

**AGENDA ITEM: 10**      Pages 95 – 122

Meeting	Cabinet Resources Committee
Date	2 September 2010
<b>Subject</b>	<b>Monitoring 2010/11</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Monitoring 2010/11 report and instruct officers to take appropriate action.
Officer Contributors	Andrew Travers – Deputy Chief Executive and Chief Finance Officer Maria G. Christofi – Assistant Director Financial Services
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – 2010/11 Revenue Monitoring Directorate Appendix B – Corporate Risk List Appendix C – Capital Programme Adjustments Appendix D – 2010/11 Capital Monitoring Analysis Appendix E – Debt Management Appendix F – Corporate Plan Performance Indicators
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information: Maria G. Christofi, Assistant Director Financial Services, 020 8359 7122	



## **1. RECOMMENDATIONS**

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.2.2)**
- 1.2 That the revenue position and comments be noted. (Paragraph 9.3)**
- 1.3 That the result and consequence of the Catalyst contract arbitration be noted.**
- 1.4 That £800,000 be transferred from 2010/11 central contingency for the budget pressure within the Special Parking Account. (Paragraph 9.3.5)**
- 1.5 That the Future Shape Consolidation virements be approved. (Paragraph 9.3.9)**
- 1.6 That the Children's Specific Grant Reductions be approved. (Paragraph 9.3.10)**
- 1.7 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.4)**
- 1.8 That the proposed Capital additions/deletions of £8,103m and slippage of £0.593m and related funding implications detailed in Appendix D be approved.**
- 1.9 To note that the proposed £1.432m of deletions in Appendix C relates to the future years Building Schools for the Future project.**
- 1.10 That Directors monitor their corporate risks regularly and ensure that appropriate actions are taken to mitigate those risks wherever possible. (Paragraph 9.7.1)**
- 1.11 That the progress in the implementation of savings agreed in the 2010/11 budget be noted. (Paragraph 9.8.1)**
- 1.12 That the outstanding debt position of the council be noted. (Paragraph 9.9.1)**
- 1.13 That the creditor payment performance of the council be noted. (Paragraph 9.10.1)**
- 1.14 That the tax collection performance of the council be noted. (Paragraph 9.11.1)**
- 1.15 That the council's Section 106 position be noted. (Paragraph 9.12.1)**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 2 March 2010 (Decision item 145) – approved the Council Budget and Council Tax 2010/11.**
- 2.2 Cabinet Resources Committee, 17 June 2010 (Decision item 18) – approved the Outturn 2009/10.**
- 2.3 Cabinet Resources Committee, 19 July 2010 (Decision item 11) – approved the Monitoring 2010/11.**



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

- 3.1 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 3.2 'Maximise improvements and savings in 'back office' functions' and 'Make sure we get best value from resources across the public sector, including our people and assets' represent two of the eight key objectives underlying the corporate priority 'Better services with less money' and the strategic objectives.
- 3.3 Relevant Council strategies and policies include the following:
- Medium Term Financial Strategy;
  - Treasury Management Strategy;
  - Debt Management Strategy;
  - Insurance Strategy;
  - Risk Management Strategy; and
  - Capital, Assets and Property Strategy.

### **4. RISK MANAGEMENT ISSUES**

- 4.1 At the time of writing this report the Statement of Accounts is completed but not audited; there is a risk that some final entries may impact on the outturn position previously reported to the Committee. Any changes will be reported in next monitoring report to the Cabinet Resources Committee.
- 4.2 The revised forecast level of balances needs to be considered in light of the risks identified in 4.4 below.
- 4.3 The arbitrator in the Catalyst dispute has found partially in favour in Catalyst. The cost to the Council to March 2010 has not been finally determined, but will be up to £6m. The cost will be funded from the risk reserve (currently £17.7m), leaving a reduced balance to manage other risks, including Icelandic bank deposits.
- 4.4 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects there is the risk the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other council priorities will be required.
- 4.5 Work is now in hand to integrate financial and other risks into a single risk management process. The initial integrated corporate risk register is attached at Appendix B.

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

- 5.1 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

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

- 6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively. As a result of this, it has been a central component of the Council's Use of Resources assessment.



- 6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.

## 7. LEGAL ISSUES

- 7.1 None arise over and above those referred to within the body of the report.

## 8. CONSTITUTIONAL POWERS

- 8.1 The Council's Constitution, in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions of the Cabinet Resources Committee.
- 8.2 Financial Regulations section 4.17. The Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

## 9. BACKGROUND INFORMATION

### 9.1 Introduction

- 9.1.1 The table below summarises the key financial performance indicators.

**Table 1: Key Financial Indicators**

Indicator		2010/11 (Position at 30/06/10)	2009/10 (Position at 31/03/10)	Achieved /Trend
<b>1 Revenue Expenditure</b>				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	13.18	15.78	
(ii) HRA Balances	£'m	5.32	4.86	
(iii) School Balances*	£'m	11.90	11.90	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	5.06	11.35	
(ii) Underspends	£'m	2.45	12.46	
<b>2 Capital Expenditure</b>				
(i) Cumulative Slippage	£'m	0.59	55.06	
<b>3 Debt Management</b>				
(i) Total Debt Outstanding over 30 days	£'m	7.10	6.51	
(i) Total Debt Outstanding over 12 months	£'m	3.44	3.16	
(iiii) Council Tax - % paid **	%	30.51	30.40	
<b>4 Creditor Payment Performance</b>				
(i) % of Creditors paid within 30 days	%	96.24	98.24	

\* School Balances shown at 31st March 2010 position

\*\* Council Tax collection at 30 June 2010 compared to equivalent date in 2009

### 9.2 2010/11 Revenue Monitoring

- 9.2.1 Table 2 gives a summary of the 2010/11 outturn analysis compared to the revised budget position (excluding schools). There is a net overspend of £2,605m being forecast at the end of quarter 1. A breakdown of revenue monitoring by each service directorate is set out in Appendix A.



9.2.2 Directors are reminded that they are accountable for any budget variations within their services and the associated responsibility to ensure costs and income are managed within agreed budgets. To ensure this is successfully achieved, it is essential that Directors develop action plans for all significant emerging variances, with the aim of ensuring that overall expenditure is kept within the total budget available.

**Table 2: 2010/11 Revenue Outturn Analysis – Summary**

Description	Original Budget £000	Revised Budget as at 30/06/10 £000	Forecast Outturn as at 30/06/10 £000	Forecast Outturn Variation as at 30/06/10 £000	Comments	Performance			
						Green	Green Amber	Amber	Red
Adults	96,232	96,321	96,818	497	9.3.2	1	-	-	-
Central Expenses	53,879	53,877	53,877	-	9.3.1	-	-	-	-
Chief Executive	3,950	4,008	4,005	(3)	9.3.1	-	-	-	-
Childrens Services	49,169	49,293	49,811	518	9.3.3	3	-	-	-
Commercial Services	8,280	8,202	8,202	-	9.3.1	-	-	-	1
Corporate Governance	6,424	6,424	6,428	4	9.3.1	1	-	-	-
Corporate Services	23,309	23,001	23,219	218	9.3.4	-	1	-	-
Environment & Operations	23,351	23,351	24,423	1,072	9.3.5	-	-	-	1
Finance	2,733	2,882	2,882	-	9.3.1	1	-	-	-
Planning, Housing & Regeneration	2,028	1,996	2,295	299	9.3.6	-	-	-	3
<b>Total 2010/11 General Fund Forecast</b>	<b>269,355</b>	<b>269,355</b>	<b>271,960</b>	<b>2,605</b>					
Allocations agreed from GF Balances	-	-	-	-					
General Fund Balances as at 01/04/10	-	-	-	(15,780)					
<b>Projected General Fund Balances (excluding schools balances) at 31/03/11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(13,175)</b>					

Description	Original Budget £000	Revised Budget as at 30/06/10 £000	Forecast Outturn as at 30/06/10 £000	Forecast Outturn Variation as at 30/06/10 £000	Comments
Dedicated Schools Grant	(124)	(124)	(167)	(43)	9.3.7
Housing Revenue Account	-	-	(456)	(456)	9.3.8

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

The Council's key performance indicators are set out in Appendix F.

9.3.1 **Services that are on budget (greater than or less than £0.005m variance)** – Central expenses, Commercial Services and Finance are forecasting an outturn on budget. Chief Executive's Service is showing a small underspend of £0.003m and Corporate Governance are showing a slight overspend of £0.004m.

#### **Corporate Plan Performance – Commercial**

Low targets were set for % of contracts held by the Council which have been reviewed and renegotiated for Quarters 1 and 2 (0% for Q1 & 5% for quarter 2). Because this is complex work involving in excess of 240 contracts it will take a period of months before reviews and renegotiations are completed. Preliminary work to locate and begin reviewing has taken place through Q1 and will continue through Q2. We expect 30% of contracts to have been reviewed by end of Q3 and 50% by end of Q4. We expect to have renegotiated 5% of those contracts deemed necessary by the end of Q2, 15% by the end of quarter 3 and 30% by the end of quarter 4.

Regarding % of 50 largest vendors under formal contract, the Q1 period has been spent working to identify 50 largest vendors and negotiations (involving cross departmental working and working with a wide range of vendors) have begun. As above, this target will take a period of months to achieve due to the scale of the preliminary work involved in delivering it therefore the target for Q1 was set at 0%.



This preliminary work will extend into quarter 2 (Q2 target is 5%). We would expect however, by the end of quarter 3, to have 20% of largest vendors under formal contract and 80% by the end of quarter 4.

Our concerns relating to the achievement of the above procurement targets relate to a lack of resources to deliver them. We are taking steps to address this resource gap by recruiting a 2 year fixed term procurement manager to add some much needed capacity to the Corporate Procurement team.

The % of rent reviews on commercial properties target was missed by a significant degree due to a lack of resources allocated to completing rent reviews. The service has committed to focussing its efforts on improving performance and allocating the appropriate level of resource to drive improvement in this area. The service is confident that it can improve performance on this target by the end of quarter 2 with renewed focus and by allocating the appropriate level of resource to the work which it has committed to do. Performance will be monitored at fortnightly management team meetings to maintain focus on continuous improvement.

#### **Corporate Plan Performance – Finance**

The finance target for NI179 (efficiencies) is £11,609m and as at Quarter 1 £7,835m has been achieved. A further £1,619m has been partially completed.

#### **9.3.2 Revenue Outturn – Adult Social Services (Variance: £0.497m overspend)**

The main area of overspend is in relation to younger adults with physical disabilities and equipment and adaptations. This is mostly offset by underspends in Strategic Commissioning and Transformation due to supporting people budgets.

The Council has now received the decision of the arbitrator in respect of the deficit claims made under the Catalyst contract. The arbitrator has found partially in favour of Catalyst. The total cost of the award to March 2010 will need to be included in the 2009/10 accounts prior to final sign-off by the auditors. The value of the award to March 2010 has not yet been finalised, but will be up to £6m which would be funded from the risk reserve. The Council will seek to enter into discussions with Catalyst regarding the future of the contract.

#### **Corporate Plan Performance – Adult Social Services**

Based on Quarter 1 the service is on track to meet targets for the year, with no items of significant concern. The Department's Delivering Choice and Independence Programme Board receives 6-weekly progress reports on NI 130 (Personal Budgets) and will in due course receive a "performance dashboard" covering other key PIs for Adult Social Care. In relation to NI 130, individual team targets for achieving Personal Budgets amongst service users have been allocated and are proactively monitored via line managers, including the aforementioned Programme Board.

#### **9.3.3 Revenue Outturn – Children's Services (Variance: £0.518m overspend)**

The main area for the overspend is in the Children in Care (Placements) due to an increase on Special Guardianship Orders of £0.100m, and the increase in family assessment for residential £0.375m, currently 56 open court cases compared to an average of 35 in previous financial years.



### **Corporate Plan Performance – Children’s Service**

Three targets have been met. Regarding the three no datas, schools are made aware in a range of forums of the importance of tracking progress and identifying vulnerable groups. They are funded through the National Strategy to provide appropriate support for those at risk of underachievement. Barnet consultants support those schools with the lowest rates of attainment in making the best use of available resources to raise the attainment of groups at risk of not achieving age-related expectations. National strategies funding is ceasing next March.

#### **9.3.4 Revenue Outturn – Corporate Services (£0.218m overspend)**

The overspend is due to the Microsoft License Renewal, which has been identified as a pressure due to the increase in the number of licenses at the start of the new three year agreement.

### **Corporate Plan Performance – Corporate Services**

Customer Services has achieved an overall rating of green amber. The only target failed to meet is the % demand met by telephone within corporate ring time. There was an improvement in this quarter compared with Q4 09/10 results, this can be attributed to the removal of the de-queuing system and the setting up of the contact centre network group. There is also a marked improvement in the waiting times at reception points.

Items of concern include resourcing telephone customer access during consolidation and the challenge of improving current performance while also exposing latent demand. Funding for additional temporary staffing has been identified through other in-service savings, and this is expected to increase telephony performance. The development and promotion of e-services, expected to go-live in early Q3, should eventually decrease traffic through telephony thus enabling increase in performance, although this will not impact until phase two. The approach to new staff includes the review of flexible contracts to enable staffing to adjust with high and low contact periods.

#### **9.3.5 Revenue Outturn – Environment & Operations (£1,072m overspend)**

The main overspend of £1.026m is based on significant income pressures within the SPA which have continued since 2009/10. This is after allowing for an adjustment to the budget of £0.800m in respect of internal support services. The remaining £0.046m overspend is due to a reduction of income in the current economic climate, offset by an increase relating to new permitting procedures.

### **Corporate Plan Performance – Environment & Operations**

The downward trend noted in Q3 for number of kgs residual household waste per household (NI 191) has continued, which is in line with seasonal trends, and is considered to be due to the recession reducing residents’ purchasing power, and therefore the amount of waste disposed of. However, the target of 662kgs will remain challenging as the overall balance of services continues to make disposing of waste easy for residents. The decline in the amount of waste being disposed of by residents is unlikely to be sustained, as economic recovery will boost consumption. The performance of other councils will be assessed as full year data becomes available. The end of year 2009/10 target will not be met, although the outturn will show a significant improvement compared with 2008/9. The impact of not meeting the target is the continuing increasing cost of waste disposal.



The % of household waste sent for reuse, recycling and composting is marginally lower than Q4 of 2008/9 (30.39%). It was affected by lower tonnages of paper, which makes a significant contribution to overall performance; it is down 10% compared with Q4 in 2008/9. This may partly be due to thinner papers (fewer estate agents' pages) and reduced consumption of daily papers. The reduced tonnage of paper has been partly offset by improved qualitative procedures enabling material income, as well as the full-year effect of collecting plastic bottles and cardboard for recycling. Other North London boroughs have projected similarly low increases in performance, but a fuller analysis will be possible as full end of year data becomes available. A Waste Action Plan is being implemented to improve performance going forward. The impact of not meeting the target is the loss of potential income from the sale of additional recyclable materials, which Barnet shares on a 50% basis with the contractor.

#### **9.3.6 Revenue Outturn – Planning, Housing & Regeneration (£0.299m overspend)**

The overspend relates to £0.712m Income shortfall on abolishment of HIPS, legislation on charging for Personal searches, continued property recession and mortgage famine, as well as a fall on mainstream planning fees. This is offset by £0.463m which is made up of a growth in cemetery and cemetery income, and maximisation in rental income from PSL buyback properties awaiting regeneration.

#### **Corporate Plan Performance – Planning, Housing & Regeneration**

All 3 housing PIs affected by reduction in private rented sector properties available to Council. Reasons include the removal of former cash incentives for landlords, whilst competing neighbouring boroughs continue to pay incentives attracting our traditional landlord supply.

There is a risk that the changes (caps and reductions) to local housing allowance (Housing Benefits) recently announced by the government will impact on our strategy of making use of the private rented sector to meet housing need in Barnet, and lead to an increase in homelessness. At this stage it is not clear how the housing market will adjust to these changes, although it is hoped that landlords will adjust rents downwards.

The use of temporary accommodation will remain relatively high as a feature of our estate regeneration plans (currently 923 temporary lets on regen.) of which there remains an economic business case to not convert to secure tenancies. In the light of ongoing regeneration delays and viability issues longer term accommodation under review (Graham Park, West Hendon).

Performance expected to improve by Q3 as a result of a range of actions, including closer engagement with private sector landlords; negotiations with other North London boroughs regarding incentives to create a level playing field on pricing; a lean systems approach to procurement of private sector properties to develop a more efficient system and landlord friendly approach; the housing allocations system review; exploring with CLG ways of letting regeneration properties as non-secure lettings on an Assured Short hold Tenancy as a prevention option for potentially homeless households; considering the potential impact of changes to HB and mitigating actions to be taken.

#### **9.3.7 Dedicated Schools Grant (£0.43m underspend) – DSG budget has been confirmed and in service virements have taken place.**

#### **9.3.8 Housing Revenue Account (HRA) (£0.456m underspend) – The underspend is a combination of an overspend of £0.236m due to re-profiling of salary charges offset by reduced subsidy obligation, and by a saving of £0.757m as the Council's subsidy debt position has improved.**



### 9.3.9 **Future Shape Programme**

As part of the Future Shape programme a number of consolidation activities have been undertaken. This has resulted in the movement of staff providing a range of professional or support functions within service directorates to be relocated within the Finance and commercial Services Directorate. These changes were undertaken on a 'drag and drop' basis and therefore there were no redundancies or changes to conditions of service. The staffing and operational budgets of these functions therefore need to move between the relevant departments. Proposed virements are summarised in the table below:

Activity	Transferring from	Transferring to	Budget Virement Required £	
Schools Finance Team	Children's	Finance		(34,440)
Schools Funding Team	Children's	Finance	Staff	282,915
			Other (pro rata)	5,931
Audit and Risk	Corporate Governance	Finance		474,430
Accounts Receivable & Cashiers	Corporate Services	Finance		346,680
Income Control Team	Corporate Services	Finance		162,940
Schools Asset Team	Children's	Commercial Services		258,270

### 9.3.10 **Children's Services Specific Grant Reductions**

Children's Service have received supplementary notifications of additional reductions in grant funding. The total amount of reductions are £7,289m of capital grants and £0.245m of revenue grants. The Department for Education (DfE) announced on 19 July that 16-19 funding for general Further Education colleges and Sixth Form Colleges will no longer be passported through local authorities, the total reduction is £11,803m.

	Grant	2010/11 Allocation £'000	Notified Reduction £'000
Capital	Harnessing Technology (HT)	950	475
Capital	Youth Capital Fund	173	87
Capital	TCF 14-19 SEN	-	658
Capital	SureStart Early Years Capital Grant (SSEYCG)	6,564	-
Capital	Extended Schools	282	153
Capital	Co-Location Scheme	6,366	5,916
	<b>Total Capital</b>	<b>14,335</b>	<b>7,289</b>
Revenue	Training and Development Agency (TDA) - Workforce Modernisation and Development grant	134	44
Revenue	TDA - support staff training and qualifications grant	76	76
Revenue	Contactpoint	99	75
Revenue	Local Delivery Support Grant	234	50
	<b>Total Revenue</b>	<b>543</b>	<b>245</b>
Other changes	YPLA Grant for FE Colleges and 6th Form Colleges	19,091	11,803



## 9.4 2010/11 Capital Programme Monitoring

**Table 4: Capital Monitoring – Quarter 1 Position**

	2010/11 Latest Approved Budget £000	Additions/Deletions recommended to September CRC £000	Slippage / Accelerated Spend recommended to September CRC £000	2010/11 Budget (including September CRC) £000	Spend to date (as per SAP) £000	Forecast to year-end £000	Variance from Approved Budget £000
Adult Social Services	1,367	-	-	1,367	296	1,367	-
Central Expenses	4,500	-	-	4,500	-	4,500	-
Children's Service	74,787	(8,404)	-	66,383	9,210	66,384	(8,404)
Corporate Governance	31	-	-	31	-	31	-
Corporate Services	4,272	-	-	4,272	110	4,272	-
Commercial Services	4,137	-	(464)	3,673	293	3,673	(464)
Environment & Operations	16,776	(528)	-	16,248	928	16,248	(528)
Planning, Housing and Regeneration	8,234	-	-	8,234	186	8,234	-
<b>General Fund Programme</b>	<b>114,106</b>	<b>(8,932)</b>	<b>(464)</b>	<b>104,709</b>	<b>11,023</b>	<b>104,709</b>	<b>(9,396)</b>
HRA Capital	23,672	830	(129)	24,373	2,021	24,373	701
<b>Total Capital Programme</b>	<b>137,778</b>	<b>(8,103)</b>	<b>(593)</b>	<b>129,082</b>	<b>13,045</b>	<b>129,082</b>	<b>(8,696)</b>

**Table 5: Capital Funding Changes**

	Grants £000	S106 / Other £000	Capital Receipts £000	Revenue £000	Borrowing £000	Total £000
Adult Social Services	-	-	-	-	-	-
Central Expenses	-	-	-	-	-	-
Children's Service	(7,480)	306	-	(230)	(1,000)	(8,404)
Corporate Governance	-	-	-	-	-	-
Corporate Services	-	-	-	-	-	-
Commercial Services	-	-	-	-	(464)	(464)
Environment & Operations	(68)	(1,114)	-	654	-	(528)
Planning, Housing and Regeneration	-	-	-	-	-	-
<b>General Fund Programme</b>	<b>(7,548)</b>	<b>(808)</b>	<b>-</b>	<b>424</b>	<b>(1,464)</b>	<b>(9,396)</b>
HRA Capital	-	830	-	-	(129)	701
<b>Total Capital Programme</b>	<b>(7,548)</b>	<b>21</b>	<b>-</b>	<b>424</b>	<b>(1,593)</b>	<b>(8,696)</b>

- 9.4.1 **Children's Services (£8.404m variance)** - A net deletion of £8.404m has been requested in Appendix D; this is also shown in table 4.
- 9.4.2 **Commercial Services (£0.464m variance)** - Accommodation Strategy slippage of £0.304m & Modernising the Way We Work £0.160m details can be found in Appendix D.
- 9.4.3 **Environment & Operations (£0.528m variance)** - A net deletion of £0.528m has been requested in Appendix D; this is also shown in table 4.
- 9.4.4 **Housing Revenue Account (£0.701m variance)** - £0.830m addition has been requested in Appendix D; this is also shown in table 4. This is offset by slippage of £0.129m Cash Incentives.
- 9.4.5 Directors are reminded they need to continue to ensure that capital projects are closely managed during 2010/11 to ensure that they are delivered within budget and in accordance with the agreed timeframe.

## 9.5 Capital Monitoring Analysis

- 9.5.1 A breakdown of the Capital Monitoring by each service directorate is set out in Appendix D.



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

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

## **9.7 Corporate Risks**

- 9.7.1 The key corporate risks have been identified, further details can be found in Appendix B attached to this report. Given their size and potential impact, they require close and careful management by services.

## **9.8 Progress on Savings**

- 9.8.1 Services have identified progress in the implementation of savings agreed in the 2010/11 budget. Table 6 gives the cumulative amounts of those savings that have been categorised as completed, partially completed or not yet implemented.

**Table 6: Progress on Savings**

<b>Service</b>	<b>Completed £000</b>	<b>Partially Completed £000</b>	<b>Not yet Implemented £000</b>	<b>Total Savings £000</b>
Adult Social Services	1,723	1,579	377	3,679
Central Expenses	2,554	-	1,435	3,989
Chief Executive	280	-	-	280
Children's Service	2,618	88	203	2,909
Commercial	256	-	38	294
Corporate Governance	200	40	-	240
Corporate Services	805	22	250	1,077
Environment & Operations	2,111	-	-	2,111
Finance	125	-	-	125
Planning, Housing & Regeneration	543	-	480	1,023
<b>Total</b>	<b>11,215</b>	<b>1,729</b>	<b>2,783</b>	<b>15,727</b>

- 9.8.2 £0.458m of the not implemented savings, will not be realised in 2010/11. This is made up of £0.377m of Adult Social Services contribution of 2009/10 underspend, as this is a non recurrent efficiency. £0.014m of Children's Service restructure conference and review team. This will not be achievable due to the increase in the number of children subject to child protection plans. £0.039m of Commercial Services from the surrender of Friern Park lease, due to the delay in completion. £0.028 of Corporate Services reduced recruitment advertising spend, due to a delay in the implementation. The Central Expenses amount of £1.435m (implemented for the Future Shape Programme) and £0.480m of Planning, Housing and Regeneration is still yet to be implemented. These are in line to complete within 2010/11.

## **9.9 Debt Management**

- 9.9.1 The efficient collection of debt is an important component in ensuring the financial health of the Council. In recognition of this the Council has focused on improving performance in this area, which in turn has led to significant improvements in debt collection.

Total debt as at 30 June 2010 was £13.162m (net of write-offs) – a decrease of £1.218m from the corresponding figure for 2009. Of the total debt to 30 June 2010, £6.055m (46%) relates to invoices under 30 days old and £7.107m (54%) over 30 days.

The Council's total outstanding debt over 12 months old is currently £3.444m. Appendix E shows a graphical representation of Debt by Department and True Aged Debt.

- 9.9.2 The Council's two most significant debtors are Barnet Homes and Barnet PCT. Barnet Homes and Barnet PCT owe the Council £0.159m and £0.306m respectively. The figures are up from £0.134m and down from £1.181m respectively at this point in June 2009.



- 9.9.3 Barnet Homes collect leaseholder contributions to help finance improvements and major works in the Council's social housing stock. Over the past year significant improvements in performance have been realised as long-term major works debt has been reduced whilst overall collection has increased as shown in Table 7.

**Table 7: Leaseholder – Major Works Debt Comparison**

Age of Debt	As at 31/03/10 £000	As at 30/06/10 £000
Under 6 months	1,109	1,057
Between 6 months and 1 year	749	591
Over 1 year	826	739
<b>Total</b>	<b>2,684</b>	<b>2,387</b>

## 9.10 Creditor Payment Performance

- 9.10.1 Overall 96.24% of undisputed invoices were paid within 30 days in the first quarter of 2010/11. This is slightly lower than the creditor payment performance achieved during the same period of 2009/10 of 96.58%.

## 9.11 Tax Collection

- 9.11.1 As at 30 June 2010, Council Tax collection is 30.51% slightly up (+0.12%) on the equivalent point last year. In cash terms this is £52.845m compared to £52.778m collected at the same time last year.
- 9.11.2 The amount collected this year is £0.67m higher than last year.
- 9.11.3 As at 30 June 2010, Business Rates collection was 30.22%, down by 0.01% from the equivalent point last year. In cash terms this is £31.269m compared to £30.015m collected at the same time last year.
- 9.11.4 The amount collected has increased by £1.254m (4%). Collection performance has been adversely affected by the recession, which has resulted in more businesses finding it harder to pay or going into liquidation.

## 9.12 Section 106

- 9.12.1 Under Section 106 of the Town and Country Planning Act 1990, the Council can enter into legal arrangements with property developers, to prescribe, mitigate or compensate for the effects of development on the locality and the Borough in general. These agreements can and have generated significant resources that the Council holds *on trust* to provide 'additionality' of infrastructure within the Borough.
- 9.12.2 **Receiving Section 106 contributions** – Work is ongoing to collect contributions owed by developers – in Q1 total income of £187,496.
- 9.12.3 **Spending Section 106 contributions** – The S106 account lists a current balance of £4.81m unspent, of which £4.02m is already committed to specific projects currently underway or due to come online in the coming few years.

## 10. LIST OF BACKGROUND PAPERS

- 10.1 None.

Legal – MM  
CFO – AT



Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
<b>Adults</b>					
Care Services - Learning Disabilities	25,639	36,421	36,248	(173)	Significant purchasing budget pressures offset by Section 256 resources and additional savings generated by in-house service
Care Services - Mental Health	7,742	7,480	7,698	218	Overspend resulting principally from high cost clients transferring from Continuing Health Care
Care Services - Older Adults - Physical Disabilities	48,389	47,460	48,441	981	Overspend due to a combination of long-standing areas of pressures, in particular in younger adults with physical disabilities and equipment/adaptations.
Performance & Supply Management	5,465	4,373	4,286	(87)	Underspend generated on staffing budgets to support Directorate position. In order for projection to be realised, cost of Director of Health Integration need to be met from One Barnet Programme which is not currently the case.
Strategic Commissioning & Transformation	11,107	12,894	12,452	(442)	Underspend principally due to Supporting People budgets. Expenditure is planned to accelerate during year in this area to provide basis for savings in care budgets.
Government Grant Income	(2,110)	(12,307)	(12,307)	-	
<b>Total</b>	<b>96,232</b>	<b>96,321</b>	<b>96,818</b>	<b>497</b>	
<b>Central Expenses</b>					
Unison	220	220	220	-	In-year reductions stipulated by the Government, means grant savings required for 10/11.
Corporate Subscriptions	314	314	314	-	
Levies	24,443	24,443	24,443	-	
Central Contingency	5,528	5,528	5,528	-	
Rate Relief	433	433	433	-	
Capital Financing	15,719	15,719	15,719	-	
Early Retirement costs	7,004	7,004	7,004	-	
FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	599	599	599	-	
Miscellaneous Finance	(383)	(384)	(384)	-	
<b>Total</b>	<b>53,879</b>	<b>53,878</b>	<b>53,878</b>	<b>-</b>	
<b>Chief Executive</b>					
Executive Office	744	904	904	-	Underlying establishment pressure being contained through management of vacant posts
Chief Executive's Service	1,887	1,920	1,920	-	
Grants	1,319	1,184	1,181	(3)	Savings on vacant job share post partially offset by shortfall on fee income
<b>Total</b>	<b>3,950</b>	<b>4,008</b>	<b>4,005</b>	<b>(3)</b>	
<b>Childrens' Services</b>					
<b>CHILDREN'S SERVICE - GENERAL FUND</b>					
Management Team	1,260	1,043	1,171	128	Staffing budget to be realigned, increased capacity was required to initiate the preventative service provision
Children in Care (Placements)	16,966	16,634	17,253	619	£100k on Special Guardianship Orders, Increase costs in family assessment for residential £375k, currently 56 open court cases compared to average 35 cases in previous years. Other overspend in external residential.
					In addition to the forecasted pressure outlined above 22, 16-17 year olds are accommodated at Barbara Langston House as at month 3, who would be eligible for transfer into the Children's services as children in care under the Southwark judgement. Additional effective on site support will be required for these young people to meet our statutory responsibilities and enable them to achieve their potential and increase their safety and wellbeing. A report setting out the proposed strategy will follow in due course.
Asylum Seekers	-	-	100	100	As in previous years Asylum Seekers grant is not expected to cover all client costs for 2010/11 our ability to claim the special circumstances is reduced due to stricter criteria
BRSI	1,536	1,317	1,070	(247)	Early indication of service pressures as resulted in the following action and resources identified to reduce the financial impact: £80k eligible expenditure has been transferred to the DSG; £40k expenditure originally earmarked for participation budgeting has been held; and £128k commissioning budget awaiting allocation has been held.
Safeguarding	982	980	1,105	125	Increased volume of Safeguarding Board activity
SEN Transport	5,538	5,548	5,469	(79)	Based on Transport invoice to date, Sept intake not yet confirmed and thus the reported figure may be subject to variation.
Youth and Connexions	4,340	4,445	4,380	(65)	Vacancies held to reduce staffing overspend within the Children's Service
Other Children's Service Budgets	18,547	19,327	19,263	(64)	Vacancies held to reduce staffing overspend and minor variances across the remaining service
Schools Direct Management	-	-	-	-	
<b>Total</b>	<b>49,169</b>	<b>49,293</b>	<b>49,811</b>	<b>518</b>	
<b>Commercial Services</b>					
Major Projects Team & Consultancy	92	92	92	-	
Property Services & Asset Management	7,693	7,693	7,693	-	
Corporate Procurement	495	418	418	-	
<b>Total</b>	<b>8,280</b>	<b>8,202</b>	<b>8,202</b>	<b>-</b>	
<b>Corporate Governance</b>					
Internal Audit	472	472	482	10	Audit Committee Independent Member advert
Legal Services	1,848	1,848	1,887	39	Running cost overspend
Democratic Services	831	831	798	(33)	Vacancy savings offsetting higher than budget recharge spend
Members	1,697	1,697	1,687	(10)	Small staff and running cost underspends
Corporate Anti Fraud Team	189	189	190	1	
Elections	535	535	569	34	Registration of electors canvassing costs
Civil Protection	204	204	171	(33)	Vacancy saving and running cost underspend
Performance and Organisation Development	255	255	255	-	
Corporate Governance Directors	317	317	317	-	
Leaders Office	10	10	6	(4)	Savings anticipated across most lines
Insurance	66	66	66	-	
<b>Total</b>	<b>6,424</b>	<b>6,424</b>	<b>6,428</b>	<b>4</b>	



Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
<b>Corporate Services</b>					
Corporate Services Management	621	311	311	-	
Revenues and Benefits	5,970	5,970	5,970	-	
Information Systems	7,094	7,051	7,269	218	Microsoft License Renewal which has been flagged in the budget as an ongoing pressure
Human Resources	1,954	2,017	2,017	-	
Library Services	6,017	6,061	6,061	-	
Customer Services, Registration & Organisation	1,653	1,590	1,590	-	
Development					
<b>Total</b>	<b>23,309</b>	<b>23,001</b>	<b>23,219</b>	<b>218</b>	
<b>Environment &amp; Operations</b>					
Management and performance	993	1,098	1,453	355	Overspend relates to re-profiling work across the directorate of budgets and establishment and is off set by underspends within other areas.
Highways Inspection/Maintenance	4,377	4,287	4,386	99	Budget pressure relating to planned maintenance costs
Highways income budgets incl. NRSWA	(368)	(368)	(584)	(216)	Increase in incoming relating to new permitting procedures
Greenspaces	4,804	4,804	4,844	40	Pressure relating to non receipt of playbuilder revenue grant and utility costs
Cleansing	4,778	4,778	4,794	16	Overspend relates to agency staff to cover sickness
Refuse (domestic and trade waste)	3,012	3,899	4,197	298	Overspend relates to agency staff to cover sickness and reduction in Trade Waste income due to the current economic climate
Parking	(659)	(659)	(653)	6	Underspend in design due to change in priorities and under recovery of income in car parks
Transport	84	84	(159)	(243)	Fleet management and GPL contract cost to be recharged to fleet users
Recycling	4,679	3,791	3,718	(73)	Savings due to diversion performance bonus
Street Lighting	3,116	3,116	2,932	(184)	Savings due to energy prices and incentive received due to poor performance of the contractor.
Community Safety	477	474	431	(43)	Partnership funded posts currently vacant, secondment opportunities currently being explored with met police
Community Protection	1,363	1,353	1,343	(10)	Savings due to part year vacant posts now appointed
Leisure	1,787	1,787	1,787	-	Savings due to part year vacant posts which have been appointed to in July 2010
WOM	-	-	-	-	
<b>E&amp;O General Fund</b>	<b>28,443</b>	<b>28,443</b>	<b>28,489</b>	<b>46</b>	
<b>Special Parking Account</b>	<b>(5,092)</b>	<b>(5,092)</b>	<b>(4,066)</b>	<b>1,026</b>	Budget pressure relating to income shortfall
<b>E&amp;O Total (inc SPA)</b>	<b>23,351</b>	<b>23,351</b>	<b>24,423</b>	<b>1,072</b>	
<b>Finance</b>					
Finance Management Team	(70)	79	79	-	
Devolved Heads of Finance	192	192	195	3	
Strategic Finance	744	744	767	23	due to Agency Costs to cover TM post
Finance Support	1,644	1,644	1,638	(6)	The projected net underspend mainly results from reduced expenditure on supplies & services.
Accounts Payable	223	223	203	(20)	Mainly due to vacant post factor
<b>Total</b>	<b>2,733</b>	<b>2,882</b>	<b>2,882</b>	<b>-</b>	
<b>Planning, Housing &amp; Regeneration</b>					
Land Charges	(932)	(932)	(689)	243	Income Shortfall due to abolishment of HIPS, legislation (FoI - MoJ) on charging for Personal Searches, as well as continued property recession and mortgage famine. There is £500k held in central contingency to offset income shortfall expected here.
Environmental Health/ Cem & Crem	1,373	1,373	1,149	(224)	Growth in cem & crem income, £25k additional expected cost of seasonal noise & nuisance activity.
Planning	192	192	611	420	£285k savings identified to offset circa HPDG loss as part of in year efficiencies. £400k short fall on mainstream planning fees, this will be closely monitored against the economy and local property market.
Strategy (Planning & Housing)	669	669	669	-	on target.
Building Control	(243)	(275)	(225)	50	income shortfall £50k due to property economic conditions also to be closely monitored.
Housing	713	713	761	49	Terms of Supporting People contract puts an inherent budget pressure of approx £50k on housing budget.
Regeneration Service	257	257	18	(239)	Rental income maximisation from PSL buyback properties awaiting regeneration.
<b>Total</b>	<b>2,028</b>	<b>1,996</b>	<b>2,295</b>	<b>299</b>	<b>Embargo on all new recruitment as well as vacancy management of 5 additional posts.</b>
<b>Dedicated Schools' Grant</b>					
<b>CHILDREN'S SERVICE - DSG</b>					
SEN Placements, Recoupment & Therapies	9,685	10,495	10,542	47	No significant variances
Pupil Referral Unit	1,514	1,513	1,514	1	
Other Centrally Retained Schools Budgets	10,860	10,870	10,779	(91)	
ISB	213,809	213,458	213,458	-	
DSG & LSC Grant	(235,992)	(236,460)	(236,460)	-	
<b>Total</b>	<b>(124)</b>	<b>(124)</b>	<b>(167)</b>	<b>(43)</b>	
<b>Housing Revenue Account</b>					
LBB Retained	1,532	1,532	1,574	42	staffing
HRA Regeneration	1,091	1,091	1,327	236	Re-profiling of salary charges will be offset by reduced subsidy obligation.
HRA Other Income and Expenditure (net)	(3,555)	(3,555)	(4,313)	(757)	improved subsidy/debt position
Support Service recharges	576	576	600	23	waiting for qtr 1 charges
Interest on Balances	(80)	(80)	(80)	-	On target
HRA-Surplus/Deficit for the Year	436	436	436	-	contribution to balance
<b>Total</b>	<b>(0)</b>	<b>(0)</b>	<b>(456)</b>	<b>(456)</b>	



Risk Name	Nature of Risk	Risk Description
Central Government Support	Financial	Central government support for local government will be determined through the spending review in October 2010. Support for individual authorities may also be affected by the review of local government finance, the timescale for which has not yet been announced. The June 2010 budget indicates implied real terms reductions in support of between 25% and 33% over the next four years. Risk – uncertainty in the financial planning process, unbalanced budgets, or unplanned service reductions or discontinuity.
Transformation	Reputational	The Council's strategic agenda is defined by the Future Shape programme which is designed to transform public services to Barnet citizens, working with our partners and the community, in the context of severe resource constraint. Risk – failure to deliver Future Shape effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.
Information Management	Compliance	The Council's overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency etc need further development. Risk – breach of information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively.
Governance	Reputational	The Council faces a period of major change with potential organisational trauma impacting on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.
Asset Management	Reputational	Asset management planning is inconsistent and not well integrated into the business planning process. Capital programme delivery is not timely. Risk – failure to deliver cost-effective capital assets necessary to support service delivery.
Procurement	Financial	The Council's procurement arrangements are fragmented, with spend outside contracts, insufficient aggregation, and inadequate support to procurement processes. Risk – failure to deliver value for money, uncommercial contracts with suppliers.
Icelandic Deposits	Financial	The Council is currently assuming recovery of Icelandic bank deposits based on priority status for UK local authorities. The Icelandic courts may determine that UK local authorities will not have priority status, leading to lower recovery in the sum of c£14m. Risk – insufficient provision in the risk reserve and use of general fund balances which would need to be re-established at the minimum level.
Catalyst Contract Dispute	Financial	An arbitration award has now been made in respect of the Catalyst claim. The total cost of the award to March 2010 will need to be included in the 2009/10 accounts, funded from the risk reserve. The value of the award is not yet finalised, but a cost of up to £6m is anticipated. The Council is seeking to enter into a re-negotiation of this contract led by the Deputy Chief Executive and Acting Director of Adult Social Services, to manage on-going financial and service delivery risks.
Narrowing the Gap	Reputational	The Council plans to narrow the educational attainment gap between children with the greatest disadvantage and average attainment. This is part of a wider strategy to support vulnerable families and minimise the cost of public services. A number of Barnet schools are likely to seek Academy status. Risk – reduction in Council controlled support to schools and consequent reduced ability to influence the contribution of school to this agenda.



## Corporate Risk List

## Appendix B

Risk Name	Nature of Risk	Risk Description
Development & Infrastructure	Reputational	Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015. Risk – public service infrastructure within the borough is not able to expand to accommodate the increased requirements.
Waste Management & Sustainability	Compliance	The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition, the carbon reduction scheme will impose financial penalties in respect of wider sustainability issues. Government likely to further increase penalties/incentives. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.
Primary School Places	Financial	Demand for primary school places will increase through the medium-term and investment requirements totalling c£40m are currently unfunded. Risk – insufficient primary school places are available to meet statutory requirements.
Demographic Funding Pressures	Financial	Risk of needing an additional funding requirement of £6.3m by 2015 caused by increasing demand and contractual pressures on Adult Social Services from an increasing ageing population (13.8% growth in population aged over 65 by 2015 – ONC population projections).



Directorate	Year	Capital Programme	Funding Detail	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request	
Commercial Services	2010/11	Accommodation Strategy	Borrowing		£000		
Commercial Services	2010/11	Modernising the way we work	Borrowing		(304)		
Housing Revenue Account	2010/11	Cash Incentives	Borrowing		(160)		
Housing Revenue Account	2010/11	Partnering Package - Barnet	Leaseholders contribution	830	(129)	Slow down in housing market, will be monitored through the year.	
Environment & Operations	2010/11	HD03 - LSS	Grant TfL	(3)		TfL budgets adjusted as per the allocation.	
Environment & Operations	2010/11	HD04 - Carriageways	Grant TfL	(42)		TfL budgets adjusted as per the allocation.	
Environment & Operations	2010/11	HD07 - SPA	S106	(26)		The S106 funding for this project is to be applied against the professional fees incurred and Revenue budgets credited accordingly. Committee is asked to note the deletion from capital as the funding is being applied to revenue.	
Environment & Operations	2010/11	HD10 - Footways	S106	17		Neurological Hospital - Street Lighting project complete & underspent therefore a budget reduction is submitted for notification. Additionally, a request for £25k is presented for Finchley Road Improvements.	
Environment & Operations	2010/11	HD11 - LBPN	Grant TfL	(23)		TfL budgets adjusted as per the allocation.	
Environment & Operations	2010/11	HD33 - Colindale	S106	(1,145)		The original allocation for Colindale Development Area S106 within the Capital Report included the entire amount of the S106, therefore, this included funding that has not yet been triggered. The amendment correctly sets out the total capital that has be	
Environment & Operations	2010/11	HD35 - HJP	S106	39		Funding increase for the Hospital Site Bells Hill and additions for Barnet Psychiatric & High Road Whetstone.	
Environment & Operations	2010/11	HD36 - STP	Grant TfL	(1)		TfL budgets adjusted as per the allocation.	
Environment & Operations	2010/11	Pothole Elimination Programme	Borrowing	39		Addition of the Pothole Elimination Programme (PEP) - Phase 1	
Environment & Operations	2010/11	Pothole Elimination Programme	RCCO	654		Addition of the Pothole Elimination Programme (PEP) - Phase 1	
Environment & Operations	2010/11	HD99 - Commitments	Borrowing	(39)		Contribution to the Pothole Elimination Programme (PEP) - Phase 1	
Children's Service	2010/11	Modn 08/09 - Brunswick Park Early Years Building replacement	Grant	(3)		Budget allocation earmarked for the Modernisation programme has been reduced as a result of the need to mitigate the year end funding shortfall within the Big Lottery Programme, now completed. Approval is sought to re-align the programme.	
Children's Service	2010/11	Modn 09/10 - Brunswick Park Early Years Building replacement	Modn	(35)			
Children's Service	2010/11	Modn 08/09 - Cophall replacement mobiles	Grant	(10)		Following the receipt of a lower than estimated tender, budget allocations earmarked for this programme was utilised to mitigate minor year end overspends on historic schemes within the Modernisation Programme and as a result the budget should be reduced.	
Children's Service	2010/11	Schools Access Initiative - Hendon Secondary Sch	Borrowing	49		Approval is sought to incorporate within the Children's Service capital programme projects approved by the schools access panel. The programme area and funding is established and has been approved by CRC and all projects can be contained within.	
Children's Service		SAI - Northside	Borrowing	10			
		SAI - Coppetts Wood Pri	Borrowing	20			
		SAI - Moss Hall Infants	Borrowing	9			
		SAI - Mill Hill Sec	Borrowing	42			
		SAI - Queenswell Junior	Borrowing	15			
		SAI - Garden Suburb Infants	Borrowing	45			
		SAI - Brookland Junior	Borrowing	112			
		SAI - Manorside Primary	Borrowing	4			
		SAI - Dollis Infants	Borrowing	16			
		SAI 2010-11 Allocation	Borrowing	(321)			
		Modernisation - Dollis Infants-Expansion	Borrowing	195		Approval is sought for the incorporation into the programme of a modernisation project to provide a new modular building to accommodate staff facilities and free up current accommodation to facilitate primary place pressures.	
		Mdn - Dollis Infants- Windows	Borrowing	(45)		Tender award for the anticipated works is lower than the earmarked allocation. Approval is sought to redirected the resources to a priority modernisation project.	
		Modn - Kitchen refurbishment-Secondary	Borrowing	(100)		Scope of kitchen works reduced. Approval is sought to redirected the resources to a priority modernisation project.	
		Modn - Holly Park- Wall	Borrowing	(30)		Tender award for the anticipated works is lower than the earmarked allocation. Approval is sought to redirected the resources to a priority modernisation project.	
		Modn - Responsive Works	Borrowing	(20)		Approval is sought for the allocation of responsive works contingency to a priority modernisation project.	
Children's Service		Modn - Moss Hall Infants-Roof repairs	Borrowing	32		Urgent H&S works, undertaken and funded via the Modernisation urgent H&S works earmarked contingency- Approval is sought to re-align the capital programme accordingly.	
		Modn - Hasmohean High - DDA works	Borrowing	34			
		Modn - Underhill-Roof repairs	Borrowing	45			
		Modn - Edgware Juniors-Roof repairs	Borrowing	35			
		Modn - Northway-Roof repairs	Borrowing	15			
		Modn - Urgent Responsive Works	Borrowing	(161)			
		Primary Capital Programme - Colindale	Grant Early Years	180		Approval is sought to allocate early years funding to eligible capital projects within the programme.	
		PCP - Goldbeaters	Grant Early Years	140			
		PCP - Foulds nursery	Grant Early Years	140			
		PCP - Childs Hill Rescoe & Childm's Centre	Grant Early Years	50			
Children's Service		PCP - Menorah Foundation	Grant Early Years	40			
		Early years programme	Grant Early Years	(550)			



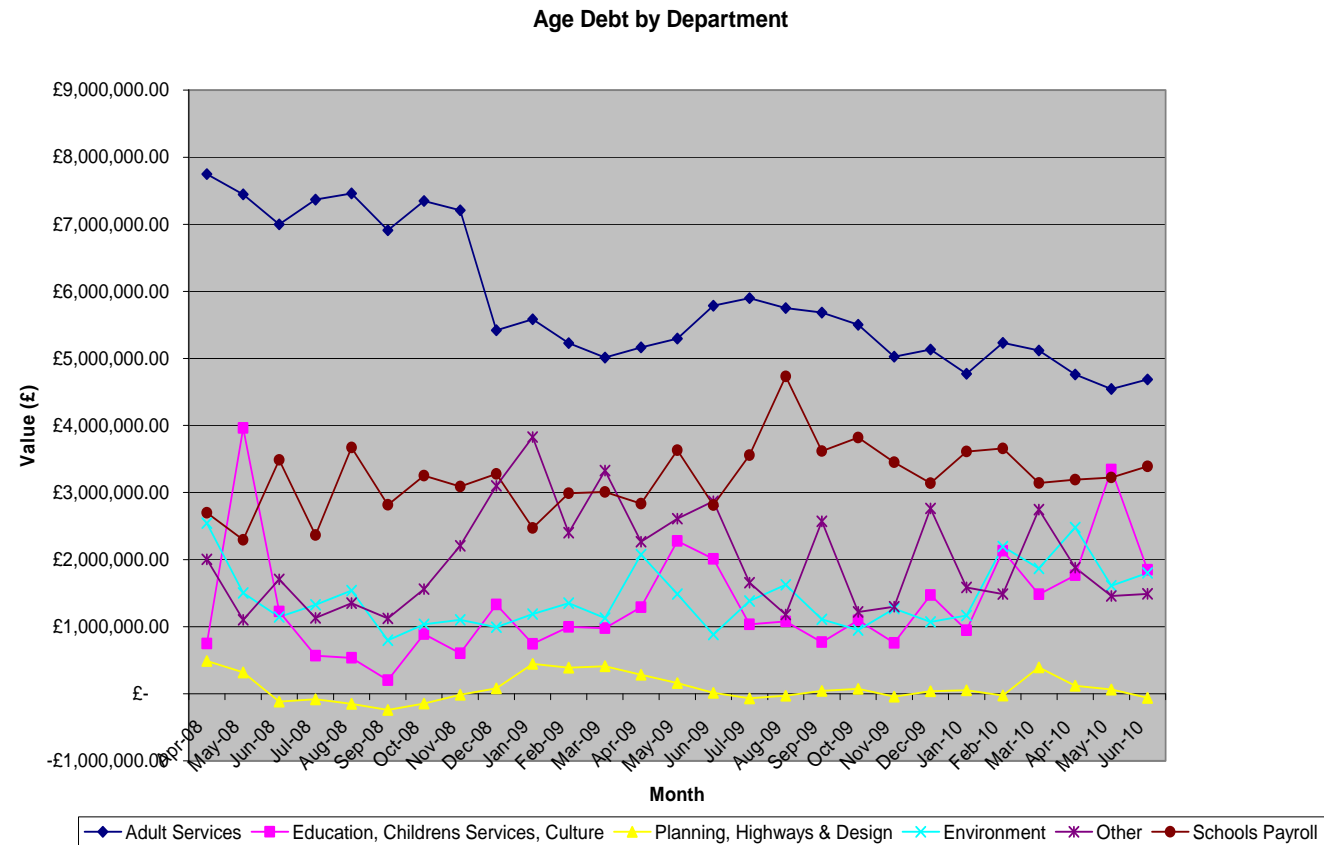
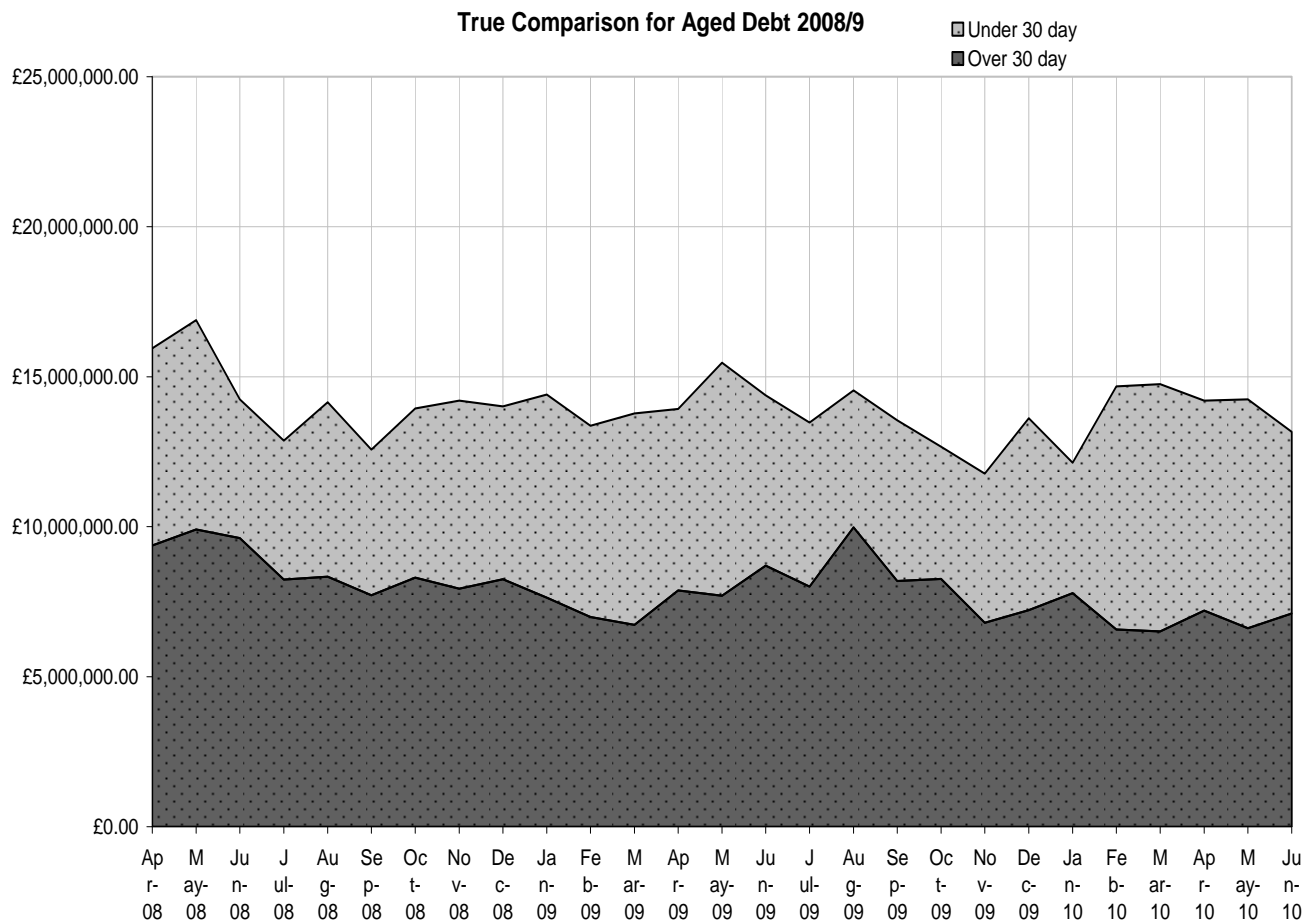
# Capital Programme Adjustments Capital Programme

Directorate	Year	Capital Programme	Funding Detail	Additions/ Deletions	Slippage/ Accelerated Spend	Explanation for request	
						£000	£000
Children's Service	2010/11	PCP - Edgware	Grant - Extended Services	40			Approval is sought to allocate extended services funding to eligible capital projects within the programme.
		PCP - Colindale	Grant - Extended Services	20			
		PCP - Foulds nursery	Grant - Extended Services	50			
		PCP - Childs Hill Resc & Childm's Centre	Grant - Extended Services	25			
		PCP - St Catherine's	Grant - Extended Services	40			
		Extended Schools 2010/11	Grant - Extended Services	(175)			
Children's Service	2010/11	Sure Start Phase 3 - Canada Villa/ Methodist Hall Centre/ Queenswell	Grant - Sure Start	82			Tender acceptance for the phase 3 scoped works is greater than estimated. All the associated cost can be contained within a time limited ring fenced Phase 3 earmarked allocation and approval is sought to realign the programme accordingly.
		Sure Start Phase 3 - Sweets Way Community	Grant - Sure Start	30			
		PHU - Hyde - Stage 1 - Childrens Centre	Grant - Sure Start	5			Minor overspend is evident on the implementation of the sensory unit at the Hyde Children's Centre; funded by the SureStart grant. The additional expenditure can be contained within the SureStart programme and approval is sought to realign the programme.
Children's Service	2010/11	Surestart - Phase 3	Grant - Sure Start	(117)			Approval is sought to re-align the Surestart - Phase 3 programme allocation to fund the specific projects outlined above.
		14-19 Hendon Autistic Resource Centre	Grant - 14-19 Targeted	300			Approval is sought to incorporate within the Children's Service capital programme the Autistic resource Centre. The programme area in which funding allocations is sought, is established and has been approved by CRC.
		14-19 Hendon 6th form	Grant - 14-19 Targeted	110			Approval is sought to incorporate within the Children's Service capital programme the Hendon 6th Form. The programme area in which funding allocations is sought, is established and has been approved by CRC.
		14-19 SEN Targeted capital	Grant - 14-19 / SEN Targeted	(410)			Approval is sought to re-align the Targeted capital 14 - 19 & SEN programme allocation to fund the specific projects outlined above.
Children's Service	2010/11	Ext Schools - Extended Schools	Grant - Extended Services	(153)			Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant.
Children's Service	2010/11	YCF -Sensory Play Area/Garden	Grant - YCF	(9)			The Youth bank have reviewed previously approved schemes and considered how best to use the funds available to provide maximum benefit to the majority of users after a reduction in Government grant. Approval sort to revise the previously approved project
		YCF - Young People's Gym	Grant - YCF	9			
		YCF - Young People's Mobile Skate Facility	Grant - YCF	(25)			
		YCF 08-09 Graham Park Youth Centre	Grant - YCF	(20)			
Children's Service	2010/11	YCF - 2010/11 allocation	Grant - YCF	45			Government announced reduction in Youth Capital Fund - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant. See above for reallocation of new cash limit.
		YCF - 2010/11 allocation	Grant - YCF	(87)			
Children's Service	2010/11	YCF - 08-09 Graham Park Youth Centre	RCO	20			YCF grant funding reduced and alternative funding has been sought to from youth connexions revenue budget (RCO) to progress this urgent project.
Children's Service	2010/13	Building Schools for the Future	Grant - DSG/SF - Modernisation & PIS	(1,343)			Cesation of the BSF programme by Government. 1.1 expenditure can not be capitalised and will be transferred to the  Various school modernisation works where deferred for incorporation into the BSF scope of works. Approval is sought to redirect these resources back to the Modernisation Programme to fund the urgent works.  Cesation of the Co-Location Programme by the Government. 2010-11 expenditure can not be capitalised and will be quantified and transfe  Approval is sought to redirect the resources incorporated into the programme for the acorn assessment centre to provide the urgently required increased SEN capacity at Oakleigh special school.  Approval is sought to redirect the resources incorporated into the programme for the acorn assessment centre back to the 14-19 SEN programme area pending decision on priority SEN works.  Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant.  Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant to be funded by the DSG Grant.  Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant to be funded by a contribution from the Children Services Revenue Budget.  Government announced reduction in 14-19 targeted capital grant. Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant.
		Building Schools for the Future	RCO	(750)			
		Building Schools for the Future	ST06	(511)			
		Modernisation Programme 10/11	Grant - SF - Modernisation	666			
		Modernisation Programme 10/11	ST06	511			
		Co-Location Programme	Grant - TCF - Co-Location	(6,483)			
Children's Service	2010/11	14-19 SEN - Oakleigh Special School	Grant - 14-19 / SEN Targeted	(1,000)			
		Co-Location Programme	Borrowing	(1,000)			
		14-19 SEN - Oakleigh Special School	Grant - 14-19 / SEN Targeted	250			
		14-19 SEN Targeted capital	Grant - 14-19 / SEN Targeted	750			
Children's Service	2010/11	Harnessing Technology	Grant - Harnessing Technology	(475)			Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant to be funded by the DSG Grant.  Reduction in Govt grant - Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant to be funded by a contribution from the Children Services Revenue Budget.  Government announced reduction in 14-19 targeted capital grant. Childrens Services Capital Programme will be realigned to take into account the recent reduction in government grant.
		Harnessing Technology	Grant - DSG	400			
		Harnessing Technology	RCO	38			
Children's Service	2010/11	14-19 SEN Targeted capital	Grant - 14-19 targeting	(658)			
Total CRC Changes				(9,572)		(593)	



	2010/11 Latest Approved Budget	Additions/ Deletions recommended to September CRC	Slippage / Accelerated Spend recommended to September CRC	2010/11 Budget (including September CRC)	Spend to date (as per SAP)	Forecast to year- end	Variance from Revised Budget
	£000	£000	£000	£000	£000	£000	£000
Mental Health and Adults Personal Social Services Allocations	1,367	-	-	1,367	296	1,367	-
<b>Adult Social Services Total</b>	1,367	-	-	1,367	296	1,367	-
Capitalised Redundancies	4,500	-	-	4,500	-	4,500	-
<b>Central Expenses</b>	4,500	-	-	4,500	-	4,500	-
Schools Access Initiatives	489	-	-	489	37	489	-
Schools Modernisation & Access Improvement Programmes	3,195	1,129	-	4,324	245	4,324	1,129
Urgent Primary Places	4,698	-	-	4,698	45	4,698	-
Surestart Programme	2,374	(5)	-	2,369	66	2,369	(5)
Major School Rebuild Total	451	5	-	455	30	455	5
Primary Schools Capital Investment Programme	22,512	-	-	22,512	2,487	22,512	-
East Barnet Schools Rebuild	5,478	-	-	5,478	4,042	5,478	-
Other Schemes	35,590	(9,533)	-	26,057	2,258	26,058	(9,532)
<b>Children's Service</b>	74,787	(8,404)	-	66,383	9,210	66,384	(8,404)
Corporate Governance Projects	31	-	-	31	-	31	-
<b>Corporate Governance</b>	31	-	-	31	0	31	-
Corporate Services	4,272	-	-	4,272	110	4,272	-
<b>Corporate Services</b>	4,272	-	-	4,272	110	4,272	-
Commercial Services	4,137	-	(464)	3,673	293	3,673	(464)
<b>Commercial Services</b>	4,137	-	(464)	3,673	293	3,673	(464)
Recycling Schemes	156	-	-	156	-	156	-
Closed Circuit Television in Town Centres	84	-	-	84	-	84	-
Other Environment & Transport Schemes	1,024	-	-	1,024	(436)	1,024	-
Highways Schemes	15,512	(528)	-	14,984	1,365	14,984	(528)
<b>Environment &amp; Operations</b>	16,776	(528)	-	16,248	928	16,248	(528)
Housing Association Programme	2,341	-	-	2,341	-	2,341	-
General Fund Regeneration	2,727	-	-	2,727	3	2,727	-
Disabled Facilities Projects	1,823	-	-	1,823	183	1,823	-
Housing Management System	334	-	-	334	-	334	-
Other Projects	1,009	-	-	1,009	-	1,009	-
<b>Planning, Housing and Regeneration</b>	8,234	-	-	8,234	186	8,234	-
<b>General Fund Programme</b>	114,106	(8,932)	(464)	104,709	11,024	104,709	(9,396)
HRA Capital	23,672	830	(129)	24,373	2,021	24,373	701
<b>Total Capital Programme*</b>	137,778	(8,103)	(593)	129,082	13,045	129,082	(8,696)



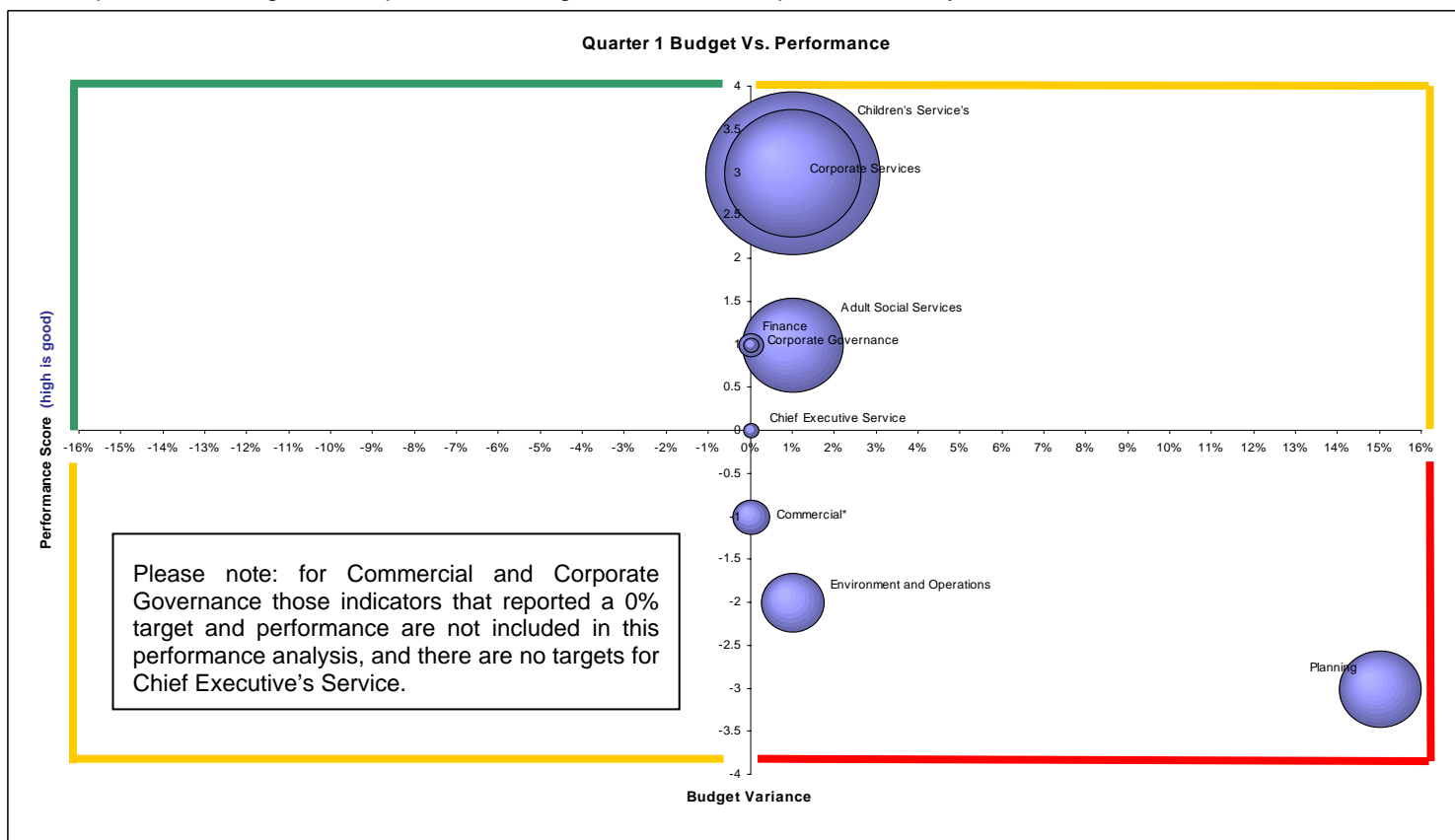




## Barnet Council budget vs. performance analysis

In the graph below, the size of the bubbles reflects gross expenditure. Performance against the Corporate Plan performance targets is shown by position on the vertical axis, whilst projected expenditure in relation to budget is shown by position on the horizontal axis.

The graph below shows that five Directorates are projecting an over spend of their 2010-11 revenue budget, with the worst projection by Planning Housing & Regeneration. Five services have an overall positive level of performance against Corporate Plan targets, with the best performance by the Children's Service.



## Value for money - comparative cost vs. performance (Q3 2009/10)

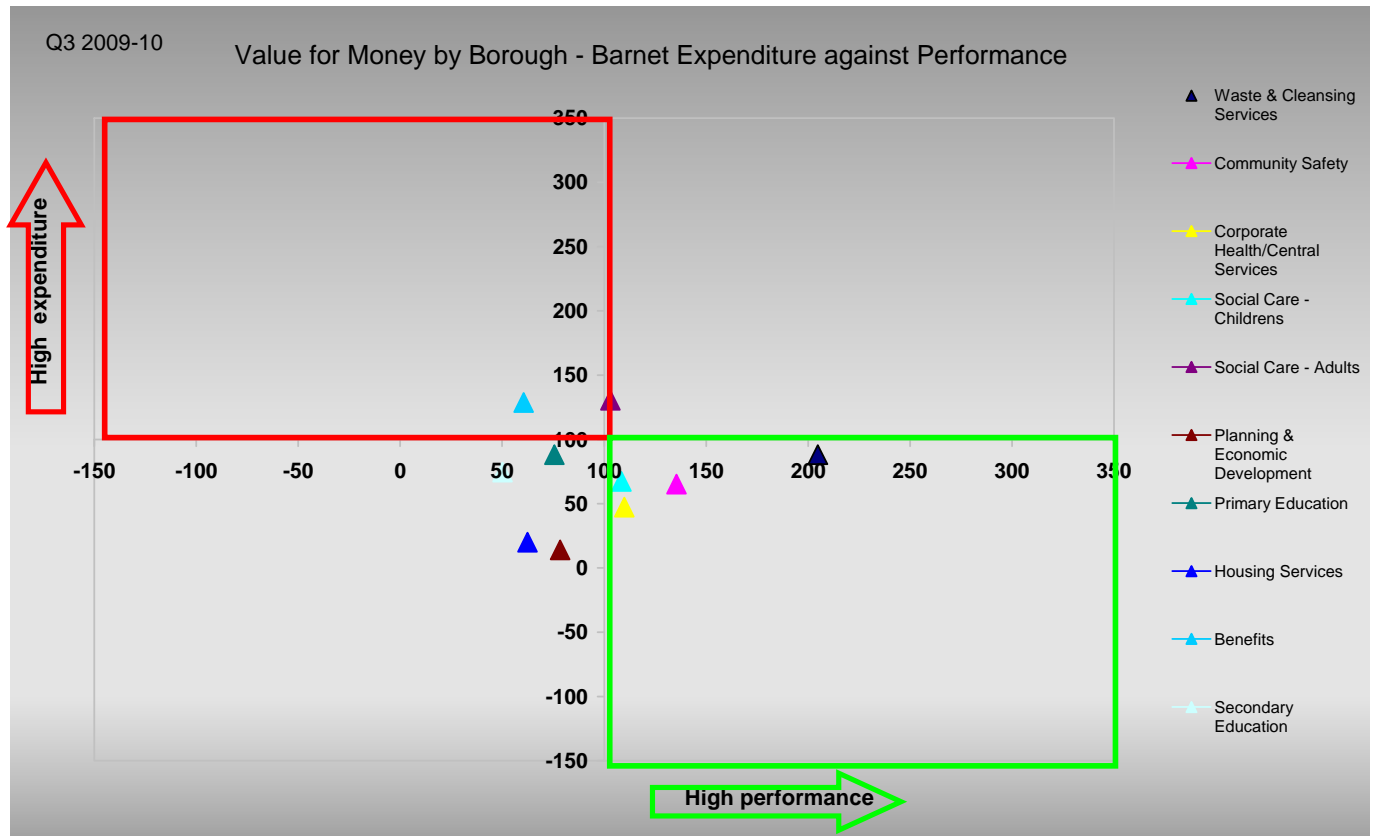
Capital Ambition supplies quarterly value for money analysis, which compares all London councils using current expenditure and performance data. Data is made comparable across London boroughs by dividing it by the relevant unit, whether that's length of roads, number of school pupils, or population.

It shows that the Benefits service is Barnet's only service located within the high cost, low performance quadrant, and not by far. The other two services close to this quadrant are Adult Social Services (for cost) and primary education (for performance).

Commentary from Directorates is as follows:

- Adult Social Services have initiated four key projects to deliver improved value for money: Move-On Project to promote independent living through moving people on from residential care; Enablement, ensuring that all new care packages go through the enablement framework with existing service users considered where increased care is requested; Award of new Enablement and Home & Community Support Contracts; "Lean Systems" methodology across the Department
- PHR - The chart shows that Barnet is now the lowest cost service amongst those being benchmarked whilst maintaining its position as one of the best in terms of performance.
- E&O - in Q3 the LBB waste and cleansing services is offering high performance and value for money, having moved positively since Q2. A detailed analysis of the VFM - comparative cost vs. performance will be conducted.
- Commercial - The Commercial Directorate is performing well with relatively high performance and relatively low costs. We will continue to strive to improve our position and have set 4 directorate priorities with supporting objectives and performance indicators with a VFM focus which will be monitored through a quarterly budget and performance management team meeting to drive continuous improvement across Commercial Services.
- There were no comments from Children's Service, Corporate Services, Finance, Chief Executive's Service and Corporate Governance.







## Corporate Plan Performance Data 2010-11 Quarter 1

## Definitions

**DoT** = Direction of travel is the change that has taken place since the previous relevant result. The previous result used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

**PWC** = this refers to a benchmarking service that the council subscribes to from Pricewaterhouse Coopers, enabling in-year performance comparisons with other authorities.

Performance Indicator	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
Adult Social Services						
Social care clients and carers receiving Self Directed Support (service users receiving direct payments and personal budgets)	Apr - Jun 10	535	884	62.5%	▲	884 clients = 17.60% NI 130. The London comparator average for 2009/10 equalled 13.5%.
Achieving independence for older people through rehabilitation/intermediate care	Due to report in quarter 4					
Participation in regular volunteering	Due to report in quarter 3					
Children's Service						
% Schools inspected in the current academic year given an overall effectiveness rating by Ofsted of good or outstanding	Sep 09 - Mar 10	84%	88%	4.8%	▲	53% national average
% of children in care, aged under 16, who are in LBB foster placement	Apr 10 - Jun 10	54%	54.9%	1.7%	▲	Local indicator
Number of children in care	Apr 10 - Jun 10	320	309	3.4%	▲	Barnet 43 per 10,000 (under 18 pop) England 55, London 65 (2009 data)
Due to report in quarter 2 - % achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI 75, LAA)						
Due to report in quarter 2 - % achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy (NI 72, LAA)						
Due to report in quarter 2						
Attainment gap between children with the greatest disadvantage and average attainment (basket)						
% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 (NI 102a)						
% point gap between pupils with special educational needs achieving 5 A*-C GCSE, including English and Maths, and their peers (NI 105, LAA)						
% achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4 (NI 102b)						
% of children in care achieving 5 A*-C (or equiv) at KS4 inc English and Maths (NI 101)						
Corporate Services						
Customer services accessibility and satisfaction (basket)						
Green Amber						
% demand met by telephone within corporate ring time: 20 seconds / 5 rings (see full performance breakdown by call centre below)	Apr 10 - Jun 10	65%	56.7%	12.7%	▲	75% (selected councils)
% of emails acknowledged within 1 working day	Apr 10 - Jun 10	100%	100%	0%	New indicator	76% (selected councils)
% of emails responded to within 10 days	Apr 10 - Jun 10	80%	80%	4.6%	New indicator	76% (selected councils)



# Appendix F

% of customers satisfied with face-to-face customer service	Apr 10 - Jun 10	85%	91.3%	9.5%	New indicator	94% (selected councils)
Average time (in minutes) spent waiting at corporate reception points	Apr 10 - Jun 10	11	6.7	39%	▲	6 mins (selected councils)
Due to report in quarter 2						
% of customers satisfied with contact centre telephone service						
<b>Environment &amp; Operations</b>						
<b>Amount of waste sent to landfill (basket)</b>		Red				
Number of kgs of residual household waste per household (NI 191, LAA)	Jan 10- Mar 10	662kg	669.6kg	1%	▲	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club (seasonal variations must be considered which will impact results)
% of household waste sent for reuse, recycling and composting (NI 192, LAA)	Jan 10 - Mar 10	37%	30%	19%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities in the PWC benchmarking club. (seasonal variations must be considered which will impact results)
% (overall) satisfaction with the local area (NI 5, LAA)						
Was to be reported as part of the Place Survey. Replacement under discussion						
Dealing with local concerns about anti-social behaviour and crime by the local council and police						
Was to be reported as part of the Place Survey. Replacement under discussion						
<b>Maintenance of roads (basket)</b>						
Due to report in quarter 4						
<i>Principal roads where maintenance should be considered</i>						
<i>Non-principal roads where maintenance should be considered</i>						
<b>Data that was not available for reporting at 2009/10 quarter 4, relating to last year's Corporate Plan, is listed below</b>						
% of unacceptable levels of litter (NI 195a, LAA)	Jan 10 - Mar 10	7%	3%	57%	↔	PWC data for quarter 4 09/10 shows us to be 2 <sup>nd</sup> quartile for all participating authorities (seasonal variations must be considered which will impact results)
% of unacceptable levels of detritus (NI 195b, LAA)	Jan 10 – Mar 10	11%	24%	118%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities
% of unacceptable levels of graffiti (NI 195c, LAA)	Jan 10 – Mar 10	9%	4%	56%	↔	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities
% of unacceptable levels of fly posting (NI 195d, LAA)	Jan 10 - Mar 10	1%	1%	0%	▼	PWC data for quarter 4 09/10 shows us to be below median for all participating authorities
<b>Planning, Housing &amp; Regeneration</b>						
Number of households living in temporary accommodation (NI 156)	Apr 10 - Jun 10	2147	2192	2.10%	▲	29 out of 33 London boroughs (26/33 per 1000 households). Higher is better. London average 1,183 (Q4 2009/10) CLG.
Number of households accepted as homeless under the provision of the 1996 Housing Act	Apr 10 – Jun 10	55	64	16.36%	▼	15 out of 33 London boroughs (7/33 per 1000 households). Higher is better London average 287 (Q1-Q4 2009/10) CLG.



# Appendix F

Number of households being re-housed in the private sector via the Housing Service	Apr 10 - Jun 10	231	134	37.09%	▼	3 out of 6 North London Sub Region boroughs. Higher is better. Regional average 623 (2009/10) PRS Benchmarking.
% of businesses satisfied with local authority regulation services	There is a time lag in receiving surveys sent out to business, data will be available Q2					
Number of net additional homes provided (NI 154, LAA)	Our forecast for 2010/11 is to deliver a net additional 1388 homes. A mid year assessment of progress will be available at the end of Q2.					
% of net additional homes suitable for families						
Commercial						
Percentage of rent reviews on commercial properties completed when contractually due	Apr 10 - Jun 10	231	3.5%	80.6%	New indicator	
% of contracts held by the Council have been reviewed	Apr 10 – June 10	0%	0%	N/A	New indicator	
% of contracts deemed to require renegotiation have been renegotiated	Apr 10 - Jun 10	0%	0%	N/A	New indicator	
% of 50 largest vendors under formal contract	Apr 10 - Jun 10	0%	0%	N/A	New indicator	
Finance						
Value for money (basket )						
Total net value of on-going cash-releasing value for money gains (NI 179)	Mar 09 - Apr 10	£4.13M	£4.49M	£0.04M	▼	Ranked 7 <sup>th</sup> best in London. Hackney ranked first.
Cost of back office staff	No data reported					
Corporate Governance						
% of households returning completed electoral registration forms	Apr 10 - Jun 10	97%	98.31%	1.35%	▲	None
Increase the % of additional items in the Publication Scheme	April 10 - June 10	0%	0%	0%	New indicator	None

## Call centre performance - Percentage of calls answered within 20 seconds/ 5 rings

Performance Indicator	Period Covered	Target	Outturn	Target Variance	DoT	Benchmark data
Parking	Apr 10 - Jun 10	65%	19%	46%	▼	None
Planning		65%	44%	21%	▲	
Environment & Transport, Street Based Services		65%	50%	15%	▲	
Housing benefit		65%	82%	17%	▼	
Council Tax		65%	65%	0%	▲	
Registrars		65%	52%	13%	▲	
Switchboard		65%	69%	4%	▲	
Adult Social Services		65%	41%	24%	▼	
Barnet Homes		65%	76%	11%	▲	
Housing advice		65%	42%	23%	▲	
Out of Hours		65%	84%	19%	▼	



## Corporate Plan improvement initiative progress

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
<b>Adults Social Services</b>					
A Successful London Suburb Work with NHS Barnet to make sure residents can access good quality healthcare provision	Promote volunteering as a means to empower individuals, contributing to strong communities, adding value in the delivery of public services.	<ul style="list-style-type: none"> <li>Develop partnership arrangements for achieving this target with the council's Grant Unit and CommUNITY Barnet</li> <li>Identify how we will measure the level of volunteering in Barnet to supply quarterly data</li> <li>Agree a plan for increasing the level of volunteering in Barnet and establish milestones for quarters 2, 3 and 4</li> </ul>	Milestones Partially Achieved	Plan is yet to be written	SMT agreement of corporate indicator definition and interim target  Agree data collection methodology and reporting arrangements with relevant voluntary sector agencies
<b>Children's Services</b>					
Better services with less money Intervene early to strengthen families and ensure that children and young people are able to achieve their potential	Launch new foster carer recruitment campaign to increase opportunities for stable, local placements	New publicity materials developed to launch recruitment drive for internal Barnet foster carers	Milestone fully met	<ul style="list-style-type: none"> <li>New recruitment materials have been developed, were launched during fostering fortnight in May 10 and are being used to publicise the service.</li> <li>Overall review of fostering recruitment underway.</li> </ul>	<ul style="list-style-type: none"> <li>Report to Council Directors' Group assessing the cost effectiveness of Barnet's current approach to recruiting foster carers and presenting options for the future</li> </ul>
Sharing opportunities and sharing responsibilities Embed a safeguarding culture throughout Barnet to make sure our children, young people and adults remain safe	Use video technology to empower families to effectively participate in child protection planning	<ul style="list-style-type: none"> <li>Scoping paper produced outlining proposals to improve the participation of children in child protection planning.</li> <li>Complete audit of current participation</li> </ul>	Milestone mostly achieved	<ul style="list-style-type: none"> <li>Audit of current participation has been completed</li> <li>proposals being developed to improve participation and streamline processes.</li> </ul>	<ul style="list-style-type: none"> <li>Options paper for improving the overall participation of families in child protection planning (including an assessment of the pros and cons of video conferencing) presented to Safeguarding Divisional Manager</li> </ul>
<b>Corporate Services</b>					
Better services with less money Improve customers' access to the council, and encourage more contact and transactions	Develop an organisational dashboard and indicators for better measuring of customer satisfaction	Implement the organisational dashboard	Milestone met	The Dashboard has been developed and is being populated with information to inform our business decisions and improvement initiatives.	Monitor progress and address any anomalies



# Appendix F

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
to be carried out online	and value for money				
<b>Environment and Operations</b>					
Sharing opportunities and sharing responsibilities.	Work with the Metropolitan Police and engage residents to achieve successful outcomes around shared objectives and community issues	<b>Agreed Team Plans May 2010, Safer Communities Partnership Board agree strategic assessment June 2010.</b>	Milestone mostly Achieved	Team Plans have been produced and agreed. The SCPB consider and approved the Strategic assessment of crime and disorder on 20/7/10.	Agree scope of communications plan with Corporate Communications July 2010.
Develop a new relationship with residents so they are able to more effectively contribute to making Barnet and its residents successful					
A Successful London Suburb.	Work with businesses and residents to prototype new and innovative approaches to reducing waste and energy use and improving the street environment in town centres	<b>No Q1 milestone</b>	N/A	N/A	Scoping paper to cover waste & energy approved by lead Cabinet Member - July 2010
Protect and enhance our natural environment so that the borough is clean and green					
<b>Planning Housing and Regeneration</b>					
Sharing opportunities and sharing responsibilities	Review housing allocations policy	<b>Cabinet Report seeking agreement to consult on new policy</b>	Milestone Fully met	Report agreed by Cabinet 21 June 2010	Complete Consultation on Draft Policy
Promote mixed communities					
A Successful London Suburb	Complete a business and enterprise scoping study for each priority town centre	<b>Undertake scoping of existing data</b>	Milestone Fully Met	We have collated a desktop baseline study of existing data and are now rolling out a business survey of Edgware Town centre which will report back by the end of this July. Next centres will be North/Central Finchley	Initiate primary data collection in Edgware. Commence business forums
Protect and enhance our natural environment so that the borough is clean and green					
<b>Corporate Governance</b>					
Better services with less money	By analysing compliance with the Publication Scheme, implement a plan to	<b>Scope the project and identify the key deliverables.</b> <b>Review the ICO model scheme and recent legislation/ICO guidance, and</b>	Milestone Mostly achieved	<ul style="list-style-type: none"> <li>Project scope has been defined and resource for managing the project has been identified</li> </ul>	Carry out a review of the existing scheme information held on line - matching against ICO definition
Improve council policy and					



## Appendix F

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 1 milestone/s	Status	Commentary	Quarter 2 milestone/s
decision making through greater involvement by non-executive members	improve transparency of the council's administration and achieve the maximum number of relevant publications in the scheme in 2011-12.	<p>research what other Councils have done.</p> <ul style="list-style-type: none"> <li>Identify the Link Officers in each project (and on-going maintenance of the scheme) and set up the first PS Steering Group.</li> </ul>		<ul style="list-style-type: none"> <li>Research has been carried out and initial mapping exercise is underway</li> <li>Most of the link officers have been identified by Directors and meetings have been set-up. Remaining service representatives will hopefully be identified in the next week.</li> </ul>	<p>document and guidance (for compliance) and identifying information owners and current status of information</p> <p>Identify for each service the information not currently held in the scheme but that falls within the scope of the expansion criteria.</p> <p>Upload any 'ready to go' information.</p>