Council Questions to Cabinet Members 14 September 2010 Questions and Responses

Question 1

Councillor Brian Gordon

What steps are being put in place to improve upon the already high standard anti-snow measures on Barnet's roads for the forthcoming winter?

Answer by Councillor Brian Coleman

Following a review of the winter maintenance service, a revised Winter Maintenance Plan has been developed for the 2010/11 winter season. We also await the report of the Council's Response to Cold weather Task and Finish Group who are specifically looking at the Winter maintenance provision over recent years.

Question 2

Councillor Barry Rawlings

Would the Cabinet Member give me an assurance that the eligibility criteria for Adult Social Services will not be changed by his administration to reduce the number of people who can receive the services they need?

Answer by Councillor Sachin Rajput

Until the details of the Comprehensive Spending Review are announced on 20 October 2010, it would not be prudent to rule anything in or out at this stage. However, I can give assurance that I remain committed to ensuring that the most vulnerable in our society continue to receive the support that they need.

Question 3

Councillor Brian Gordon

Is the Council making any concrete moves in the direction of using more "plain English" in Council documentation?

Answer by Councillor Robert Rams

The Council publishes a style guide for staff which emphasises the importance of using "plain English" in all public communications. I have noticed this has not been uploaded to the current version of the intranet and I have asked that this be done. I will also ask for it to be widely publicised across the Council.

Accreditation from the Plain English Society, of course, comes at a price.

Question 4

Councillor Anne Hutton

What lobbying has been done by the Council, Cabinet Member or Leader to secure the BSF money for those schools who were awarded funds but then had those funds withdrawn by the Con-Dem Government, and has the administration sought an explanation from the Secretary of State as to why Barnet's BSF schemes are no longer considered viable?

Answer by Councillor Andrew Harper

Barnet's BSF schemes were stopped along with all other projects that were at a similar or earlier point in the national programme and had not yet reached Financial Close. The decision to stop the BSF projects was a blanket decision and was in no way a reflection of the viability of Barnet's schemes. Barnet will be making a submission to the Government's review of Capital spending in schools, to make the case for sufficient future investment in both primary and secondary schools.

Question 5

Councillor Brian Gordon

It has been announced that Councils are to be given the power to combine the roles of Leader and Chief Executive. What is Barnet's position on this idea?

Answer by Councillor Lynne Hillan, Leader of the Council

I have no plans to adopt this idea in Barnet. I have absolute confidence in our superb Chief Executive.

Question 6 Councillor Geof Cooke

What is being done by the Cabinet Member to ensure that Henlys Corner safety measures are fully funded and implemented?

Answer by Councillor Brian Coleman

TfL have stated that the scheme is being reviewed in light of the Government's forthcoming Comprehensive Spending Review. We are applying appropriate Political pressure as Members will see from tonight's Council meeting agenda.

Question 7

Councillor Stephen Sowerby

Please could the Cabinet Member for Education, Children and Families outline the performance of Barnet's schools in the most recent OFSTED inspections?

Answer by Councillor Andrew Harper

Barnet schools continue to perform exceptionally well in inspections. During the school year 2009/10, 22 Barnet schools were inspected. Of these, 82% were judged to be either 'Good' or 'Outstanding'. This compares with just 53% of schools nationally during the same period.

Question 8

Councillor Barry Rawlings

Would the Cabinet Member confirm whether Labour's grant towards the rebuild of Finchley Memorial Hospital will be honoured by the Con-Dem Government?

Answer by Councillor Helena Hart

I am pleased to report that the Chief Executive of NHS Barnet has formally confirmed that – following approval by the Department of Health – the Treasury has approved the Finchley Memorial Hospital redevelopment with building work expected to commence at the end of the month.

Question 9

Councillor Brian Salinger

Will the Cabinet Member tell the Council how many reports have been logged by people using the 'Fix My Street' link on the Council's website? How many of those reports were fixed within 4 weeks of the report being acknowledged?

Answer by Councillor Robert Rams

In total, 1,295 reports have been made through fixmystreet. The Council does not record on the fixmystreet site when issues have been resolved. Residents do that for themselves. The principle of fixmystreet is one of engaging residents of Barnet in identifying problems and letting both the Council and other residents know about those problems and when they have been resolved. It is a social communication service rather than a broadcast mechanism for the Council. Of the 1,295 reports, 372 have been marked as fixed. This does not mean that only 372 have been fixed, just that those are the reports on which residents have chosen to update the site. We are currently looking at options for integrating fixmystreet with the Council's customer relationship management (CRM) technology to enable us to track what reports of been made and the speed of response.

Question 10

Councillor Alex Brodkin

Is the Cabinet Member aware of the number of applications and/or expressions of interest to be a Free School that have so far been received from within the Borough of Barnet, and if so how many have there been?

Answer by Councillor Andrew Harper

The Council is not directly involved in the Free Schools process and is not automatically informed by the Department for Education about any Free School applications in the Borough. We are currently aware of two groups that have submitted an application to the DfE, one of which – for a new Jewish school in Mill Hill – was in the first batch to be given approval by the Secretary of State.

Question 11

Councillor Brian Salinger

Will the Cabinet Member tell the Council how many times (and dates) on which the Licensing Committee have met in the last 2 years?

Answer by Councillor Melvin Cohen

During 2008/09 municipal year, the Licensing Committee met twice (21 May 2008 and 9 September 2008). During 2009/10 municipal year, the Licensing Committee met three times (1 July 2009, 1 September 2009 and 7 December 2009).

Question 12

Councillor Anne Hutton

The purpose of the ContactPoint database was so that professionals across public services could share relevant information on children at risk and this was a recommendation from Lord Laming as a result of the Victoria Climbie enquiry. Could the Cabinet Member explain, in the absence of an updated database what measures Barnet has in place to share relevant information with child protection professionals in health and other agencies in order to safeguard vulnerable children?

Answer by Councillor Andrew Harper

Professionals working with children and young people in Barnet receive a wide range of training and support to enable effective information sharing to safeguard children. All organisations that make up the children's workforce in Barnet have adopted the Government's information sharing guidance, and training is provided on this to practitioners. Information sharing is also a key element of the safeguarding training that is provided to professionals across Barnet, including the voluntary sector. Training and guidance is also provided to the children's workforce in relation to identifying children who may be at risk, for example children who are being privately fostered. There are also systems in place to share information about children who may be vulnerable, for example the NOTIFY system which alerts the children's service when a family in temporary accommodation moves into Barnet from another London Borough.

Question 13

Councillor Reuben Thompstone

Will the Cabinet Member join me in congratulating Barnet's schools, students and teachers on the excellent GCSE results this year?

Answer by Councillor Andrew Harper

Yes, all of our Barnet schools should be congratulated on the excellent GCSE results achieved this summer; overall results have increased from 61.4% last year to a provisional figure of 68.6% achieving 5A*-C including English and Maths.

Question 14

Councillor Alison Moore

Have the Council done equality impact assessments for each proposal that is at full business case stage under the Future Shape programme?

Answer by Councillor Daniel Thomas

Equality Impact Assessments will be carried out as an essential part of the production of One Barnet full business cases.

Question 15

Councillor Daniel Seal

Will the Cabinet Member please highlight the excellent results achieved by the Borough's A-Level students this year?

Answer by Councillor Andrew Harper

Gladly, both here and in the motion I'm submitting to Council. Sixth formers in Barnet schools have performed excellently again, with the average A-level point score per pupil at 332 (provisional), compared with 322 in 2009.

Question 16

Councillor Barry Rawlings

Would the Cabinet Member confirm whether he will support the Labour Group in lobbying the Con-Dem Government against any cuts to pensioner benefits like the winter fuel allowance?

Answer by Councillor Sachin Rajput

The Conservative manifesto which is now being taken forward in a Conservative-led coalition Government was already clear on this point. The manifesto set out a pledge to pensioners to help tackle the rising costs of living through protecting key allowances.

Question 17

Councillor Rowan Turner

Does the Cabinet Member agree that this year's GCSE results for the Ravenscroft School represent a very positive step forward and will he join with me in offering congratulations to pupils and staff?

Answer by Councillor Andrew Harper

Yes, the results at The Ravenscroft do represent a step forward, with a 6% improvement for 5A*-C including English and Maths over last year's results.

Question 18

Councillor Alan Schneiderman

Will the increase in VAT from January 2011 be imposed on all applicable Council fees and charges?

Answer by Councillor Daniel Thomas

The increase in the standard rate of VAT will apply to all standard rated items.

Whether the Council increases its fees/charges in line with the VAT increase is a matter for each service. The increase does not affect most fees/charges as we advertise them as a net figure plus VAT.

Question 19

Councillor Maureen Braun

Would the Cabinet Member please join me in congratulating JCoSS on starting its first term in operation?

Answer by Councillor Andrew Harper

Yes, we welcome JCoSS to the family of Barnet schools and we have every confidence that they will become very successful in years to come.

Question 20

Councillor Kath McGuirk

In April this year only 58% of Pay & Display machines were working in the Borough, although this was later brought up to 72% by August. How many Pay & Display machines in Barnet are currently not working, what revenue has been lost to the Council over the last four years as a result of machines not working, why will it take until the end of the year to achieve 95% of machines as operational and how much revenue will be lost between now and the end of the year as a result of this?

Answer by Councillor Brian Coleman

It is not possible to calculate accurately the income foregone when a machine is out of service as a motorist may move to another space, pay at another machine nearby, or more recently pay by telephone instead. We do know that overall income from such parking increased from £3.6 million to £3.7 million between 2006/7 and 2007/8 but fell to £3.4 million in 2008/9 then to £3.2 million in 2009/10 although this drop was more caused by the economic downturn.

Question 21

Councillor Alan Schneiderman

What costs have been incurred by the Council as a result of the recent main server failure, what loss of data has there been, and what money has been lost by the Council as a result of lack of access to data?

Answer by Councillor Robert Rams

The failure affected the Council's network storage where staff store their own and shared documentation.

Data loss – Backups were available in all cases although in some cases the most recent backups were up to 48 hours old and some recent changes were lost. A related knock-on impact was corruption of email storage which affected ability of staff to access their email and open attachments. Whilst no email data was lost, the process to restore integrity of email storage resulted in further downtime which was scheduled for weekends to minimise the impact.

Financial impact – Business Continuity (BC) plans were implemented to prioritise and coordinate the restoration of lost data, led by Head of IS and the BC leads for each service. There was no direct consequential loss of revenue as the storage failure did not affect financial or revenue collection systems. However, staff productivity across the Council will have been significantly impacted in some areas until data was restored, and also by the indirect effect of delays to handling of other requests to IS, such as creation of new accounts, resulting from a number of IS staff being dedicated to restoring the failed services.

Cost incurred – Information Systems incurred direct costs as follows:

- Overtime (both 2e2 and Council staff) £77.4k;
- Consultancy £2k; and
- Extension of existing storage capacity £10k (estimated).

Question 22

Councillor Alex Brodkin

Have the Barnet schools which have recently become eligible to apply for academy status received details about the Council services they would no longer automatically receive and the changes in how their funding from the local authority would operate if they became an academy?

Answer by Councillor Andrew Harper

We have been in discussion with the New Academies Unit at the DfE and the schools interested in applying for Academy status in order to identify the services which LAs will no longer be funded to provide to those schools. It is difficult to draw up a definitive list of services as the centrally retained funding supports a range of local authority functions; however, these services will include school improvement support, learning networks, asset management, behaviour support, staff costs and licenses.

The DfE has provided detailed information on its website and to interested schools covering funding for Academies; this includes a 'ready reckoner' for schools to calculate the likely additional funding they would receive as an Academy.

Question 23

Councillor Alan Schneiderman

The latest outturn for customer services is that only 57% of phone calls are answered by the Council within 5 rings, with only 19% in the parking department and 41% in adults social services answered within 5 rings. Why can the Council still not answer the phone?

Answer by Councillor Robert Rams

Current telephone performance is not as we would like it to be. This is the rationale for our One Barnet work towards developing a new customer service organisation. However, the first quarter figures should not be taken in isolation and should be seen in the context of improvement. Between the last quarter of 2009/10 and the end of first quarter of this year, we improved our telephone performance overall and improved significantly in a number contact centres. Most notably, our planning and street-based services both improved by a third and the registrars service showed a 100 per cent improvement. This positive story has continued in the second quarter of the year. I do not expect an overnight transformation of performance but am confident that we are making good progress. Moreover, the programme of work that is underway to bring all customer services together in one team within the Council and the development of a new customer service organisation will ensure best practices and technology are used to best effect in the future. The improvement I have noted is testament to the progress we are making on this already.

Question 24

Councillor Barry Rawlings

If Cabinet Members' allowances are tied to the amount of work they do, will they be reduced if services move from the Council to other forms of delivery vehicles?

Answer by Councillor Lynne Hillan, Leader of the Council

Cabinet Members will retain overall responsibility for policy and decision making, so no.

Question 25

Councillor Alan Schneiderman

What costs have been incurred by the Council as a result of the data loss incident earlier this year?

Answer by Councillor Robert Rams

Information Systems incurred the following direct costs:

- Additional Checkpoint encryption licenses (600) to cover all Council-owned laptops and tablets £25k; and
- Temporary staff to deal with data security related calls and backlog of other IS calls £11.3k.

Question 26

Councillor Alison Moore

Why has the Leader apparently misinformed a local resident by suggesting to them that her July proposed members' allowance scheme results in her getting £5,000 less than under the previous members' allowance scheme?

Answer by Councillor Lynne Hillan, Leader of the Council

This is untrue. My statement referred to new adjustments before this Council tonight where my allowance is due to be reduced by £5,361 versus the old (pre-July) scheme.

Question 27

Councillor Alan Schneiderman

What plans are in place to stabilise the Council's finances?

Answer by Councillor Daniel Thomas

Although we face challenging financial times, the Council's finances are stable and plans to react to the cuts to our funding are as follows:

• Currently Directors are working on medium term financial planning with a view of 25% base

- budget reduction over 3 years starting from 2011-12.
- Revenue income optimisation is being rolled out in services which will increase income for the Council.
- One Barnet Programme board has been set up to look at how services will be delivered in the future effectively and efficiently i.e. More for less (Future Shape programme).
- Reserves have been set up to manage risks and to facilitate the implementation of the "Future Shape" Programme.
- Council's Severance terms are being reviewed.
- A system of 'intelligent recruitment' has been introduced whereby there will only be new recruitment if there is a good business case for it.
- Directors are being asked to closely scrutinise payments with the aim of stopping premium rate overtime where possible and controlling the level of ad hoc payments.

Question 28 Councillor Geof Cooke

Please would the Cabinet Member provide me with details of the road safety schemes that have been removed by the Council since 2002?

Answer by Councillor Brian Coleman None.

Question 29

Councillor Alan Schneiderman

Given that the Council's IT contract is an outsourced contract, who has access to the Council's data, and how is the risk of data loss being mitigated by those third parties?

Answer by Councillor Robert Rams

The Council has 2 managed service contracts which involve third parties having access to Council data.

2e2 provide an infrastructure managed service in support of Council-owned infrastructure. 2e2 staff are based on site at NLBP and staff are subject to CRB checks and the same data security policy and access controls as all Council staff.

Logica provide a managed service for SAP, hosting Council-owned servers in Bridgend. Logica staff data access and security are subject to LBB internal audit to ensure that access is appropriate to the contracted support roles and that audit controls are in place, including recording of who has access to the Council's SAP system at any time. Transfer of data to and from Council sites is via leased lines and internal audit have accepted that this is secure subject to regular review.

Question 30 Councillor Alison Moore

What has happened to the Leader Listens programme?

Answer by Councillor Lynne Hillan, Leader of the Council

Community Engagement is of great importance to this Administration. Leader Listens worked very well and we are considering how it can be improved in the future.

Question 31 Councillor Zakia Zubairi

Would the Cabinet Member please advise why there is still no signage on the youth centre next to Barnet College – despite repeated requests? And would he advise when this signage is going to be put in place?

Answer by Councillor Andrew Harper

A number of clear, large, signs for the Grahame Park Young People's Activity Centre are already in place, including on Grahame Park Way, and several around the entrance to the

Centre itself. Some additional signage is being installed to ensure that the centre is clearly signed when approaching from every direction.

Question 32

Councillor Ansuya Sodha

Would the Cabinet Member clarify the Council's policy on succession rights for Barnet Homes tenants?

Answer by Councillor Richard Cornelius

Succession rights following the death of a secure tenant are governed by the Housing Act 1985. The tenancy can pass to a surviving spouse or partner or a close relative who has lived with the deceased for the previous 12 months. Succession may be to a smaller property in order to release the larger home to a family.

Question 33

Councillor Alison Moore

Did the Leader agree with and vote for the Conservative Group proposal to change Members' allowances by removing the cap preventing individual Councillors claiming Special Responsibility Allowances totalling more than twice the basic allowance?

Answer by Councillor Lynne Hillan, Leader of the Council

Yes. It was a Group decision and I voted with my Group. The new scheme however removes all the problems relating to Multiple Allowances, ensuring that Members get a single allowance according to their responsibility.

Question 34

Councillor Pauline Coakley Webb

What is the Cabinet Member doing to support local residents and community groups who are interested in maintaining an allotment to access funding from organisations like Capital Growth?

Answer by Councillor Brian Coleman

A report will come to Cabinet shortly on the future of the allotment provision in Barnet.

Question 35

Councillor Jim Tierney

What is being done to support and develop the local voluntary sector in order to achieve David Cameron's Big Society?

Answer by Councillor Robert Rams

Civil society is already flourishing in Barnet with over a quarter of local residents volunteering once a month, compared to just a fifth of the wider London population. To support these endeavours, the Council has been providing over £200,000 annually in revenue and project funding to CommUNITY Barnet. This includes £36,000 annually towards the running costs of the Volunteer Centre. CommUNITY Barnet in turn build capacity by supporting local organisations on matters of organisational development, governance and access to funding; they run extensive networks which ensure that the local sector can work collaboratively and is linked into public sector planning; and they ensure that the sector has a strong voice. We will be consulting local organisations as to how best to provide this support in future.

The Council spends over £4m annually in purchasing and supporting services provided by voluntary sector organisations. In the past two years, the Council has greatly increased direct access to commissioners for voluntary organisations in order to increase dialogue with the sector. We have provided free training so that local organisations can compete in tender processes; and financial regulations have been changed so that smaller voluntary organisations need not be excluded from tenders by virtue of their turnover being too small. We also recently held a briefing on the Council's transformation programme specifically for the voluntary sector and will continue to engage with them about future partnership opportunities.

This year, the small grants programme has returned to exclusively funding new activities and one-off expenses to encourage organisations to come forward with new ventures that directly address local needs. The Council will be bringing Friary House back into use in the near future with offices for some smaller voluntary organisations. We continue to provide a significant amount or premises at below-market rents.

Later this week, I will be meeting local organisations myself to hear how we can best manage the changes that are necessary over the next few years of financial constraint.

Question 36

Councillor Colin Rogers

Why have the "slow" signs not been repainted on Church Lane, N2 and on Baronsmere Road, N2, at the corner of Summerlee Ave, after recent re-surfacing, and when will this be done?

Answer by Councillor Brian Coleman

In answer to Councillor Rogers question about Church Lane:

"The slow marking in advance of the railway bridge in Church Lane was purposefully not reprovided during the resurfacing which accompanied the works on the bridge itself. The scheme saw the provision of a traffic island on the bridge to protect cyclists proceeding contra-flow over that section and to act as a traffic calming measure for approaching vehicles. The 20mph road marking was therefore deemed redundant and not re-provided in line with the policy to reduce unnecessary clutter and road markings in force at the time."

Following inspection the 'slow' markings in Baronsmere Road it has been identified that the markings have faded and as such an instruction has been issued to our maintenance contractor to reinstate the markings. This should have been completed prior to this meeting.

Question 37

Councillor Anita Campbell

What is happening to the regeneration of Dollis Valley?

Answer by Councillor Richard Cornelius

The Council is examining proposals to find a workable solution for regeneration that meets resident aspiration, provides family homes and is viable in the current financial climate.

Question 38

Councillor Alan Schneiderman

What will the financial impact be to the Council of the recent proposal by the Con-Dem Government to make personal searches of the local land charges register free?

Answer by Councillor Daniel Thomas

The Council received a letter from DEFRA (dated 27 July 2010) on behalf of the Ministry of Justice and CLG advising all Councils to immediately cease charging for Personal Searches in Local Authority Land Charge services due to Freedom of Information Act requirements. The amendment to the Local Land Charge Rules revoking the £22 fee came into force on 17 August 2010. The financial impact is £150,000 on a full year basis and £95,000 in 2010/11. This loss has already been built in the PHR Directorate budget template as a pressure.

Unfortunately, the Regulations have been judged as 'wrongly charged' since January 2005 and likely to result in retrospective refunds for the charge. The fee was recently increased from £11 to £22 from 2009/10 so previous income per annum was lower at approximately £75,000 pa. If correct, that would also result in a potential refund of £450,000 over the previous 5 years. It is too early to be absolutely sure of the figure or the number of people who may seek to claim a simple £11 refund from the Council. This is a worst case scenario.

Question 39

Councillor Anne Hutton

What costs have been incurred either by the Council or by third parties to progress Barnet's BSF bids?

Answer by Councillor Andrew Harper

It is anticipated that the costs of Barnet's BSF programme are circa £758,000. The income and expenditure analysis can not be finally completed until all costs have been finally confirmed.

Question 40 Councillor Alan Schneiderman

Does Greenwich Leisure intend to raise applicable fees and charges from January 2011 to take account of the increase in the rate of VAT?

Answer by Councillor Robert Rams

Greenwich Leisure Ltd (GLL) is a Non-Profit Distribution Organisation which means that 95% of their fees are exempt. The impact of the VAT increases will therefore be minimal and GLL will only be applying inflationary increases in April.

Question 41 Councillor Barry Rawlings

What is the current status of the playbuilders project in Brent Park and how did the situation arise?

Answer by Councillor Brian Coleman

The play area in Brookside Walk known as Brent Park Play Area was completed on 23rd July 2010, and does not form part of playbuilders programme, it was a project that was funded by Barnet funds.

Authority was granted to build the playground in Brent Park, however, following consultation with local residents it was determined that the site at Brookside walk was more suitable. The Council was subsequently challenged and it became apparent that the authority to transfer the playground to the new site was not sufficient. The Council have conceded to this point and have agreed to rectify its position and apply for the requisite authority and retrospective planning permission.

The application for retrospective planning permission is currently going through the public consultation process.

Question 42 Councillor Alison Moore

Did the Leader agree with and vote for each of the Members' allowances schemes since 2002?

Answer by Councillor Lynne Hillan, Leader of the Council

Yes. Under various Leaders the Conservative Group took decisions and I voted accordingly.

Question 43 Councillor Ross Houston

How many residents are currently in sheltered housing in Barnet as a result of trading down from a larger home?

Answer by Councillor Richard Cornelius

8 and a further 5 to alarm assisted properties in the last year.

Question 44 Councillor Andrew McNeil

What is the latest update on the future of the site of the former Herbert Wilmott Youth Centre?

Answer by Councillor Daniel Thomas

The former Herbert Willmott Centre site has been let on a temporary licence to Apollo, who are contractors for Barnet Homes. The licence may be terminated by the Council giving 6 months notice. The site is linked to the adjoining Stanley Road playing fields which has recently reverted to the Council. An options appraisal on the future options has been prepared and will

be considered by the Commercial Director this week.

Question 45

Councillor Alison Moore

Will the Cabinet Member advise what measures are being put in place by Barnet Homes to mitigate any adverse impact on repairs for Barnet tenants and leaseholders that may occur as a result of Connaught's recent difficulties?

Answer by Councillor Richard Cornelius

Barnet Homes have responded to Connaught's apparently deteriorating situation by giving them notice. Rather than prolong uncertainty they are seeking to procure a new contract and managing the current situation to avoid inconvenience to residents.

Question 46

Councillor Ansuva Sodha

42 Fryent Grove has had 4 non-permitted flats (planning permission refused) since 2007, but despite the Council knowing about it nothing has been done by enforcement to date. Would the Cabinet Member explain why it has taken so long in this case, and what he is doing to ensure that non-permitted developments have enforcement action taken against them in a timely fashion?

Answer by Councillor Richard Cornelius

Action has been taken in as timely a way as possible given the planning system that we have.

Question 47

Councillor Barry Rawlings

What is the latest update on the Catalyst arbitration?

Answer by Councillor Daniel Thomas

The Council received the final partial arbitral award on 26 July 2010. The value of the award to Catalyst is not yet finalised, but a range of £5m to £6m is anticipated, against a claim of between £12-17m. A detailed report will be considered by Cabinet Resources Committee on 19 October on the implications of the outcome of the arbitration process. The Council is seeking to enter into a renegotiation of this contract which was created by the previous Labour/Liberal Democrat administration. The renegotiation will be led by the Deputy Chief Executive and Acting Director of Adult Social Services, to manage on-going financial and service delivery risks.