership team. Objectives relating to achieving personal budgets are integrated into performance reviews and will be a key part of the mid year reviews. In addition each team and service has had personal budget targets set which are reported and monitored on a weekly basis at a senior management team level.

9.13 In recognition of the cultural shift required in the workforce, in providers and amongst service users and their families, a range of communication and training methods have been utilised. This has included workshops on support planning for staff, using case studies to highlight the opportunities and positive outcomes achieved through personal budgets, and development work with providers.

9.14 The Right to Control trailblazer has enabled the testing of different models of support planning and brokerage across different funding streams e.g. the use of peer brokerage. This enables ASCH to not only offer every community service user a personal budget but also test out different ways support planning and brokerage can be organised and embed choice and control in how support is organised.

9.15 All of these arrangements, alongside the redesign of business process and the highly visible leadership commitment to implementing personalisation have led to improvements in performance since Q2 and the positive travel of direction.

10. LIST OF BACKGROUND PAPERS

10.1 Adult Social Services Overview and Scrutiny Sub-Committee, 22 November 2010 (Item 9), "Personalisation and Adult Social Services: Further Information".

10.2 "A Vision for Adult Social Care: Capable Communities and Active Citizens" (Department of Health, November 2010).

Legal – MB

Finance – MC/JH

AGENDA ITEM: 11

Pages 55 - 70

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	6 December 2011
Subject	One Barnet Programme Highlight Report
Report of	Deputy Chief Executive
Summary	Appendix 1 provides a summary of the programme status of the One Barnet Programme for the period of 22 nd September to 14 th November 2011

Officer Contributors	Andrew Travers, Deputy Chief Executive Ed Gowan, AD Commercial Services
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:

Ed Gowan, AD Commercial Services, 020 8359 4346, ed.gowan@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 July 2011, Agenda item 9 (Highlight Report).**
- 3.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, Agenda item 11 (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 is 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 below reflects the indicative spend as at month 7 (October) 2011. The actual expenditure for the financial year 2011-12 at the end of October is £2,136,060. The projected outturn for the year is £4,124,233 – a budget variance of -£787,774 (under spend).

6.3 Appendix 1 and table 1 below 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 6) (£)	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	126,918	244,083	371,001	24,125
CSO Transformation	306,733	265,058	40,794	305,852	(882)
Com Budgets, Children's Projects & Com Coaches	180,259	34,905	48,342	83,247	(97,012)
DRS	949,218	439,561	423,726	863,287	(85,931)
Housing Project	50,000	0	50,000	50,000	0
NCSO	741,099	339,200	422,831	762,031	20,932
Passenger Transport	151,600	40,184	112,310	152,493	893
Parking	111,378	76,717	43,510	120,226	8,849
Programme Management	1,088,658	649,196	478,487	1,127,683	39,025
Rapid Improvement Project	3,500	3,500	0	3,500	0
SAP Optimisation	201,158	126,988	80,000	206,988	5,830
Libraries	88,181	33,834	44,091	77,925	(10,256)
Contingency	693,346	0	0		(693,346)
Totals	4,912,007	2,136,060	1,988,173	4,124,233	(787,774)

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: PD

Finance: JH/MC

One Barnet Programme Report 14th November 2011

Programme Sponsor:	Nick Walkley, Chief Executive, LB Barnet	Programme RAG	A
Programme Manager:	Claire Johnston		
Report Date:	14/11/2011		
Last Updated By:	Claire Johnston		

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 Communications plan and Communications related issues. This may include: Staff engagement issues, Lack of coordination with regards to messages, Negative feedback on communications.	Insufficient or no Communications plan requiring immediate action to resolve. Outstanding Communications issue that required immediate action to resolve	Communications 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

1 | Page **Key – Green:** Progressing as planned **Amber:** Possible slippage but mitigation in place to get back on schedule **Red:** Immediate action required to get back on schedule,

One Barnet Programme Report 14th November 2011

Project Name	Overall RAG	Schedule	Budget	HR	Comms	Resources
AdSS In House Service Review	A	G	G	A	G	A
Community Based Budgets	G	A	G	N/A	G	A
Community Coaches	G	A	G	N/A	G	G
Customer Services Transformation	A	G	A	G	A	G
Development & Regulatory Services	A	A	A	G	G	A
Future of Housing	G	G	G	G	G	G
Future of Parking	G	G	G	G	G	G
Legal Services	A	A	A	A	G	A
Libraries Strategy Programme	G	G	G	G	G	G
LSP Governance	G	G	G	N/A	G	G
New Support & Customer Services Organisation	G	G	G	G	G	G
Right to Control	G	G	G	N/A	G	G
Transport	A	A	G	A	A	G

2 | Page Key – Green: Progressing as planned Amber: Possible slippage but mitigation in place to get back on schedule Red: Immediate action required to get back on schedule,

<p>Programme Commentary</p>	<ul style="list-style-type: none"> • The ISOS evaluation phase for the DRS completed (subject to approval) • NSCSO Competitive Dialogue phase 1 completed and ISOS issued • Company articles for <i>thebarnetgroup Ltd</i> and <i>Your Choice (Barnet)</i> approved and company names reserved • CDG agreed the outputs of the CST scoping work • Pre Qualification Questionnaires returned for Passenger Transport • Development of outline business case (including options appraisal) for the Future of Housing in progress • Communication: <ul style="list-style-type: none"> ○ Staff in-scope for the Future of Housing project started receiving weekly email updates this month. Similar updates continue to be sent to staff in-scope for NSCSO, DRS, Parking and Adults LATC ○ Staff group meetings took place for NSCSO, DRS, Parking and Adults LATC in October. A Housing staff group has been established and will start on Tuesday 1 November ○ Briefings took place at NLBP and the Mill Hill Depot on Wednesday, 12 October for staff in scope for the Future of Parking project. A questions and answers document was published following these briefings ○ New communication plans will be delivered for the Future of Housing and Passenger Transport projects will be delivered in November
<p>HR Update</p>	<p>Pension Presentations to staff Barnett Waddingham our actuarial provider will be running pensions sessions for staff on 14th and 17th November. The agenda is to cover national pensions with explanations of the Hutton Review and the consultation plus key implications for employees and employers. It will also cover Barnet specific matters on Admitted Body Status and the commitment made to employees earlier in the year.</p> <p>Budgets and Business Plans 2012/13 The opening of consultation on budgets and business plans for 2012/13 in the week commencing 24/10 includes movement of staff, where appropriate, to align with OB projects including Parking to the Customer Contact Centre.</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)
AdSS In-house service review	Feb 2010	Feb 2012	Implementation	A	<p>Company articles for thebarnetgroup LTD and Your Choice (Barnet) approved and company names reserved. Revised articles for Barnet Homes approved.</p> <p>Work commenced to develop agreements between the council and thebarnetgroup for the purchasing of support services from the council.</p> <p>Adult Social Care performance framework agreed via shadow board.</p> <p>Work on the business plan progressed.</p>	Business plan reviewed by CRC January 2011	<p>A</p> <p>Timescales are tight for this project.</p> <p>Impact of thebarnetgroup on Barnet Homes pension status still being explored</p>
Community Based Budgets	May 2011	March 2012	Assessment	A	<p>20 families have been identified for the 2nd cohort</p> <p>Family Focus Workers official launch</p> <p>Families identified for cohort 3</p>	Model developed for actual and predicted costs	G
Community Coaches	Aug 2011	March 2012	Concept	G	Two Working Group sessions have been set up with partners (internal and external) to get the project started. A session took place on 19/10/11 to define key activities: data collection; operating model for	Define incentive scheme	G

One Barnet Programme Report 14th November 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)
					<p>Community Coaches; criteria and referral pathways from Adults and Children's Services.</p> <p>It was agreed at the last Board to commence engagement with Coaches in Grahame Park. Meeting was held on 21/10/11 at Grahame Park to start coaching. Items covered were: types of training required (including refresher training), referral pathways, accommodation, publicity and a volunteer incentive scheme.</p> <p>Operating Model has been drafted and sent to internal / external partners for comments.</p>		
Customer Service Transformation	Feb 2011	Dec 2012	Various	A	<p>Scoping and face to face work completed. Findings presented to the Customer Services Transformation Programme Board and framework developed to be reviewed by One Barnet Programme Board.</p> <p>Website Transformation: work ongoing and briefing held with services to update them.</p>	<p>Framework to CDG in January</p> <p>Contact Centre optimisation work stream to commence</p>	A Detailed work to be done on a number of work streams, requiring ongoing focussed management

One Barnet Programme Report 14th November 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	Mar 2013	Implementation	A	<p>Outline solutions from bidders and evaluation report completed.</p> <p>Outline business case updated.</p> <p>Planning for dialogue 2 has commenced.</p>	<p>Evaluation report and outline business case update to CRC in December.</p> <p>Planning for dialogue 2 completed.</p>	<p>A</p> <p>Although it is still projected to be delivered on time, completion of dialogue 2 is to schedule cannot be guaranteed until planning currently underway is completed</p>
Future of Housing	March 2011	April 2012	Assessment	G	<p>Data capture continued</p> <p>Data analysis phase has commenced</p> <p>Housing Service staff have been briefed on the status of the project.</p> <p>A staff group has been established.</p>	<p>Outline business case (including Options Appraisal) to CRC January 2012</p>	G
Future of Parking	Oct 2010	Apr 2012	Procurement	A	<p>Evaluation process was completed and evaluation report drafted.</p> <p>Full business case progressed.</p>	<p>Full business case and contract award to CRC in December</p>	G

One Barnet Programme Report 14th November 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)
Legal Services	Nov 2011	April 2012	Assessment	N/A	Data gathering has commenced. Investigation of the possibility of a shared service with another local authority has commenced.	Outline business case to CDG in December 2011	A Timescales are extremely tight. Budget & resources are will only be confirmed once the plan has been signed off.
Libraries	July 2011	Sep 2014	Project Initiation / Procurement	G	RFID: - Draft Project Plan and Brief completed - process mapping commenced Community Bid timeline developed. Discussions around landmark library commenced.	Complete Strategic Outline Case for RFID Project Community Bid process concluded	G
LSP Governance	Sep 2010	Dec 2011	Assessment	A	LSP Paper submitted to CDG		G
New Support and Customer Services Procurement	May 2010	Jan 2013	Assessment	G	Invitation to Submit Outline Solution Issued Dialogue 1 meetings completed. Evaluation process planned and agreed.	Outline solutions returned from bidders Evaluation process commenced.	G
Right to Control	Mar 2010	Dec 2012	Implementation	G	Facilitated workshop with RTC key partners (LB Barnet, BCIL, DWP) to	Review PID, finalise project	G

7 | Page **Key – Green:** Progressing as planned **Amber:** Possible slippage but mitigation in place to get back on schedule **Red:** Immediate action required to get back on schedule,

One Barnet Programme Report 14th November 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)
				G	<p>agree how partners can work better together to make a success of RTC in Barnet.</p> <p>Reviewed project plan for next phase of programme including milestones (development of MDT and BCIL model, broadening the right into single funding streams, and building an evidence base) and mapped dependencies with other adult social care transformation activity.</p> <p>Attended Trailblazer Conference to contribute to best practice sharing.</p> <p>Hosted visit from Hugh Harris, Senior Advisor to No. 10, to share our learning from our multi-disciplinary approach to RTC.</p> <p>Attended DoH best practice sharing workshop with other sites for innovative social care pilot projects to inform national policy</p>	<p>plan and review risk and issues log/processes</p> <p>Update and sign off terms of reference for Programme Board</p> <p>Review purpose of the Experts by Experience.</p>	G

One Barnet Programme Report 14th November 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)
Transport	Autumn 2010	July 2012	Procurement/Implementation	A	<p>Route Sharing – further work has been carried to agree routes sharing. A further mini conference was held to bring together the participating boroughs and finalise route sharing.</p> <p>Transport Bureau – The working groups are implementing the proposal to migrate the passenger transport management system to the Transport Bureau. The staffing group has met to discuss the transfer of staff to the bureau.</p> <p>Framework procurement – All PQQ received and evaluated. There are some concerns about the number and the quality of the returns. These are being explored by the evaluation team. The specification for the ITT is currently in progress.</p> <p>Policy development – participating and leading on the development of adults and children's eligibility policies. The Adults team is now participating in the Assisted Travel project to develop this internally as well as working with the WLA to develop region-wide policies.</p> <p>Concessionary travel – internal</p>	<p>WLA transport bureau implementation commencement - November 2011</p> <p>PQQ Evaluation- November 2011</p>	<p style="text-align: center;">A</p> <p>The Transport Bureau is expected to be up and running later than planned, resulting in the end date being delayed from April 2012 to July 2012</p>

9 | Page Key – **Green**: Progressing as planned **Amber**: Possible slippage but mitigation in place to get back on schedule **Red**: Immediate action required to get back on schedule,

One Barnet Programme Report 14th November 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)
					meetings have taken place between Adults and the CSO to determine the scope of the CTU and the service to be delivered by the WLA.		

Programme Finance

Approved budget

Project	Note	Budget	Changes authorised at project board
		2011/12 (£)	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
		4,912,007	4,912,007

One Barnet Programme Report 14th November 2011

Financial expenditure - 2011/12

Project	Budget (£)	Actual & Committed Spend (Month 6) (£)	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	126,918	244,083	371,001	24,125	Additional support required to deliver the project
CSO Transformation	306,733	265,058	40,794	305,852	(882)	
Com Budgets, Childrens Projects & Com Coaches	180,259	34,905	48,342	83,247	(97,012)	Not all money allocated to date
DRS	949,218	439,561	423,726	863,287	(85,931)	Under spend on legal costs to date.
Housing Project	50,000	0	50,000	50,000	0	
NSCSO	741,099	339,200	422,831	762,031	20,932	Overspend forecast due to additional support needed during dialogue.
Passenger Transport	151,600	40,184	112,310	152,493	893	
Parking	111,378	76,717	43,510	120,226	8,849	
Programme Management	1,088,658	649,196	478,487	1,127,683	39,025	Overspend - Trade Union release costs
Rapid Improvement Project	3,500	3,500	0	3,500	0	
Right to Control	0	0	0	0	0	Cost of project is met by ring-fenced government grant, rather than programme budget.
SAP Optimisation	201,158	126,988	80,000	206,988	5,830	
Libraries	88,181	33,834	44,091	77,925	(10,256)	Under spend on project management costs to date
Contingency	693,346	0	0		(693,346)	
Totals	4,912,007	2,136,060	1,988,173	4,124,233	(787,774)	

AGENDA ITEM: 12

Pages: 71 – 80

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	6 December 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 (November 2011 to February 2012)
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 (November 2011 to February 2012) 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
November 2011**

Contact: Jeremy Williams, Governance Service, 020 8359 2042

Jeremy.williams@barnet.gov.uk

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Special Cabinet Resources Committee, 14 December 2011					
Quarter 2 Monitoring and Performance Report	To seek the Committee's approval of the recommendations and forecast within the report and to approve virements and transfers.	Resources and Performance Maria Christofi			Full report
Treasury Management Outturn for quarter ended 30 September 2011	To receive a report providing an update on treasury management activity.	Resources and Performance John Hooton			Full report
Development and Regulatory Services Competitive Dialogue	To inform the Committee of those participating bidders that will be invited to submit detailed solutions	Customer Access and Partnerships Craig Cooper			Full report
Fees and Charges for the Environment, Planning and Regeneration Directorate	That the Committee approve the increases in Environment, Planning and Regeneration fees and charges for 2012/13 be implemented from 1 April 2012 or as soon as practicably possible.	Environment Pam Wharfe			Full Report
Award of Contract – Parking Services	To award to contract for the provision of Parking Services following a restricted procurement procedure	Environment Pam Wharfe / Craig Cooper			Full Report
Award of Contract – Corporate Buildings Security	To award to contract for the provision of the provision of a security service for corporate buildings.	Resources & Performance Craig Cooper			Full Report

West London Alliance	To agree that the Council join the West London Alliance.	Leader Craig Cooper			Full report
Stanley Road Playing Fields and Former Herbert Wilmot Centre East Finchley N2	To report on the outcome of the marketing of the site and to agree the next steps.	Resources & Performance Suzanna Ellis			Full Report
Cabinet Resources Committee 12 January 2012					
Housing Options	The Committee to consider options for future of housing service and to approve the recommended option.	Housing Kathy Osborne			Full report
LATC Business Case	To approve the Business Plan for the Barnet Group Limited.	Adults Kate Kennally			Full report
Legal Services	To consider a proposed shared service with the London Borough of Harrow.	Leader Jeff Lustig			Full report
Housing General Fund Write-offs	This report proposes the write off of individual debts in excess of £5,000 arising from Temporary Accommodation rental charges during the financial year 2005.	Housing Kathy Osborne			Full report
Debt Management Strategy	To approve the Debt Management Strategy.	Resources and Performance Andrew Travers			Full report
Cabinet 20 February 2012					
Business Planning 2011/12 – 2013/14	To agree the Financial and Business Planning process for the period 2012/13 to 2014/15.	Resources & Performance / Leader Andrew Travers	Programme of budget consultation to be carried out		Full report

Commissioning Council	To agree future organisational arrangements for the Council.	Leader Nick Walkley			Full report
Friern Barnet and Hampstead Garden Suburb libraries	To make a decision on the community proposals in relation to Friern Barnet and Hampstead Garden Suburb libraries.	Customer Access and Partnerships Julie Taylor			Full report
Outcome of consultation on the Local Tenancy Strategy and changes to the secure tenancy agreement	To consider the outcome of the consultation and to authorise any changes to the tenancy agreement.	Housing Kathy Osborne			Full report
Housing Allocation Scheme – 6 month review	To agree changes to housing allocations scheme.	Housing Kathy Osborne			Full report
Cabinet Resources Committee 28 February 2012					
Quarter 3 Monitoring and Performance Report	To seek the Committee's approval of the recommendations and forecast within the report and to approve virements and transfers.	Resources and Performance Maria Christofi			Full report
Treasury Management Outturn for quarter ended 30 December 2011	To receive a report providing an update on treasury management activity.	Resources and Performance John Hooton			Full report
Older Adults Framework Contract and Pricing Strategy	To seek agreement for a market strategy for older persons registered care.	Adults Kate Kennally			Full report
Debt write-off over £5000.00	To seek the approval to write-off debts over £5000.00	Resources and Performance Maria Christofi			Full report

Treasury Management Strategy 2012-13, Capital Prudential Borrowing and Authorised Limits	Approval of 2012-13 Treasury Management Strategy and Borrowing requirement	Resources and Performance John Hooton			Full report
Community Infrastructure Levy	To seek approval of a preliminary draft charging schedule for Barnet	Planning / Resources and Performance Martin Cowie / Lucy Shomali			Full report
NSCSO Business Case and Shortlist report	To seek approval of the Business Case and Shortlist report.	Customer Access and Partnerships Craig Cooper			Full report

There are no meetings scheduled to take place in March 2012.

AGENDA ITEM: 13

Pages: 81 – 93

Meeting	Budget and Performance Overview & Scrutiny Committee
Date	6 December 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 CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter One Corporate Performance Information	The Committee scrutinised 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 considered 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 considered 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 received 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 Recommendations	The Committee received the Cabinet Resources Committee report relating to the One Barnet Passenger Transport Project.	Internal – One Barnet Programme Office	Better services with less money
One Barnet Programme Highlight Report	The Committee considered the progress of the One Barnet projects, as set out in the Programme Highlight Report.	Internal – One Barnet Programme Office	All priorities

10 NOVEMBER 2011			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Business Planning 2012/13 – 2014/15	The Committee considered the council's strategic objectives alongside the budget proposals for 2012/13 – 2014/15.	Internal – Deputy Chief Executives Service / Chief Executives Service	Better services with less money

6 DECEMBER 2011			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter Two Performance Information	The Committee will scrutinise Quarter Two performance information.	Internal – Performance	Better services with less money
In-Depth Performance Report: Waste and Recycling	The Committee will receive an update report on the in-depth performance report on waste and recycling received in June 2011.	Internal – Environment, Planning and Regeneration	Sharing opportunities, sharing responsibilities
In-Depth Performance Report: Number of Social Care Clients Receiving Self-Directed Support	The Committee have requested to receive an in-depth performance report on the number of social care clients receiving self-directed support	Internal – Adult Social Care and Health	Sharing opportunities, sharing responsibilities
One Barnet – Development and Regulatory Services Dialogue Phase 2	The Committee will consider the outcome of the Development and Regulatory Services Competitive Dialogue Process	Internal – One Barnet Programme Office	Better services with less money

One Barnet – Award of contract for Parking Enforcement and Related Services	The Committee have requested an update report on the outsourcing of the Parking Service.	Internal – Environment, Planning and Regeneration	Better services with less money
One Barnet – Programme Highlight Report	The Committee will receive the One Barnet – Programme Highlight Report	Internal – One Barnet Programme Office	Better services with less money

26 JANUARY 2012			
ITEMS CONSIDERED	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
Quarter Two Outturn	The Committee will consider the Quarter Two Outturn for the financial year 2011/12	Internal – Finance	Better services with less money
Barnet Homes Quarter 2 Performance Report	The Committee will consider the Barnet Homes Quarter 2 Performance Report	Internal – Environment, Planning and Regeneration External – Barnet Homes	All priorities

FUTURE MEETINGS – 2012			
	INFORMATION	REPORT ORIGIN	LINK TO CABINET / CORPORATE PLAN
In-Depth Performance Report: 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
In depth Performance Report: Not in Education, Employment or Training	The Committee have requested to receive an in-depth performance report on young people not in education, training or employment	Internal – Children’s Service	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

26 JANUARY 2012

7 MARCH 2012

24 APRIL 2012
