

**MEETING**

**BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

**DATE AND TIME**

**THURSDAY 7TH MARCH, 2013**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

**TO: MEMBERS OF BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)**

Chairman: Councillor Anthony Finn (Chairman)  
Vice Chairman: Councillor Joan Scannell (Vice-Chairman)

**Councillors**

Geof Cooke	Arjun Mittra	Alan Schneiderman
Brian Gordon	Alison Moore	Reuben Thompstone
John Marshall	Hugh Rayner	

**Substitute Members**

Andrew Strongolou	Barry Rawlings
Ross Houston	Rowan Quigley Turner

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

**Aysen Giritli – Head of Governance**

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Media Relations contact: Sue Cocker 020 8359 7039

**CORPORATE GOVERNANCE DIRECTORATE**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declaration of Members' Interests  a) Disclosable Pecuniary Interests and Non Pecuniary Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)	
4.	Public Question Time (If any)	
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) (If any)	
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	<b>Work Programme</b>	
10.	Budget and Performance Overview and Scrutiny Committee Forward Work Programme	95 - 102
11.	Any Other Items the Chairman Decides are Urgent	

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### **FACILITIES FOR PEOPLE WITH DISABILITIES**

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	7 March 2013
<b>Subject</b>	<b>Quarter 3 2012/13 Financial and Corporate Performance</b>
Report of	Scrutiny Office / Corporate Performance
Summary	This report presents information for financial and Corporate Plan performance for quarter three 2012/13.
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A
Reason for urgency / exemption from call-in	n/A
Function of	Budget and Performance Overview and Scrutiny Committee
Enclosures	Annex A: Quarter 3 Monitoring 2012/13, Report to Cabinet Resources Committee, 25 February 2013
Contact for Further Information:	Contact for further information: Andrew Charlwood: ☎ 020 8359 2014, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That the Committee consider the Quarter 3 Monitoring Report for 2012/13 (as set out in Annex A) and make comments and recommendations as appropriate.**
- 1.2 That the Committee consider the Quarter 3 Corporate Performance Indicators for 2012/13 (as referred to in the Background Information section of the report) and make comments and recommendations as appropriate.**

## **2 RELEVANT PREVIOUS DECISIONS**

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

## **3.1 COPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 This report presents the latest available information for all finance and performance indicators in relation to the three Corporate Priorities in the Corporate Plan 2012-13 which are:

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

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Review of finance and performance issues by this Committee should contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet Corporate Plan performance targets.

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

- 5.1 As set out in the equalities section in section 5 of the Cabinet Resources Committee (CRC) report contained in Annex A.

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

- 6.1 As set out in the use of resources issues raised in section 6 of the CRC report contained in Annex A.

## **7. LEGAL ISSUES**

- 7.1 As set out in the legal issues raised in section 7 of the CRC report contained in annex A.

## **8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

- 8.1 The scope of Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Constitution;
- 8.2 Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has, amongst other duties, responsibility for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies

## **9. BACKGROUND INFORMATION**

### **Financial Performance**

- 9.1 Annex A of this report contains the Quarter 3 Monitoring 2012/13 report which was considered by the Cabinet Resources Committee on 25 February 2013. It contains information on revenue, capital, performance and projects.

### **Corporate Performance**

- 9.2 The Corporate Plan for 2012/13 sets out the Council's direction and strategy. Every service undertakes a range of activities to deliver these priorities, ensuring that the Council provide effective, efficient, and value for money services to residents. The Council measure and publish progress against the Corporate Plan quarterly. This information is available via the Council's website. In accordance with current practice, Quarter 3 Performance data has been circulated to Committee Members via e-mail. Committee Members have been requested to highlight any areas of concern and refer these to the Chairman who will request a written response to the issue(s) raised. Where the Chairman considers it appropriate, Cabinet Members and/or officers will be invited to attend the Committee meeting to respond to specific performance issues. The Committee can request in-depth performance reports on specific performance issues to be presented to future meetings if they consider this appropriate.

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

- 10.1 Quarter 3 Corporate Performance:  
[http://www.barnet.gov.uk/info/725/corporate\\_plan\\_and\\_performance/270/corporate\\_plan\\_and\\_performance](http://www.barnet.gov.uk/info/725/corporate_plan_and_performance/270/corporate_plan_and_performance)

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**Annex A**

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Meeting	Cabinet Resources Committee
Date	25 February 2013
<b>Subject</b>	<b>Quarter 3 Monitoring 2012/13</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 3 Monitoring 2012/13 report and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Catherine Peters – Head of Finance, Closing & Monitoring Antony Russell – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – Performance Report Appendix B – Revenue Monitoring by Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis Appendix E – Corporate Risk Register Appendix F – One Barnet Programme Appendix G – Virements
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Catherine Peters, Head of Finance, Closing & Monitoring, 020 8359 7142

## **1. RECOMMENDATIONS**

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.1.2)**
- 1.2 That Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project, and risk measures where quarter one performance remains a challenge (Sections 9.3, 9.10, and Appendix A).**
- 1.3 That a request for an ongoing virement of £0.450m within central expenses from contingency to Insurance be approved. (Paragraph 9.4.1)**
- 1.4 That the Agency Costs for the first quarter be noted. (Paragraph 9.6.1)**
- 1.5 That the write off of income debts under £5,000 with a total value of £0.304m approved under the Chief Finance Officer's authority be noted. (Paragraph 9.7.1)**
- 1.6 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 9.8.1)**
- 1.7 That the proposed 2012/13 capital additions/deletions totalling £9.281m and slippage of £54.308m as set out in Table 4 (Paragraph 9.9.1) and Appendix C and the related funding implications summarised in Table 5 (Paragraph 9.10.1) be approved.**
- 1.8 That the Corporate Risk Register at Appendix E be noted.**
- 1.9 The One Barnet Programme (Paragraph 9.12 and Appendix F) be noted.**
- 1.10 That a request for a one off virement of £1.303m to realign the Insurance budgets from central expenses to services be approved (Paragraph 9.5.1 and Appendix G)**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 6 March 2012 (Decision item 4.1.1) – approved the Council Budget and Council Tax 2012/2013.
- 2.2 Cabinet Resources Committee, 20 June 2012 (Decision item 9) – approved the Outturn Report 2011/12.
- 2.3 Cabinet Resources Committee, 18 October 2012 (Decision item 12) – approved the Quarter 1 Monitoring 2012/13.
- 2.4 Cabinet Resources Committee, 17 December 2012 (Decision item 5) – approved the Quarter 2 Monitoring 2012/13.

## **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 Relevant Council strategies and policies include the following:

- Corporate Plan 2012-13;
- 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 The revised forecast level of balances needs to be considered in light of the risk identified in 4.2 below.

4.2 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that 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.

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

5.1 Under the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. With respect to a) the 'protected characteristics' also include marriage and civil partnership.

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

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

6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.

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

6.3 The projected overspend of £0.236m is forecast to reduce General Fund balances from £15.780m to £15.544m. The General Fund balances are therefore forecast to remain above the recommended target level of £15m.

## **7. LEGAL ISSUES**

- 7.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 7.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is a deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

## **8. CONSTITUTIONAL POWERS**

- 8.1 The Council’s Constitution, in Part 3, Responsibility for Functions, states in paragraph 3.6 the functions of the Cabinet Resources Committee including:
- (a) Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
  - (b) To write off debt;
  - (c) To determine external or cross-boundary trading limit; and
  - (d) Approval of schemes not in performance management plans but not outside the Council’s budget or policy framework.
- 8.2 The Council’s Constitution, Part 4, Financial Regulations Part 1 section 4.17 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

## **9. BACKGROUND INFORMATION**

### **9.1 2012/13 Revenue Monitoring**

- 9.1.1 Table 1 below provides a summary of the 2012/13 outturn analysis compared to the revised budget position. As at the end of Quarter 3 the actual net General Fund spend was £130.345m. This represents 46% of the revised budget (61% excluding Housing Benefit where Grants income and expenditure are not yet aligned). The position for the end of the year is currently anticipated to be forecast at an overspend of £0.236m. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

**Table 1: 2012/13 Revenue Quarter 3 Analysis – Summary**

Description	Original Budget £'000	Revised Budget as at 31/12/12 £'000	Forecast Outturn as at 31/12/12 £'000	Forecast Outturn Variation as at 31/12/12 £'000	2011/12 Outturn £'000	Performance			
						Green	Green Amber	Red Amber	Red
Adult Social Care	95,815	97,103	96,866	(237)	98,896	5	1	1	-
Central Expenses	63,143	57,501	56,951	(550)	59,345	n/a	n/a	n/a	n/a
Chief Executive	16,131	17,086	17,348	262	10,819	4	-	1	1
Childrens Services (excluding DSG)	57,701	58,116	57,927	(189)	56,423	7	-	1	2
Commercial Services	14,248	14,799	15,398	599	15,851	3	-	-	1
Corporate Governance	5,859	5,826	5,833	7	5,678	1	-	-	-
Deputy Chief Executive	5,620	6,190	6,188	(2)	12,987	2	2	1	4
Environment, Planning & Regeneration	22,472	24,327	24,673	346	25,601	4	2	1	3
<b>Total 2012/13 General Fund Forecast</b>	<b>280,989</b>	<b>280,948</b>	<b>281,184</b>	<b>236</b>	<b>285,600</b>	<b>26</b>	<b>5</b>	<b>5</b>	<b>11</b>
Allocations agreed from GF Balances	-	-	-	-	-				
General Fund Balances as at 01/04/12	-	-	-	(15,780)					
<b>Projected General Fund Balances (excluding schools balances) at 31/03/13</b>	-	-	-	<b>(15,544)</b>					

Description	Original Budget £'000	Revised Budget as at 31/12/12 £'000	Forecast Outturn as at 31/12/12 £'000	Forecast Outturn Variation as at £'000
Housing Revenue Account	-	-	-	(7,202)

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

## 9.2 Commentary about Revenue Outturn

9.2.1 The Council's overall position has declined since setting the Budget, but improved since quarter 2. The quarter 3 forecast has resulted in a projected overspend of £0.236m. The Council's General Fund Balances are forecast to remain above the recommended level of £15m, and are currently projected to be £15.544m. Service recovery plans should be aiming to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level.

9.2.2 Specific areas for concern continue to be in the Chief Executive, Commercial services and Planning and Regeneration Directorates.

9.2.3 The Chief Executive Directorate is forecasting an overspend of £0.262m which relates primarily to Customer Services and Registration. The overspend is due to the benefits of the Customer Services Transformation programme slipping to later than anticipated as a result of contractual issues with the telephone provider.

9.2.4 The Commercial Services Directorate is forecasting an overspend of £0.599m, which includes:

- an Information Systems overspend of £0.331m for additional costs of the Open Revenues system licences.
- an overspend of £0.215m as a result of planned savings in Corporate Procurement that are unlikely to be achieved. Work is ongoing within the Directorate to identify further potential procurement savings.

- an overspend of £0.158m in Property Services and Asset Management due to a shortfall in income, primarily on car parking fees and the sub letting of Barnet House that is no longer taking place.
- a Corporate Programmes & Consultancy underspend of £0.105m for staff vacancies. This has reduced the overall overspend in Commercial Services, even though this has reduced slightly on the forecast in quarter 2.

9.2.6 The Environment, Planning and Regeneration Directorate is forecasting an overspend of £0.346m. This has reduced significantly since quarter 2 where the service was forecasting to overspend by £1.085m. The Special Parking Account has an allowance in the budget for amendments to existing infrastructure provisions and additional infrastructure provisions. In this financial year many have been funded from external sources and capital schemes. This has freed up the revenue element in the budget. The latest forecast includes the following:

- a reduction in the Recycling income projection due to lower prices being received for materials. In addition there is cost pressure from contract inflation. This is resulting in a forecast overspend of £0.289m.
- Car park income continues to forecast an overspend of £0.273m. This is due to continuing low usage of Council car parks even after tariff changes. Further tariff changes are still being considered.
- The legal process around the implementation of the Central Management System (CMS) has caused a delay to the planned savings and resulted in a forecast overspend of £0.190m.
- Routine highways maintenance continues to exceed budget, resulting in a forecast overspend of £0.181m. A review of capital and revenue schemes is to be undertaken in quarter 4 to realign budgets.
- An overspend of £0.115m on Environmental Health/Cemetery & Crematorium as a result of crematorium income being below expectation, unexpected expenditure on buildings and repairs on the cemetery and crematorium and a reduction in pest control income due to an unusually low number of wasp complaints.
- The Special Parking Account is now projecting an underspend of £0.545m. This is as a result of a reduction in recharges from Traffic and Development (there is no impact on Traffic and Development where targets will still be met).
- £0.155m underspend on Community Protection as a result of lower running costs and staff vacancies.

9.2.7 Specific areas for concern (highlighted above) are high risk areas and it is important to ensure the budget and performance of the service is managed so that it does not continue to be a budget pressure next year.

9.2.8 The council was required to deliver £13.301m savings as part of the 2012/13 budget setting process. Of this total, £1.192m shown in Table 2 below, is still being identified as high risk. The remainder have been implemented or are on course to being implemented in line with original timescales. For the high risk savings, alternative proposals or action plans have been developed by services.

**Table 2: Savings Monitor – key risks and remaining issues outstanding**

Service	Service area	Savings Type	Description of saving	2012/13 £'000
Chief Executive	Libraries	Efficiencies	Implementation of RFID self-service in all sites (for book loans and issues).	(50)
Chief Executive	Libraries	Efficiencies	Shared services partnership. To consider options to work with another local authority, including a review of the home and mobile library service, schools library service, and provision of online resources.	(25)
Chief Executive	Libraries	Income	Increasing fees and charges, using vending machines, selling merchandise.	(20)
Commercial Services	IS	Efficiencies	Further review of contracts and supplier costs on consolidation (IS).	(20)
Commercial Services	IS	Efficiencies	IS Transformation - Reduced supplier costs.	(95)
Commercial Services	IS	Efficiencies	IS Transformation - Reduced software licensing costs.	(76)
Commercial Services	Procurement	Efficiencies	Review of Council contracts.	(440)
Commercial Services	Estates	Efficiencies	Reduction in costs of maintaining properties pending sale.	(120)
Commercial Services	Estates - Mill Hill depot	Efficiencies	Savings in Facilities Management and Security from relocation of depot.	(10)
Commercial Services	Estates - Property Services	Efficiencies	Property Services - increased charging to services and projects	(10)
Commercial Services	Estates - Public offices	Income	Office consolidation	(170)
Environment, Planning and Regeneration	Highways	Service Reductions	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.	(150)
Environment, Planning and Regeneration	Revenue Income Optimisation	Income	Charging for parking in the boroughs 7 remaining free car parks.	(6)

### 9.3 **Q3 performance against the 2012/13 Corporate Plan Indicators (CPIs)**

9.3.1 Of a total of 50 indicators, 46 were required to report in quarter 3. Of the indicators that reported, there were 54.3% of targets met (25 targets rated as green) and 45.7% of targets missed (21 targets rate as red, red-amber, or green-amber). 28 CPIs show a positive or neutral direction of travel, 13 CPIs demonstrate a negative direction of travel. 8 CPIs have reported no change. 5 CPIs have moved from being off target to on target in quarter three, and 4 CPIs have deteriorated from on target to off target.

9.3.5 There are a number of performance issues in quarter 3:

- There were no completions of new homes on the regeneration estates. There were also no completions of affordable homes in the borough during quarter 3.
- In Commercial Services, the target for savings achieved through renegotiation of contracts was missed, with an outturn of 6.1% against a goal of 10%.
- The average length of time spent in temporary emergency accommodation has continued to increase from 28.5 days to 29.1.
- Overall percentage of savings achieved across the council is 90.3%.

- Staff absence levels remain above the target of 6 days at 7.7 days over the last 12 months.
- Performance within Customer Services has remained below the target, despite significantly stronger performance at the call centre during quarter 3. The performance of three call centres (Parking, Adult Social Care, and Environment and Operations) was below 50% of calls answered within 20 seconds.
- Progress has been made to improve customer satisfaction and reduction of the case load backlog in the Planning Service, but performance remains below the service's target.
- There is significant slippage in the capital programme, increasing from 12.2% in quarter 2 to 46.3% in quarter 3.

9.3.6 There are also a number of areas where particularly strong performance or improvement has been reported in quarter 3.

- The council rated as second in London for the comparative Value for Money of council services.
- In Children's Services there was progress closing the achievement gap at key stages 2 and 4, and in increasing the GCSE performance of children with special educational needs.
- In Adult Social Care and Health there was a continued increase in the proportion of service users taking their personal budget as a direct payment, to 20.8%.
- Performance responding to FOI requests continued to improve, from 94% responded to in time during quarter 2 to over 98% in quarter 3.
- In finance, the variation between revised budget and forecast outturn reduced from 0.9% in quarter 2 to 0.6% in quarter 3.
- Satisfaction with the council's telephone service increased to 93.5% from 86% in quarter 2.

#### **9.4 Movements to and from Contingency**

9.4.1 An ongoing virement from contingency to Insurance of £0.450m from within central expenses is requested. This has been assumed in the revenue Monitoring in table 1 and Appendix B.

#### **9.5 Virement**

9.5.1 Insurance budgets are managed centrally. When the premiums have been confirmed, insurance budgets held within service areas are adjusted each year. In accordance with the financial regulations the following Insurance virement requires member approval (Recommendation 1.10) and is detailed further in Appendix G:

- A one off virement of £1.303m from central expenses to realign the Insurance budgets in services.

#### **9.6 Agency Costs**

9.6.1 The table below details all agency staff costs incurred for quarter 3 of 2012/13.



**Table 3: Agency Costs to 31 December 2012**

Service	2011/12	Quarter 1	Quarter 2	Quarter 3		
	Total Agency & Consultants expenditure £'000	Total Agency and Consultants Expenditure £'000	Total Agency and Consultants Expenditure* £'000	Agency Spend £'000	Consultants Spend £'000	Total Agency and Consultants Expenditure* £'000
Adult Social services	1,980	625	880	895	319	1,214
Chief Executive	1,884	566	651	702	179	881
Childrens Services	10,542	1,331	1,608	896	801	1,697
Commercial Services **	4,294	979	1,814	799	1,094	1,893
Corporate Governance	423	101	166	11		11
Deputy Chief Executive	2,548	226	398	317	71	388
Environment, Planning & Regeneration	5,424	531	777	650	2,736	3,386
<b>Totals</b>	<b>27,095</b>	<b>4,359</b>	<b>6,294</b>	<b>4,270</b>	<b>5,200</b>	<b>9,470</b>

\* Data as at 31st December 2012 includes revenue (£7.266m) and capital spend (£2.204m)

\*\* Commercial Services includes "One Barnet" project expenditure £0.254m (Agency) and £1.050m (Consultants) for 12/13.

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

9.7.1 The Council constitution in Part 3, Responsibility for Functions, paragraph 6.7 gives the Chief Finance Officer authority to write-off individual debts up to and including £5,000, in consultation with the London Borough of Harrow Head of Legal/Practice Director Joint Legal Service. This action is then reported retrospectively to Cabinet Resources Committee. The amount of income debt written off is £0.304m.

### 9.8 2012/13 Capital Programme Monitoring

9.8.1 Directors are reminded of the continuing need to closely monitor and manage capital projects during 2012/13, to ensure that they are delivered within budget and in accordance with the agreed timeframe.

### 9.9 2012/13 Capital Monitoring Analysis

9.9.1 Table 4 below summarises the 2012/13 capital programme. The capital monitoring summary and scheme details by service directorate is set out in Appendix D.

**Table 4: 2012/13 Capital Quarter 3 Analysis – Summary**

Service	2012/13 Latest Approved Budget £'000	Additions/ Deletions recommended to Feb CRC £'000	Slippage / Accelerated Spend recommended to Feb CRC £'000	2012/13 Budget (including Feb CRC) £'000	Forecast to year-end £'000	Variance from Revised Budget £'000
Adult Social Care	2,143	(1,026)	-	1,117	1,117	(1,026)
Central Expenses	2,178	(2,178)	-	-	-	(2,178)
Chief Executive	2,783	417	(1,900)	1,300	1,300	(1,483)
Childrens Services	41,517	(1,153)	(19,943)	20,421	20,421	(21,096)
Commercial Services	19,138	(10)	(13,524)	5,604	5,604	(13,534)
Corporate Governance	29	-	(29)	-	-	(29)
Deputy Chief Executive	-	-	-	-	-	-
Environment, Planning & Regeneration	38,903	(956)	(18,912)	19,035	19,035	(19,868)
<b>General Fund Programme</b>	<b>106,691</b>	<b>(4,906)</b>	<b>(54,308)</b>	<b>47,477</b>	<b>47,477</b>	<b>(59,214)</b>
HRA Capital	21,440	(4,375)	-	17,065	17,065	(4,375)
<b>Total Capital Programme</b>	<b>128,131</b>	<b>(9,281)</b>	<b>(54,308)</b>	<b>64,542</b>	<b>64,542</b>	<b>(63,589)</b>

## 9.10 Proposed changes to the 2012/13 Capital Programme

9.10.1 Table 5 below summarises the proposed funding changes to the Capital Programme. A detailed analysis of the proposed changes including additions, deletions and budget movements is provided in Appendix C.

**Table 5: 2012/13 Capital Funding Changes**

Service	Grants £'000	S106 / Other £'000	Capital Receipts £'000	Revenue £'000	Borrowing £'000	Total £'000
Adult Social Care	(1,026)					(1,026)
Central Expenses			(2,178)			(2,178)
Chief Executive			(1,513)		30	(1,483)
Childrens Services	(4,431)		(6,639)	(1,224)	(8,802)	(21,096)
Commercial Services			(13,534)			(13,534)
Corporate Governance			(29)			(29)
Deputy Chief Executive						-
Environment, Planning & Regeneration	(3,399)	(2,472)	(3,103)	(5,024)	(5,870)	(19,868)
<b>General Fund Programme</b>	<b>(8,856)</b>	<b>(2,472)</b>	<b>(26,996)</b>	<b>(6,248)</b>	<b>(14,642)</b>	<b>(59,214)</b>
HRA Capital	-	-	-	(4,375)	-	(4,375)
<b>Total Capital Programme</b>	<b>(8,856)</b>	<b>(2,472)</b>	<b>(26,996)</b>	<b>(10,623)</b>	<b>(14,642)</b>	<b>(63,589)</b>

9.10.2 There has been a significant reduction in the Capital programme this quarter. The main projects affected are as follows:

- Adults Social Care deletions for capital works (£1.026m)
- Central Expenses deletions for redundancies (£2.178m).
- Chief Executive additions for CCTV Installation £0.377m
- Children's deletions for the Pupil referral unit (£1.000m)
- HRA deletions for Regeneration (£4.000m) and Cash incentives (£0.375m)
- The total forecasted slippage of £54.308m is made up primarily of the following:
  - Chief Executive** (£1.900m)
    - Customer Access Centre (£1.900m)
  - Children's service** (£19.943m)
    - Urgent Primary places (£15.338m)
    - Schools Modernisation & access improvement (£1.188m)
    - Targeted capital 14-19 SEN (£1.023m)
    - General School Organisation (£0.870m)
    - Other Children's projects (£1.274m)
  - Commercial Services** (£13.524m)
    - Depot relocation (£11.548m)
    - Corporate IM Program (£1.958m)
  - Environment, Planning & Regeneration** (£18.912m)
    - General Fund regeneration – primarily Grahame Park (£16.539m),
    - Disabled Facilities Projects (£1.000m).
    - Highways non-TFL (£0.413m)
    - Other EPR projects (£0.550m)

This spend is planned to be incurred in future years and has been re-profiled appropriately.

## 9.11 Corporate Risk Register

9.11.1 The Corporate Risk Register is a summary of the main risks that the Council faces and describes the Control Actions put in place to mitigate these risks. The Corporate Risk Register can be found as Appendix E to this report.

**9.12 One Barnet programme**

9.12.1 The latest budgeted figures for each project currently in the One Barnet Programme are detailed in Appendix F, Table 1. The total budget for Wave 1 Projects is £9.847m. The spend in 2012/13 is £2.566m. The total projected spend for the projects through to 2014/15 is £9.821m.

9.12.2 The budget and related savings achieved and projected for each project over the period 2010-19 is detailed in Appendix F, Table 3. The cumulative saving figure is now £121.7m due to the updated NSCSO savings in the Medium Term Financial Strategy reported to Cabinet in November 2012.

9.12.3 At Cabinet on 20 February 2012 the extension of the corporate change programme to include five new major projects and three 'enabling' projects was approved. Details of the latest budgeted figures for each of the five new projects in the One Barnet Programme are detailed in Appendix F, Table 2. The table also includes projected figures for the Information Management System enabling project, the continuation of the Customer Services Transformation Project, the Reorganisation of the Senior Officer and Council Structures Project and the costs of funding the Programme Management Office.

**9.13 Key projects, including One Barnet programme**

9.13.1 A total of 36 projects have been monitored over quarter 3. Of these, two have been given a red rating due to milestone or general project slippage. The projects are:

- MASH – Multi-Agency Support Hub (Children’s Safeguarding): whilst there are some interim working arrangements in place, the full MASH is not due to be up and running until Spring 2013. It had been scheduled to be operational by late 2012.
- NLWA Procurement: this project is marked as red because some slippage has occurred. However, it is anticipated that this project will deliver the required outcomes.

**10. LIST OF BACKGROUND PAPERS**

10.1 None.

<b>Cleared by Finance (Officer’s initials)</b>	<b>JH/MC</b>
<b>Cleared by Legal (Officer’s initials)</b>	<b>TE</b>

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**Performance Report: Quarter Three 2012-13**

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# 1. Corporate performance overview

## 1.1 Corporate performance dashboard

The methodology for calculating these health ratings is explained in section 3 of this report.

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	MTB	HR/People	Key project rating
Adult Social Care and Health	5	(237)	(1,026)	1	-2.5	n/a
Children's Service	3	(189)	(21,096)	-1	-3.5	1
Environment, Planning & Regeneration	1.5	346	(19,868)	1	-3	9
Commercial Services	2	599	(13,534)	-3	1	0
Deputy Chief Executive's Service	-2(P)	(2)	0	2	1	n/a
Chief Executive's Service (incl. Customer Services & Libraries)	2.5	262	(1,483)	-1	-3.5	1
Corporate Governance	1	7	(29)	2	1	0
Central Expenses	n/a	(550)	(2,178)	n/a	n/a	n/a
<b>Totals<sup>[1]</sup></b>	<b>4</b>	<b>236</b>	<b>(63,589)</b>	<b>2</b>	<b>-2.5</b>	<b>4.5</b>

## 2. Whole council summary tables

### 2.1 Key finance indicators

Indicator	2012/13 (Position at 31/12/12)	2012/13 (Position at 30/09/12)	Achieved /Trend
<b>1 Revenue Expenditure</b>			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m 15.54	13.71	
(ii) HRA Balances	£'m 15.01	11.01	
(iii) School Balances	£'m 15.09	15.09	
(b) Performance against Budget: Variations:			
(i) Overspends	£'m 4.15	5.56	
(ii) Underspends	£'m 3.91	3.49	
<b>2 Capital Expenditure</b>			
(i) Total Slippage	£'m 54.31	13.43	
<b>3 Debt Management</b>			
(i) Total Debt Outstanding over 30 days	£'m 11.57	5.1	
(i) Total Debt Outstanding over 12 months	£'m 1.5	1.29	
(iii) Council Tax - % paid	% 83.83	56.74	
<b>4 Creditor Payment Performance</b>			
(i) % of Creditors paid within 30 days	% 97.87	97.98	

**2.2 Revenue budget – corporate overview**

See Monitoring Report

**2.3 Capital budget – corporate overview**

See Monitoring Report

## Appendix A

### 2.4 Corporate Plan performance - corporate overview

Directorate	Total no. of Corp Plan indicators	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report data in Q3
		Green	Green amber	Red amber	Red			
Adult Social Care and Health	7	5	1	1		4	3	7
Children's Services	11	6		2	2	8	2	10
Environment , Planning & Regeneration	10	4	2	1	3	7	2	10
Commercial Service	4	3			1	4	0	4
Deputy Chief Executive (provisional)	10	2	1	1	4	5	2	8
Chief Executive's Service	10	4		1	1	7	2	6
Corporate Governance	1	1				1	0	1
<b>Total</b>	<b>50</b>	<b>25 (54.3%)</b>	<b>4 (8.7%)</b>	<b>6 (13%)</b>	<b>11 (23.9%)</b>	<b>36</b>	<b>11</b>	<b>46</b>

\* A CPI has no target so has no RAG rating so has not been included in the statistics

\*\* A CPI due to be reported is still awaiting data and has not been included in the statistics

Please note: Where the direction of travel is N/A or black this has not been included in the statistics



## 2.5 Human Resource/People performance - corporate overview

### Key corporate HR targets and indicators

Performance Indicator	Period covered	Target	Amber criteria	Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/denominator)	Target Variance	Q3 DoT	Benchmarking
<b>Attendance</b>									
Average number of sickness absence days per employee (Rolling year)	Jan 12 - Dec 12	6	6 - 6.5	7.7	N/A	18450/2403	-28%	▲ 0.2%	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Oct 12 - Dec 12	1.71	1.72 - 1.84	2.2	N/A	5249/2375	-29.2%	▲ 15.1%	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	Oct 12 - Dec 12	100%	>90%	391	92.7%	391/422	7.4%	▲ 1.1%	N/A : measure applicable to LBB only
<b>Performance Review</b>									
% performance reviews completed and agreed for eligible staff only	Apr 12 - Mar 13	100%	>90%			Next reported in Quarter 1 2013/2014			
% mid year reviews completed for eligible staff only	Apr 12 - Mar 13	100%	>90%	2112	95.3%	2112/2215	4.7%	Not Previously reported	N/A : measure applicable to LBB only
<b>Cost</b>									
Variance of total payroll to budget	Oct 12 - Dec 12	£28,473,024	+/-5%	£25,259,411	-11.3%	25259411/28473024	-11.3%	▲ 2.7%	N/A : measure applicable to LBB only
Management Indicator	Period covered		Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/denominator)	DoT Q3 %	Benchmarking		

# Appendix A

## Diversity Data

<b>Percentage of top 5% earners that are female</b>	As at 31 Dec 2012	69	49.6%	69/139	▲ 1.4%	Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)
<b>Number of BME employees as % of total employees</b>	As at 31 Dec 2012	815	31.9%	815/2556	○ 0.0%	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
<b>Number of declared disabled staff as % of total employees</b>	As at 31 Dec 2012	77	2.9%	77/2669	▲ 1.8%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)

## Employee Relations

<b>High Risk - Employee Relations cases as % of total cases</b>	As at 31 Dec 2012	7	7.7%	7/91	▼ 15.5%	N/A : measure applicable to LBB only
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## 2.6 Staff numbers by service

	ESTABLISHED POSITIONS AS FTE	
	Total Established Positions (FTE)	Occupied (FTE)
Chief Executive	411.58	325.21
Adult Social Services	315.99	267.51
Children's Service	974.06	840.69
Corporate Governance	56.00	40.48
Deputy Chief Executive Service	225.60	180.61
Commercial Services	147.19	109.77
Environment, Planning & Regen.	790.51	654.10
<b>Total</b>	<b>2,920.93</b>	<b>2,418.36</b>

EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE	EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE		TOTAL
	Permanent	Fixed Term, Temporary, Seasonal	
	294.76	25.54	320.30
	236.02	21.04	257.06
	652.08	157.03	809.11
	34.47	7.00	41.47
	140.39	34.22	174.61
	97.77	11.00	108.77
	609.76	49.53	659.29
	2,065.24	305.36	2,370.60

MSP RESOURCE AS HEADCOUNT	MSP RESOURCE AS HEADCOUNT		TOTAL
	Resource paid in the quarter	Consultants paid in the quarter	
	2	9	11
	0	9	9
	12	17	29
	0	1	1
	3	7	10
	3	7	10
	1	26	27
	21.00	76.00	97.00

NON MSP RESOURCE AS Headcount	NON MSP RESOURCE AS Headcount		TOTAL
	Resource paid in the quarter	Consultants paid in the quarter	
	2	9	11
	0	9	9
	12	17	29
	0	1	1
	3	7	10
	3	7	10
	1	26	27
	21.00	76.00	97.00

AVAILABLE CASUAL RESOURCE AS FTE	AVAILABLE CASUAL RESOURCE AS FTE		TOTAL
	Resource paid in the quarter	Consultants paid in the quarter	
	2	9	11
	0	9	9
	12	17	29
	0	1	1
	3	7	10
	3	7	10
	1	26	27
	21.00	76.00	97.00

2.7 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Adult Social Services				0
Chief Executive's Office			1	1
Children's Services	1	10	7	18
Commercial Services				0
Deputy Chief Executive including One Barnet				0
Environment, Planning & Regeneration	1	2	14	17
<b>Totals</b>	<b>2</b>	<b>12</b>	<b>22</b>	<b>36</b>

Key projects issues identified in quarter 3:

A total of 36 projects have been monitored over quarter 3, of these projects 2 have been given a Red RAG rating due to milestone or general project slippage, these projects are listed below.

1. **MASH – Multi-Agency Support Hub (Children's Safeguarding)**: Whilst there are limited interim working arrangements in place, the full MASH is not due to be up and running until Spring 2013. It had been scheduled to be operational by late 2012.
2. **NLWA Procurement** – This project is marked as red according to the established RAG methodology because some slippage has occurred. However, it is anticipated that this project will deliver the required outcomes.

### 3. Methodology for traffic light ratings

#### 3.1 Thresholds for awarding directorate-level health rating traffic lights

	Green	Green Amber	Red Amber	Red
Revenue & capital budget mgt - variance % (above and below)	Good performance 0%	Good, with some concerns < 0.5%	Some concerns 0.5 - 1%	Serious concerns More than 1%
Corporate Plan & HR performance scores	More than 2	0.5 to 2	-1 to 0.	Less than -1

#### 3.2 Method for producing the Corporate Plan, HR/People and Project health ratings

Each individual performance indicator is traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. Points for each are awarded, as shown in the table below, and then added together to produce the overall health rating score for each directorate.

	Points for each indicator
Green	1
Green Amber	0.5
Red Amber	-0.5
Red	-1

For example, if there were four indicators in a particular directorate and each achieved one of the four traffic lights, the net result would be a score of 0 and this would produce a Red Amber overall health rating, based on the table above.

#### 3.3 Method for producing individual performance indicator traffic light ratings

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

## Appendix A

If the targeted improvement is below 80% but above 65% the indicator will get a Red Amber rating.

For example, if the baseline is 80 people and the target is 100 people, the targeted improvement is 20. 80% of 20 is 16, so the outturn would need to be at least 96 people to achieve Green Amber and at least 93 people to achieve a Red Amber.

Whilst initial traffic lights will be based on this objective criterion, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. Where this has occurred it will be clearly stated in the report with the reasons given.

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

The criteria for red and amber traffic lights for HR/People measures differ for each indicator; the amber criterion for each is shown alongside the indicator in the individual data tables.

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

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

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

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

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

**Revenue Monitoring by Directorate**

Adult Social Care

Description	Variations			Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	
	£000	£000	£000	
Care Services - Learning Disabilities	34,081	34,940	35,210	270 Overspend from increase in demand and services in addition to the YCB block contract.
Care Services - Mental Health	7,114	6,451	6,471	20 Overspend is due to an increase in residential clients placements due to an increase in high cost cases on autistic spectrum
Care Services - Older Adults - Physical Disabilities	42,085	44,032	44,186	154 Main overspend relates to an increase in Direct Payments and additional placements in Residential care
Transformation & Resources	3,855	3,551	3,450	(101) Underspend is due to saving on interim joint Director with Children's Service and other staff vacancies.
Strategic Commissioning & Supply Management	8,741	8,190	7,610	(530) Savings on Housing related support which will be re-directed towards lower level preventative services.
Government Grant Income	(61)	(61)	(61)	
<b>Total</b>	<b>95,815</b>	<b>97,103</b>	<b>96,866</b>	<b>(237)</b>

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) 24 cost centres over £100,000
- b) 26 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

**Central Expenses**

Description	Variations			Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	
	£000	£000	£000	
Corporate Subscriptions	314	314	314	
Levies	27,831	27,632	27,082	(550) Underspend on levies budget and a refund from the North London Waste Authority
Central Contingency	9,275	4,081	4,081	
Rate Relief	433	433	433	
Capital Financing	19,469	19,220	19,220	
Early Retirement costs	5,004	5,004	5,004	
FRS17 Adjustment	-	-	-	
Car Leasing	2	2	2	
Corporate Fees & Charges	799	799	799	
Miscellaneous Finance	16	16	16	
CDC DRM	-	-	-	
<b>Total</b>	<b>63,143</b>	<b>57,501</b>	<b>56,951</b>	<b>(550)</b>

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- a) 1 cost centre over £100,000
- b) 0 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Chief Executive	Description	Variations			Comments
		Original Budget	Budget V1	Q3 Forecast 2012/13	
		£000	£000	£000	
	Strategic Directors	552	467	475	8 Overspend due to olympics costs
	Assistant Chief Executive Service	2,133	2,333	2,363	30 Overspend due to staffing pressures and underachievement of recharge income
	Grants	548	782	836	54 Grant pressure, seeking contribution from outside agency
	Library Services	5,368	5,359	5,262	(97) Due to tight management across all budgets in preparation for a very challenging savings target for 2012/13 and likely redundancy costs resulting from the on-going restructure.
	Revenues and Benefits	6,510	5,788	5,788	
	Customer Services & Registration	1,020	2,357	2,624	267 Contractual issues with telephone provider causing slippage to CST benefit deliverables.
	<b>Total</b>	<b>16,131</b>	<b>17,086</b>	<b>17,348</b>	<b>262</b>
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a) 5 cost centres over £100,000					
b) 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m					
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.					
<b>Childrens Services</b>	<b>Description</b>	<b>Variations</b>			<b>Comments</b>
		Original Budget	Budget V1	Q3 Forecast 2012/13	Variation
		£000	£000	£000	£000
	Management Team	1,779	1,283	1,307	24 Overspend on consultants costs offset by shared costs for the Directors post
	Social Care Division				
	Social Care Management	2,685	2,453	2,340	(113) Salary underspends due to staff vacancies in central resources team
	Children In Care	19,919	20,363	21,114	751 Net position of a number of over and under spends. Main pressure is in external residential care.
	Children In Need	4,114	4,449	4,481	32 General staffing overspends due to supernumerary agency staff
	Schools & Learning	2,125	2,118	2,049	(69) Underspend in Education welfare service due to staff vacancies & additional income for newly qualified teachers
	Safeguarding, Partnerships & Prevention				
	Safeguarding	1,084	1,259	1,270	11 Overspend in staffing and general running costs offset by vacancies in other areas
	Early Intervention & Prevention (BRs)	8,591	9,058	9,294	236 Overspend on funding teachers in children's centres
	Integrated Youth & Play Services	4,212	4,215	3,841	(374) Saving on vacant Head of YOS post, other u/s on salaries and savings on supporting people contract
	Access to Learning & Complex Needs	11,141	10,801	10,069	(732) Underspend mainly from 13/14 Transport savings being achieved early
	Other Children's Service Budgets (including PPP & Schools Funding)	2,051	2,117	2,162	45 Overspend in the Communications & Complaints team offset by underspends in various other areas.
	Schools Direct Management				
	<b>Total (excluding SDM)</b>	<b>57,011</b>	<b>58,116</b>	<b>57,927</b>	<b>(189)</b>
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a) 21 cost centres over £100,000					
b) 2 cost centres over £50,000 where the cost centre's gross budget is less than £1m					
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.					

Commercial Services	Description	Variations			Comments
		Original Budget	Budget V1	Q3 Forecast 2012/13	
		£000	£000	£000	
	Corporate Programmes & Consultancy	692	821	716	
	Property Services & Asset Management	7,503	7,926	8,084	Underspend due to staff vacancies 158 Overspend due to shortfall in income, such as car parking fees and sub letting of Barnet House no longer taking place
	Corporate Procurement	(257)	(100)	115	215 Shortfall on procurement savings; work is ongoing to identify further savings
	Information Systems	6,310	6,152	6,483	331 Additional costs of Open Revenues licences
	One Barnet Programme	-	-	-	
	<b>Total</b>	<b>14,248</b>	<b>14,799</b>	<b>15,398</b>	<b>599</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 7 cost centres over £100,000  b) 5 cost centres over £50,000 where the cost centre's gross budget is less than £1m  c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>					
Corporate Governance	Description	Variations			Comments
		Original Budget	Budget V1	Q3 Forecast 2012/13	
		£000	£000	£000	
	Legal Services	1,750	1,778	1,888	110 Overspend due to Transition costs plus pressures from disbursements and shortfall of income
	Democratic Services	654	662	668	(4)
	Members	1,591	1,588	1,477	(111)
	Corporate Anti Fraud Team	722	722	723	1
	Elections	421	421	479	58
	Civil Protection	175	175	174	(1)
	Standard & Info Rights Team	230	248	239	(9)
	Corporate Governance Directors	316	232	203	(29)
	Leaders Office	10	10	2	(8)
	Insurance	(10)	(10)	(10)	-
	<b>Total</b>	<b>5,859</b>	<b>5,826</b>	<b>5,833</b>	<b>7</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 2 cost centres over £100,000  b) 4 cost centres over £50,000 where the cost centre's gross budget is less than £1m  c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>					



Deputy Chief Executive	Description	Variations			Comments
		Original Budget	Budget V1	Q3 Forecast 2012/13	
		£000	£000	£000	
	Corporate Programmes	115	60	63	
	Finance	3,557	3,881	3,881	
	Human Resources	1,948	2,249	2,244	(5)
	<b>Total</b>	<b>5,620</b>	<b>6,190</b>	<b>6,188</b>	<b>(2)</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) cost centres over £100,000</p> <p>b) cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are reflected in the commentary above.</p>					
Environment, Planning & Regeneration					
Environment, Planning & Regeneration	Description	Variations			Comments
		Original Budget	Budget V1	Q3 Forecast 2012/13	
		£000	£000	£000	
	Land Charges	(964)	(964)	(914)	50 Land Charges income below expectation.
	Environmental Health/ Cem & Crem	1,238	1,250	1,365	115 Crematory & Crematorium income below expectation. Unexpected expenditure on buildings and repairs on Crematory and Crematorium. Reduction in Pest control income due to unusually low number of Wasp complaints.
	Planning	478	533	540	7 Slight over spend on running costs and slight income below expectation.
	Strategy (Planning & Housing)	634	634	639	5
	Building Control	(665)	(220)	(277)	(67) Low running costs and savings on vacancies.
	Housing	3,623	3,323	3,425	102 Pressure on cost of short term TA, partially offset by vacant posts and increased PSL income.
	Regeneration Service	(224)	(175)	(180)	(5)
	Management and performance	1,311	1,324	1,388	64 Staffing Pressure
	Highways Inspection/Maintenance	2,265	1,996	2,177	181 Routine maintenance continues to exceed budget.
	Highways income budgets incl. NRSWA	(897)	(871)	(857)	14
	Greenspaces	4,869	4,963	4,965	2
	Cleansing	4,087	4,236	4,127	(109) Underspend due to reduced staffing costs and pro-active management of agency staff
	Refuse (domestic and trade waste)	3,271	3,415	3,435	20 Overspend includes staff transferred over from Street Cleansing and additional agency costs.
	Parking	(979)	(678)	(405)	273 Overspend due to continuing low usage of Council car parks even after tariff changes. Further tariff changes to be considered.
	Transport	(165)	(131)	(239)	(108) Underspend due to continuing reduced transport and fleet costs
	Recycling	3,383	3,531	3,820	289 Recycling income projection has been reduced due to lower prices being received for materials. In addition there is cost pressure from contract inflation.
	Street Lighting	5,800	6,396	6,586	190 Savings delayed by legal process required for the CMS contract change
	Community Safety	211	223	175	(48) Savings due to vacancies
	Community Protection	1,229	1,285	1,130	(155) Savings due to running costs and vacancies
	Leisure	863	1,364	1,425	61 Overspend due to repair projects at both Hendon and Finchley
	WOM	-	-	0	
	<b>Environment, Planning &amp; Regeneration</b>	<b>29,368</b>	<b>31,434</b>	<b>32,325</b>	<b>891</b>
	<b>Special Parking Account</b>	<b>(6,896)</b>	<b>(7,107)</b>	<b>(7,652)</b>	<b>(545)</b>
	<b>Environment, Planning &amp; Regeneration Total (inc SPA)</b>	<b>22,472</b>	<b>24,327</b>	<b>24,673</b>	<b>346</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 8 cost centres over £100,000</p> <p>b) 2 cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are reflected in the commentary above.</p>					

Dedicated Schools' Grant				
Description	Variations			Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	
	£000	£000	£000	
Centrally Retained	27,635	30,811	29,529	Overall there are a number of over and under spends on various centrally retained cost centres but the main underspend in Schools contingencies.
ISB	223,014	170,742	170,742	
DSG & LSC Grant	(250,781)	(201,644)	(201,644)	
<b>Total</b>	<b>(132)</b>	<b>(91)</b>	<b>(1,373)</b>	<b>(1,282)</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 12 cost centres over £100,000</p> <p>b) 9 cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>				
Housing Revenue Account				
Description	Variations			Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	
	£000	£000	£000	
LBB Retained	1,542	237	112	
HRA Regeneration	1,126	1,126	(216)	Underspend on salaries and running costs
HRA Other Income and Expenditure (net)	(5,034)	(3,729)	(9,456)	More costs recoverable from developers than expected and savings from an establishment restructure
Support Service recharges	576	576	576	Lower than budgeted interest rate payable on external loans and higher than anticipated rental income from lower void loss rate and higher than budgeted stock numbers & less than expected expenditure on MRR financing HRA capital programme
Interest on Balances	(80)	(80)	(88)	
HRA Surplus/Deficit for the year	1,870	1,870	1,870	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>(7,202)</b>	<b>(7,202)</b>
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 2 cost centres over £100,000</p> <p>b) 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>				

Service	Year	Capital Programme	Funding Type	If Additions/Deletions £'000	If Slippage/Accelerated Spend £'000	Explanation for request
Adult Social Care	2012/13	Capital works	Grant	(1,026)		
Central Expenses	2012/13	Capitalised Redundancies	Capital Receipts	(2,178)		Deletion of programme
Chief Executive	2012/13	GIS	Capital Receipts	10		
Chief Executive	2012/13	GIS	Borrowing	30		
Chief Executive	2012/13	Customer Access Centre	Capital Receipts	202	(1,900)	
Chief Executive	2012/13	CCTV Installation	Capital Receipts	175		
Childrens Services	2012/13	Temporary Expansions - Allocated	Grant	(4)		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Temporary Expansions - Allocated	Borrowing	(11)		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Pupil Referral Unit - Meadway	Grant	4		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Pupil Referral Unit - Meadway	Borrowing	11		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Modernisation	Grant	(198)	(7)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Extended Schools	Grant	198		Allocating money from Extended Schools to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Grant	198		Allocating money from Extended Schools to Other temporary expansions
Childrens Services	2012/13	Temporary Expansions - Allocated	Borrowing	(29)		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Temporary Expansions - Allocated	Grant	(8)		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Borrowing	29		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Grant	8		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Broadfields Extension	Capital Receipts		(350)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	PSCIP - Whittings Hill	Borrowing	(500)		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing	500		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing		(314)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Grant		(1,134)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Orion/Blessed	Grant		(406)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Domitic	Capital Receipts		(450)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Orion/Blessed	Capital Receipts		(450)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Domitic	Capital Receipts		(1,782)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Brunswick Park	Capital Receipts		(1,330)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Brunswick Park	Capital Receipts		(1,330)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Martin	Borrowing	23		Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Unallocated	Borrowing	23		Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Primary Schools Capital Investment Programme (PSCIP) - Northway/Fairway	Borrowing	23		Allocating money from urgent primary places - permanent expansions unallocated to Northway/Fairway
Childrens Services	2012/13	Major School Rebuild - Hyde	Borrowing	(2)		Deletion - project complete
Childrens Services	2012/13	PSCIP - Broadfields	Borrowing	(110)		Deletion - project complete
Childrens Services	2012/13	PSCIP - Whittings Hill	Borrowing	(200)		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Christis College	Borrowing	200		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	East Barnet	Capital Receipts		(1)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	East Barnet	Borrowing		(249)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Christis college	Grant		(466)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Christis college	Borrowing		(200)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Capital	Grant		(189)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Primary Capital Programme - Childs Hill	Grant	(96)		Deletion - project complete
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Capital Receipts		(19)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Revenue		(365)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Borrowing		(417)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Aiming High for Disabled Children - Short breaks	Grant		(455)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	TGF - Kitchen & Dining	Capital Receipts	(50)		Deletion - project complete
Childrens Services	2012/13	TGF - Kitchen & Dining	Borrowing	(24)		Deletion - project complete
Childrens Services	2012/13	Pupil Referral Unit	Borrowing	(1,000)		Deletion of scheme - project not going ahead
Childrens Services	2012/13	Early Intervention System	Revenue	200		Addition to programme of revenue contribution
Childrens Services	2012/13	Outstanding commitments on completed schemes	Capital Receipts	(71)		Deletion - project complete
Childrens Services	2012/13	Primary Capital Programme (Colindale)	Borrowing		(200)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	TGF - Kitchen & Dining (Garden Suburb)	Grant		(34)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Surestart	Grant	(150)		Deletion - projects complete
Childrens Services	2012/13	Other Temporary Expansions	Grant	150		Deletion - projects complete
Childrens Services	2012/13	Modernisation	Grant		(199)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Modernisation	Borrowing		(982)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Grant		(1,366)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Capital Receipts		(640)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Borrowing		(1,035)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places - Perm (unallocated)	Capital Receipts		(679)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places - Perm (unallocated)	Revenue		(2,175)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN	Borrowing		(131)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	TGF - Kitchen & Dining	Grant		(200)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	e-financials	Capital Receipts		(36)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Modernisation	Revenue		(180)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Mill Hill East	Grant	186		Reprofiling
Commercial Services	2012/13	IS Refresh	Capital Receipts	(10)		Reprofiling
Commercial Services	2012/13	Depot Relocation	Capital Receipts		(11,548)	It is unlikely that a new site will be purchased this financial year and therefore construction will start post april 2013
Commercial Services	2012/13	Corporate IM Platform	Capital Receipts		(1,969)	
Commercial Services	2012/13	Arts Depot Lift	Capital Receipts		(19)	
Corporate Governance	2012/13	Emergency Response Command Centre	Capital Receipts		(29)	

Service	Year	Capital Programme	Funding Type	If Additions/ Deletions £'000	If Slippage/ Accelerated Spend £'000	Explanation for request
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106	478		Substitution from EPR existing scheme from Q2
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant	220		Substitution from EPR existing scheme from Q2
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106		(2,623)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant		(2,390)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Revenue		(4,980)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106		170	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant		140	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Borrowing		(5,000)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(1,200)	Slippage to 2013/14 due to programme not starting
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing		(134)	Slippage to 2013/14 due to programme not starting
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(100)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	s106		(130)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Grant		(90)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing		(120)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(150)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Grant	191		Additional Grant Awarded
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Revenue	16		Additional Revenue funding (from a refund of a cheque)
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(1,000)	Slippage to 2013/14 due to slow start at the beginning of the year
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing		(600)	Slippage to 2013/14 due to slow start at the beginning of the year
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(62)	Slip forward of outstanding retention funds owed to contractors which are yet to be finalised.
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(22)	Slip forward of outstanding retention funds owed to contractors which are yet to be finalised.
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts	(202)		Transfer of the CCTV Review (Saler Communities One Barret Wave 2 Project) to Chief Executive's Services
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts	(175)		Transfer of the CCTV Review (Saler Communities One Barret Wave 2 Project) to Chief Executive's Services
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing		(10)	Carry forward amount as project due to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing	24		Substituted funding across parks projects to complete the play areas
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing	(24)		Substituted funding across parks projects to complete the play areas
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	s106		27	Slip back of funding to accommodate accelerated spend on surveys for the parking zones
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing	(5)		Change in programme category
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Grant	(4)		Completion of projects and final adjustments
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Grant	(102)		Completion of projects and adjustments
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Grant	61	(6)	Addition to the programme of remainder of funding available and carry forward amount of project due to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	9		Change of classification of spend & transfer of this funding to HD64, nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	9		Change of classification of spend & transfer of this funding to HD64, nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	(1,287)		2011 final adjustments, & 2012 in year adjustments
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	(60)		1) Change in programme funding, Nil overall effect;
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing	(60)		Additional s106 funding
Environment, Planning and Regeneration	2012/13	Schools programme	s106	5		1) Change in programme funding, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(9)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(173)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106	(21)		s106 Programme deletions
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing	(62)		Change of programme category
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(49)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	Grant		(9)	Reprofiled project works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106	(60)		Change in funding stream, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	90		Change in funding stream, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	s106	(6)		Change of programme category
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(16)	Slip forward of Travel Plan funding
Environment, Planning and Regeneration	2012/13	Schools programme	s106	5		Change of programme category
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(81)	Reprofiled works, predominantly s106, and spend
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(3)	Reprofiled works, predominantly s106, and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106	(71)		Remove old programme lines, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	s106	71		Remove old programme lines, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(27)	Remove old programme lines, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	s106	27		Remove old programme lines, Nil overall effect
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(22)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(13)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(1)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	s106		(2)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Schools programme	Capital Receipts		(90)	Reprofiled project spend on Waste Containers
Environment, Planning and Regeneration	2012/13	Schools programme	RCCO		(60)	Will continue to lease & not purchase equipment this financial year. Position to be re-evaluated in 2013.
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	(138)		Final amendments to project account
Environment, Planning and Regeneration	2012/13	Schools programme	Capital Receipts	122		Change in programme category
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(29)	Reprofiled project spend
Environment, Planning and Regeneration	2012/13	Schools programme	Capital Receipts		(3)	Reprofiled project spend
Environment, Planning and Regeneration	2012/13	Schools programme	Capital Receipts		(74)	Reprofiling of work now scheduled to be completed early 2013/14
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(24)	Partial slip forward of outstanding amount of retention funds relating to the bridge contract works
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(102)	Slip forward for further schemes not initiated before year end due to procurement timescales
Environment, Planning and Regeneration	2012/13	Schools programme	Borrowing		(375)	Deletion of budget due Programme stopping - Therefore no more spend for 2012-13
HRA	2012/13	Cash Incentive	MRA	(4,000)		Budget to be deleted due as no more Regen work taking place this year
HRA	2012/13	HRA Regeneration	MRA	(9,281)	(54,308)	

Service	2012/13 Latest Approved Budget	Additions/ (Deletions) recommended to Feb CRC	(Slippage) / Accelerated Spend recommended to Feb CRC	2012/13 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2012/13 Approved Budget
	£'000	£'000	£'000	£'000	£'000	£'000	%
Mental Health and Adults Personal Social Services Allocations	2,143	(1,026)	-	1,117	1,117	(1,026)	0%
<b>Adult Social Care</b>	<b>2,143</b>	<b>(1,026)</b>	-	<b>1,117</b>	<b>1,117</b>	<b>(1,026)</b>	<b>0%</b>
Capitalised Redundancies	2,178	(2,178)	-	-	-	(2,178)	0%
<b>Central Expenses</b>	<b>2,178</b>	<b>(2,178)</b>	-	<b>-</b>	<b>-</b>	<b>(2,178)</b>	<b>0%</b>
Chief Executive Services	417	(1,900)	(1,900)	1,300	1,300	(1,483)	(68%)
<b>Chief Executive</b>	<b>2,783</b>	<b>417</b>	<b>(1,900)</b>	<b>1,300</b>	<b>1,300</b>	<b>(1,483)</b>	<b>(68%)</b>
Schools Access Initiatives	-	-	-	-	-	-	-
Schools Modernisation & Access Improvement Programmes	5,456	201	(1,188)	4,469	4,469	(987)	(22%)
Urgent Primary Places	-	-	-	-	-	-	-
Temporary Expansions - Allocated	2,029	(62)	-	1,977	1,977	(62)	(101%)
Other Temporary Expansions	3,207	385	(3,241)	351	351	(2,856)	(25%)
Broadfields	1,408	-	(950)	1,058	1,058	(350)	(72%)
Mill Hill East	2,000	314	(1,448)	866	866	(1,134)	(24%)
Orion Primary/ blessed Dominic	3,591	-	(856)	2,735	2,735	(856)	(89%)
Moss hall infants and Juniors	2,000	-	(1,782)	218	218	(1,782)	(89%)
Brunswick Park	1,500	-	(1,330)	170	170	(1,330)	(89%)
Menorah Foundation	1,600	-	-	1,600	1,600	-	-
St Mary's and St Johns	3,000	-	-	3,000	3,000	-	-
Other Permanent Expansions - Allocated	2,001	-	(1,860)	141	141	(1,860)	(93%)
Unallocated	4,494	(23)	(4,471)	-	-	(4,494)	(99%)
Surestart Programme	153	(150)	-	3	3	(150)	(2)
Major School Rebuild Total	2	(2)	-	-	-	(2)	(2)
Primary Schools Capital Investment Programme	1,410	(787)	-	623	623	(787)	(21%)
East Barnet Schools Rebuild	1,177	200	(250)	927	927	(250)	(47%)
General Schools Organisations	1,835	200	(870)	1,165	1,165	(670)	(49%)
Other Schemes	4,654	(1,239)	(2,297)	1,118	1,118	(3,536)	(48%)
<b>Childrens Service</b>	<b>41,517</b>	<b>(1,153)</b>	<b>(19,943)</b>	<b>20,421</b>	<b>20,421</b>	<b>(21,096)</b>	<b>(48%)</b>
Capital Schemes Managed by Schools	(798)	-	-	(798)	(798)	-	0%
<b>Capital Schemes Managed by Schools</b>	<b>(798)</b>	<b>-</b>	<b>(798)</b>	<b>(798)</b>	<b>(798)</b>	<b>-</b>	<b>0%</b>
Commercial Services	19,138	(10)	(13,524)	5,604	5,604	(13,534)	(71%)
<b>Commercial Services</b>	<b>19,138</b>	<b>(10)</b>	<b>(13,524)</b>	<b>5,604</b>	<b>5,604</b>	<b>(13,534)</b>	<b>(71%)</b>
Corporate Governance Projects	29	-	(29)	-	-	(29)	(100%)
<b>Corporate Governance</b>	<b>29</b>	<b>-</b>	<b>(29)</b>	<b>-</b>	<b>-</b>	<b>(29)</b>	<b>(100%)</b>
Deputy Chief Executive Services	-	-	-	-	-	-	-
<b>Deputy Chief Executive</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
CCTV	461	(377)	(84)	-	-	(461)	(18%)
Greenspaces & Leisure	675	-	(10)	665	665	(10)	(1%)
Highways - non-TfL	9,196	(19)	(413)	8,764	8,764	(432)	(4%)
Highways - TfL	6,447	(1,470)	(8)	4,969	4,969	(1,478)	(30%)
Parking	529	5	(158)	376	376	(153)	(51%)
Waste	293	-	(150)	143	143	(150)	(99%)
Housing Association Programme	-	-	-	-	-	-	-
General Fund Regeneration	16,772	698	(16,539)	931	931	(15,841)	(33%)
Disabled Facilities Grants Programme	3,020	207	(1,000)	2,227	2,227	(793)	(36%)
Housing Management System	-	-	-	-	-	-	-
Other Projects	1,510	-	(550)	960	960	(550)	(36%)
<b>Environment, Planning and Regeneration</b>	<b>38,903</b>	<b>(956)</b>	<b>(18,912)</b>	<b>19,035</b>	<b>19,035</b>	<b>(19,869)</b>	<b>(49%)</b>
<b>General Fund Programme</b>	<b>106,691</b>	<b>(4,906)</b>	<b>(54,308)</b>	<b>47,477</b>	<b>47,477</b>	<b>(59,214)</b>	<b>(51%)</b>
HRA Capital	21,440	-	-	17,065	17,065	(4,375)	0%
<b>Total Capital Programme*</b>	<b>128,131</b>	<b>(9,281)</b>	<b>(54,308)</b>	<b>64,542</b>	<b>64,542</b>	<b>(63,599)</b>	<b>(42%)</b>

\*Excludes Capital Schemes Managed by Schools

## Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk. The risk register has been compiled as a result of risk champions across the Council and is subject to challenge and discussion at a Assistant Director and Director level prior to reporting to Members.

	SCORE	IMPACT				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5	Almost Certain	0	0	0	0	0
4	Likely	0	0	0	4	0
3	Possible	0	1	6	5	0
2	Unlikely	0	0	0	0	0
1	Rare	0	0	0	0	0

Risk Commentary – Since last reporting date (November 2012) there has been an increase in the scoring of risks around transition and mobilisation – people/capacity and also the increased risk around the judicial review and the potential impact on savings, depending on the outcome. Risks continue to be present in relation to the Eurozone resulting in a cautious approach around Treasury continuing.

Other risks that continue to be of concern is in respect of Welfare Reform, especially given that regeneration has not been converting affordable homes at pace with housing demands. Population increases and demand for services continues to impact on current budgets and is of concern long term.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
People – there may not be in place the capacity within the council to deliver the change agenda, business as usual and manage the transition to the new corporate structure. Cause: timings of the corporate restructure may mean that the right	Major 4	Preventative: Restructure Complete Transition plans for moving to new provider and new groups within structure Develop Organisational Development Strategy	Treat	Quarterly	Possible 3
	Likely 4				Medium-High 9
	High 16				

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
people are not in place to lead through the period of change and transition. Consequence: Business as usual may suffer and impact on the customer experience or overall financial management or corporate governance.		<b>Detective:</b> Performance Management Framework to identify areas of concern, in particular 'managing the business' indices Regular Senior Management Team meetings for each Directorate One Barnet Programme – management of mobilisation/transition plans for escalation to the Board.			
Welfare and Benefit Reform – there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change. Likelihood that there will be direct operational increases from implementing a new system, potential for cost pressures from central government to local government, and there may be a transfer of costs from one council to another.  Cause: Central Government has committed to a programme of welfare reform, aiming to simplify the benefits systems, create the right incentives to get more people into work, protect the most vulnerable, and deliver fairness to tax payers and to those claiming	Major 4	<b>Preventative:</b> Welfare Reform Programme (including partners) in place to determine impact and to determine the design of the new scheme in place to deliver welfare and benefit reform. A crisis fund is being developed includes a local allocation of £2m in Discretionary Housing Payments for 2013/14. Actions to manage housing supply	Treat	Quarterly	Medium High 9
	Likely 4				
	High 16				
		<b>Detective:</b> Performance indicators in place to determine impact on housing and social care demand, NEETs Development of an implementation plan to monitor			

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
benefits					
Consequence: potential to negatively affect those economically disadvantaged within the community.					
Financial Resilience – given the slow recovery of the economy there is a risk of key concerns over delivering savings over the next few years and managing to deliver services at the highest standards over such uncertainty. This risk may be further increased locally pending outcome of the judicial review for NSCSO and DRS outsourcing contracts (worst case scenario planning).	Major 4	<b>Preventative:</b> Financial and Business Planning cycle including risk assessments of saving plans  <b>Detective:</b> Budget monitoring and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy	Tolerate	Quarterly	Major 4
Cause: further cuts to local government funding in 2012/13 and there have been discussions of an additional Spending Review possibly in the Autumn of 2012/13.	Possible 3				Possible 3
Consequence: Erosion of financial reserve position or non delivery of key services to the vulnerable.	Medium High 12				Medium High 12



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Treasury – there is a risk due to the potential break up of the Euro and associated defaults could leave banks around the world exposed to bad debt. The council will need to ensure prudent investments over this period to prevent funds and associated interest being at risk.  Cause: Creditworthiness of banks continues to be a concern due to global economic uncertainty and the Eurozone crisis	Major 4  Possible 3  Medium/ High 12	<b>Preventative:</b> Approved Treasury Management Strategy with appropriate sign off of deposits by senior management.  <b>Detective:</b> Compliance checks on application of strategy, continual monitoring of deposits and proactive assessment and amendment of lending lists in light of changing circumstances  Internal audit reports gave satisfactory assurance (November 2012)	Tolerate	Quarterly	Major 4  Possible 3  Medium- High 12
Consequence: Loss of funds if there are not adequate safeguards in place to review investments.  Failure to plan for population increase – the borough is set to grow in population and there is a risk that there may not be enough social infrastructure (schools, older people homes), physical and green spaces, and affordable housing available in line with demand. If the growth is not fed into sufficiently into plans there is the risk that some directorates may not be able to provide services to offset demand pressures in other directorates.  Cause: Population increase and	Major 4  Likely 4  High 16	<b>Preventative:</b> Development of Pupil Placed Planning Strategy linked effectively with the Regeneration Programme Demand Management, prevention and intervention into troubled families (Wave 2 projects)  <b>Detective:</b> Regeneration Board, Regeneration Compliance Group, performance indicators for new homes.  Investment Appraisal Board for school expansions, this process is currently being redesigned to be	Treat	Quarterly	Major 4  Possible 3  Medium- High 12

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>people living longer.</p> <p>Consequence: More demand for public services over a period in declining government funding.</p>		<p>more effective. Development of Programme Management Capability within Regeneration.</p>			
<p>Information Management – there is a risk of non compliance with data protection legislation and information security policies without practical responses to transferring information between providers and the council.</p> <p>Cause: Changes to the ways in which services are provided require more interchange of information with external bodies.</p> <p>Consequence: potential information security or data protection breaches if policies are not strictly complied with leading to reputational damage and potential fines from ICO.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium-High 9</p>	<p><b>Preventative:</b> Permanent business as usual Information Management function in place. Information Management Strategy; E-learning package on information management Communication of policies and procedures</p> <p><b>Defective:</b> Chief Information Officer and Head of Information Management role in place and business as usual function is being implemented. Roles will be responsible for on-going oversight and direction of Information Management. Information Governance Council will formally reconvene alongside commencement of restructure organisation. Information Governance Board providing oversight and direction IM implementation plan Delivery Unit Governance Groups in place within services to monitor compliance within Adults and</p>	<p>Treat</p>	<p>Quarterly</p>	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium-Low 6</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		Children's Services (high risk areas)			
Commercial Relationships – there is a risk that centralisation and compliance work distracts focus from supply chain management and category management across the council for delivery of key savings over the short to medium term.  Cause: As the focus of procurement has been compliance resources have not been balanced in terms of delivery of category management and ensuring understanding of contract management after the procurement exercise.  Consequence: Failure to understand the data and to make future savings from better commercial relationships.	Major 4	<b>Preventative:</b> medium term procurement strategy developed Delivery of Procurement Controls and Monitoring Action Plan to ensure compliance with basic procurement rules – satisfactory assurance received from internal audit in November 2012  <b>Detective:</b> Data for category spend per Directorate reviewed and acted upon Centralisation of procurement specialists to act as key supplier relationship managers (SRMs) across the business and embedding of controls. Development of Commercial Assurance in new organisational structure for April 2013	Treat	Quarterly	Unlikely 2
Asset Management – there is a risk that there is not a common understanding of the current state and size of council and community owned assets.	Moderate 3	<b>Preventative:</b> Asset Management Strategy development  <b>Detective:</b> Developing a list of council and community based assets, including any compliance	Treat	Quarterly	Possible 3
	Medium - High 12				Medium-low 6
	Possible 3				
	Medium-High 9				Medium-Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Cause: there has been a lack of an integrated Asset management System due to a lack of data on properly held.  Consequence: Asset management planning may not be well integrated within business planning processes leading to poor use of resources.		<p>issues. Implementation of Estates Strategy Action Plan Establish corporate asset management system</p>			
Waste Management and Sustainability – without consideration of alternative ways of improving recycling and changing behaviours around sustainability there is a risk that costs will escalate in the future and delivery of services at the current quality will not be possible leading to declining customer satisfaction.  Cause: Growth and changes in government regulations and law require change to waste management and sustainability.  Consequence: Increased costs due to penalties attracted where minimum recycling rates not achieved and where rubbish sent to landfill. Without appropriate ownership of responsibility for environmental matters and easy	Major 4	<p><b>Preventative:</b> In-house delivery with stretch model being taken forward NWLA partnership</p> <p><b>Detective:</b> Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan One Barnet Programme Management until Business as Usual phase</p>	Treat	Quarterly	Major 4
	Likely 4		High 16		Possible 3

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
access to methods of recycling there may be an adverse affect on the environment and standards of living.					
Health Integration – local health organisations and social care have agreed to work on a single integration programme for commissioning and service change from October 2012. Without clear evidence that demonstrates the measurable return on investment for integration with social care and the timescale for benefit realisation, there is a risk that partner organisations may be unwilling to commit to support and invest in integration projects where they do not see a rapid and/or proportionate return on their investment for their own organisation.	Moderate 3	<b>Preventative:</b> Strategic Outline Business Case for Health and Social Care Integration and investment priorities outlining commitment of NHS organisations and Barnet Council to provide resources to support the delivery of social care and health integration initiatives and the investment of Section 256 monies.  NHS and Social Care integration summit agreed the benefits of a single programme approach to integration in the borough, July 2012. Programme initiation October 2012	Treat	Quarterly	Unlikely 2
Cause: Resourcing constraints and are expected to impact local NHS organisations that are undergoing major transitions now and during the next 12 months.	Medium-High 9	<b>Defective:</b> Health and Well-Being Board oversight Building local insight through the piloting and evaluation of integration initiatives prior to a large scale commitment or long-term investment decision. Also definition of benefits measurement will be an essential component of			
Consequence: Without appropriate partnership commitment the opportunities from integration of	Possible 3				Medium-Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
health and social care may not be realised such as the ability to improve the health and wellbeing of the Barnet community; and appropriate care and support to support and facilitate good outcomes; & improved management of demographic change		<p>integration project development and delivery. Creation of concordat detailing principles of engagement, investment and benefits realisation to be signed by all NHS and social care organisations in the programme.</p> <p>Programme management approach through One Barnet to ensure that the mix of benefits across the portfolio of projects are fairly distributed at programme level.</p> <p>Engagement and Communications workstream</p> <p>HR engagement</p>			
New Public Health Statutory Responsibilities - Local Authorities will have a new statutory responsibilities for health improvement, health protection and the provision of public health advice and information to local NHS Commissioners from April 2013 as part of the changes to the health and social care system enacted in the new Health and Social Care Act. The new responsibilities will be funded by a ring-fenced grant which will be based on historical actual outturn spend and will not be confirmed by the Department of	Major 4		Treat	Quarterly	Medium-High 12
	Possible 3	<p><b>Preventative</b> – Inter Authority Agreement being agreed with Harrow Council.</p> <p>Barnet Council has representation on the London Councils forum and is lobbying for a fair funding settlement through a range of formal and informal channels including Department of Health, NCL Cluster, NHS London Public Health Programme and the Local Government Association.</p> <p><b>Detective</b> – Joint NCL and Barnet Council Public Health Transition Board including representation</p>			Medium-High 12

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Health until December 2012. A project is being implemented jointly with NHS NCL to prepare for the transfer of designated public health functions, contracts and staff to the Local Authority.</p> <p>Cause - There is a risk of insufficient funding and specialist public health staff resources for the Local Authority to discharge its statutory Public Health responsibilities. There is an identified £1.4m shortfall between the expected funding requirement and the likely public health ring-fenced grant allocation settlement. The historical level of investment public health in Barnet is substantially lower than other parts of London and is well below the national average.</p> <p>Consequence – The Local Authority will be unable to discharge its new statutory public health commitments and will have insufficient resources to fulfil its corporate local strategic priorities for public health improvement and health protection.</p>		<p><i>from NCL Finance, Public Health, Barnet CCG and the regional Health Protection Unit. The Project Board meets monthly. Direct input into the preparation and validation of NCL Public Health financial information. Review of monthly NCL public health financial reporting during the transition year (2012/13). Memorandum of Understanding with NCL Cluster to support the safe transfer of public health functions to the Local Authority.</i></p>			

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Fraud – there is a risk that monies or assets may be fraudulently gained by individuals internal or external to the council over the period of change or austerity.</p> <p>Cause: In periods of austerity it is inherent in any organisation, particularly within government agencies, that they are targeted by fraudsters either external or internal.</p> <p>Consequence: funds may fraudulently leave the council and in the event that the fraud is not detected may not be recovered.</p>	<p>Minor 2</p> <p>Possible 3</p> <p>Medium-Low 6</p>	<p><b>Preventative work:</b> fraud awareness training delivered through e-learning, appropriate design of control by management to prevent fraud.</p> <p><b>Deterrent:</b> publication of any fraudsters convicted and prosecuted by the Council</p> <p><b>Detective:</b> Proactive fraud plan in place for 2012-13 to identify weaknesses in control to mitigate the risk of fraud; controls designed by management to detect fraud or error within their key systems.</p> <p>Regular review of fraud cases and consideration of the application of controls.</p>	Tolerate	Quarterly	<p>Minor 2</p> <p>Possible 3</p> <p>Medium-Low 6</p>
<p>Failure to engage properly with Residents.</p> <p>Cause: A full understanding of resident's and their involvement in their communities may not be reflected in services approach to business planning; or on building how residents would like to be involved further in their communities.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium-High 9</p>	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Governance: Constitutional Review will look at Public Participation and improvements.</p> <p>Social media – alternative methods</p>	Treat	Quarterly	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium-Low 6</p>



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Consequences: reputational damage and the potential to make policy that does not reflect the needs of residents		<p>of engaging with residents to be explored through future updates to the website included in phase 2.</p> <p><b>Detective:</b> Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>			
Partnerships – there is a risk that our relationships with key partners with schools, NHS, police may not work effectively to achieve joint outcomes for local people.	Moderate 3	<p><b>Preventative:</b> Overarching Partnership Strategy for the Commissioning Group. Partnership Framework</p> <p><b>Detective:</b> Partnership Delivery Boards monitoring delivery of partnership outcomes.</p>	Treat	Quarterly	Moderate 3
Cause: Immature partnership framework that is yet to endure a test of the strength of the relationships.	Medium-High 9		Unlikely 2		Medium-low 6
Consequence: without clear focus on outcomes partnerships want to achieve the benefits of working collaboratively will not be realised and there could be duplication of efforts or gaps in discharging statutory responsibilities.					

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>As DRS moves towards final evaluation and NSCSO preferred bidder mobilisation there are risks around the mobilisation period with potential for delay and business continuity over that time. This is also affected by the recent judicial reviews received.</p> <p>Cause: The stage in the procurement process requires capacity and leadership to ensure smooth transition.</p> <p>Consequence: Business as usual may suffer or delays occur if the process is not controlled well over the selection and mobilisation process.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium-High 12</p>	<p><b>Preventative:</b> Evaluation panels in place for the assessment of final bids for DRS and Member decision making process.</p> <p>Transition &amp; Mobilisation plans in place to move to new provider for NSCSO and movement to new organisational structure.</p> <p><b>Defective:</b> Transition &amp; Mobilisation programme in place monitoring delivery of plans, escalating issues as appropriate.</p>	Treat	<p>Weekly</p> <p>Moderate 3</p> <p>Possible 3</p>	<p>Medium-High 9</p>
<p>There is a risk in the new organisational structure that the Council may not have the capacity to manage contracts effectively.</p> <p>Cause: change in the model for management contracts post finalisation of major outsourcing of DRS and NSCSO services within scope.</p> <p>Consequence: contract managers may not be in place and with</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	<p><b>Preventative:</b> Appointment of contract managers. Embedding central/devolved approach to contract management Sufficient lead in period until go-live of April 13.</p> <p><b>Defective:</b> Transition &amp; Mobilisation Board in place monitoring requirements of the new organisation</p>	Treat	<p>Monthly</p> <p>Minor 2</p> <p>Possible 3</p>	<p>Medium Low 6</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
sufficient knowledge of the new working arrangements to ensure delivery of Key Performance Indicators from April onwards.	<div style="background-color: #f4a460; width: 100%; height: 100%;"></div>	New Head of Commercial in place.			<div style="background-color: #ffff00; width: 100%; height: 100%;"></div>

One Barnet Programme

Appendix F

Table 1

Wave 1 Projects	Total Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance	
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn	Projected outturn	Projected outturn					
<b>Closed Projects</b>														
Community Coaches	70,000	-	42,186	22,205	22,205	-	-	-	-	-	-	64,391	(5,609)	
e-Recruitment	40,000	40,000	-	-	-	-	-	-	-	-	-	40,000	-	
Housing Project	87,966	-	23,750	24,926	24,926	-	-	-	-	-	-	48,676	(39,290)	
Parking Procurement	170,537	29,159	113,085	22,423	22,423	-	-	-	-	-	-	164,667	(5,870)	
Procurement Project	70,058	70,058	-	-	-	-	-	-	-	-	-	70,058	-	
Prototyping Project	77,129	77,129	-	-	-	-	-	-	-	-	-	77,129	-	
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	-	-	-	-	22,000	-	
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	-	-	-	-	197,662	-	
SAP Optimisation	375,533	174,375	127,147	80,000	80,000	-	-	-	-	-	-	381,522	5,989	
Your Choice Barnet	553,156	163,279	313,895	81,616	81,616	-	-	-	-	-	-	558,790	5,634	
<b>Open Projects</b>														
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	-	-	-	-	69,135	(178,358)	
Customer Service Transformation	543,113	236,379	309,351	-	-	-	-	-	-	-	-	545,730	2,617	
Development & Regulatory Services	1,744,019	319,493	701,617	904,307	1,292,910	163,392	-	-	-	-	-	2,477,412	733,393	
Legal Services	140,000	-	54,639	106,479	110,771	-	-	-	-	-	-	165,410	25,410	
Libraries Strategy	148,181	60,000	54,003	34,178	34,178	-	-	-	-	-	-	148,181	-	
New Support & Customer Services Organisation	1,654,438	307,446	641,733	914,913	1,107,920	47,446	-	-	-	-	-	2,104,545	450,107	
Passenger Transport	272,106	57,966	111,602	28,095	105,025	-	-	-	-	-	-	274,593	2,487	
Programme Management	2,411,433	450,919	1,593,258	367,256	367,256	-	-	-	-	-	-	2,411,433	-	
Right to Control	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency - Wave 1	1,022,592	-	-	-	-	-	-	-	-	-	-	-	(1,022,592)	
<b>Total</b>	<b>9,847,416</b>	<b>2,241,751</b>	<b>4,119,515</b>	<b>2,566,398</b>	<b>3,249,230</b>	<b>210,838</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,821,334</b>	<b>(26,082)</b>	

Table 2

Wave 2 Projects	Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn	Projected outturn	Projected outturn				
Customer Service Transformation	1,422,000	-	-	1,018,360	1,422,000	-	-	-	-	-	-	1,422,000	-
Early Intervention	227,000	-	77,825	117,349	149,194	-	-	-	-	-	-	227,019	19
Health & Social Care Integration	100,000	-	38,881	63,016	63,016	-	-	-	-	-	-	101,897	1,897
Information Management System	565,190	-	148,729	363,181	416,767	-	-	-	-	-	-	565,496	306
Programme Management	1,800,000	-	-	592,874	1,030,975	575,452	-	-	-	-	-	1,800,000	-
Re-organisation of the Senior Officer and Council Structures	900,000	-	127,138	807,506	807,506	-	-	-	-	-	-	934,644	34,644
Registrars	25,000	-	-	13,465	25,000	-	-	-	-	-	-	25,000	-
Safer Communities	149,000	-	39,765	99,014	129,159	-	-	-	-	-	-	168,924	19,924
Strategic Review of Sports & Leisure Activity	198,000	-	48,445	82,598	147,596	-	-	-	-	-	-	196,041	(1,959)
Waste & Streetscene	391,000	-	110,612	131,826	159,145	121,250	-	-	-	-	-	391,007	7
Contingency - Wave 2	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>5,777,190</b>	<b>-</b>	<b>591,395</b>	<b>3,289,189</b>	<b>4,350,358</b>	<b>696,702</b>	<b>193,573</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,832,028</b>	<b>54,838</b>

# Appendix F

**Table 3**

Wave 1. Costs and Savings		Programme budget (costs)	Base budget savings to 2011/12 *	Projected base budget savings to 2012/13 **	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Projected Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19	Comment
	£m	£m	£m	£m	£m	£m	£m	£m	
Community Coaches	0.07	-	-	-	-	-	-	-	Development of a volunteer life coaching scheme. Successfully piloted in partnership with local and national charities and community groups. Currently being developed into an ongoing service for the community.
e-Recruitment	0.04	0.29	0.34	0.34	0.45	0.78	2.81		The e-Recruitment project has provided the organisation with an online system which is delivering process improvements for HR and a reduction in advertising costs for directorates.
Housing Project	0.09	-	0.40	0.61	-	0.40	3.77		The housing needs and resources (HNRR) service was transferred from the Council to Barnet Homes in April 2012 enabling reduced management costs and greater synergies between Barnet Homes and the HNR service.
Legal Services	0.14	-	0.09	0.19	-	0.09	1.18		Savings to be achieved through a shared legal service with London Borough of Harrow which went live September 2012.
Parking	0.17	-	0.37	0.89	-	0.37	5.38		As of May 2012 the parking service is being provided by an external contractor (NSU) with consequential savings being realised.
Procurement Project	0.07	0.92	0.92	0.92	1.79	2.71	8.26		Procurement savings delivered through review and reduction in number of vendors, and contract renegotiation. A small element of the planned savings were substituted with staff savings in the procurement service.
Prototyping Project	0.08	-	-	-	-	-	-		Successful development of a methodology to quickly develop new services at low cost. Used to develop the Community Coaching service.
Rapid Improvement Project	0.02	-	-	-	-	-	-		No direct savings but this project has enabled service-based savings.
Revenue Income Optimisation	0.20	1.83	2.08	2.15	2.17	4.25	17.13		All of the planned changes have taken place and all relevant income budgets have been adjusted appropriately (except for the charging for parking in the boroughs 7 free car parks as per Cllr decision).
Right to Control	-	-	-	-	-	-	-		Coordinated support for disabled citizens, including social care, housing and employment support.
SAP Optimisation	0.38	-	-	-	-	-	-		No direct savings but this project has enabled service-based savings through improvements to the Council's SAP finance/procurement/HR system
Your Choice Barnet	0.55	-	-	0.49	-	-	-	2.25	A subsidiary company to the Council was set up to deliver Adult social care services previously run directly by the Council. This went live in January 2012. A surplus is due to be generated across 2013-16.
School improvement and youth services	0.25	2.04	2.04	2.04	2.04	4.08	16.32		Savings achieved in 2011/12 through (i) the reduction of school improvement support service for primary and secondary schools and (ii) the reshaping and reducing of youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice.
Customer Service Transformation	0.54	0.09	0.69	0.67	0.09	0.77	4.84		Savings achieved in 2012/13 through the consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact and the reduction in team management roles as a result of this consolidation.
Development & Regulatory Services	1.74	-	-	3.19	-	-	17.16		These savings will be achieved in 2013/14 and 2014/15. The outline solution submissions of both the bidders who were taken forward into the second stage of dialogue met or exceeded the council's requirement to achieve these savings. Final tenders have now been received with the contract due to go live in early 2013/14.
Libraries Strategy	0.15	0.12	0.27	1.21	0.12	0.38	7.23		Savings will be achieved primarily in 2013/14 through a restructure of service designed to achieve efficiencies without affecting the ability of the service to deliver the Library Strategy. Further savings will be achieved through the implementation of RFD self-service in all sites (this has already been partly implemented in 2012/13), the running of Hampstead Garden Suburb Library by members of the community and the creation of a new landmark library in the arts depot (and the subsequent closure of Friern Barnet library).
New Support & Customer Services Organisation	1.65	-	-	6.30	-	-	31.41		Updated savings expected from NSCSO contract as detailed in the MTFs reported to Cabinet in November. Savings have been achieved in 2011/12 and 2012/13 through rationalising the transport costs across adults day care transport with Children's Special Needs Transport by merging/remodelling routes, and/or reconfiguring opening times of Day Centres. Savings also derived from a combination of merged SEN and ADS transport through the availability of additional vehicle and driver resources to be utilised at short notice and using improved procurement methods.
Passenger Transport	0.27	0.42	0.50	0.50	0.49	0.99	3.98		
Contingency	1.02	-	-	-	-	-	-		
Programme Management	2.41	-	-	-	-	-	-		
<b>Total</b>	<b>9.84</b>	<b>5.70</b>	<b>7.69</b>	<b>19.49</b>	<b>7.14</b>	<b>14.83</b>	<b>121.72</b>		

\* - savings to end of 2011/12

\*\* - projected savings to end of 2012/13

\*\*\* - projected savings to end of 2018/19

**Virements requiring member approval.**

A one off virement of £1.303m from central expenses to realign the Insurance budgets in services.

Directorate	Profit Centre	Profit Centre Name	Amount £
Adults Social Care	10425	Perf&Tran Mgmt Team	320
	10426	Business Systems	(230)
	10427	Performance Support	(450)
	10428	Assessments&Income	(610)
	10429	Dir Adult Soc Serv	(90)
	10439	CSD Management	(500)
	10441	CSD-Business Support	(230)
	10442	Social Work	(10,640)
	10443	Barnet Hosp Team	620
	10444	Social Care Direct	790
	10445	Access - Royal Free	130
	10446	Invoicing Team	180
	10448	Occupational Therapy	(830)
	10449	Telecare	(250)
	10468	LD Assess & Care Mgt	0
	10469	Harwood	2,100
	10472	Supprtd Living SrvLD	3,510
	10473	Valley Way	1,390
	10478	Ext Homecare LD >65	20
	10482	Ext Supp&Oth Accom	(5,300)
	10484	External Homecare LD	(580)
	10486	Resp Care Rsdntl LD	(1,060)
	10488	Ext Day Care LD	(9,880)
	10490	LDDF	100
	10491	Rosa Morison	2,220
	10492	Flower Lane	3,250
	10493	The Space	520
	10497	Community MH Teams	(570)
	10498	Home Treatment Team	200
	10499	Primary Care Mental	70
	10500	MH Divisional Mngmnt	740
	10501	MH OA (Silkstream)	(350)
	10502	MH Crisis Resolution	(40)
	10521	Other Services MH	(60)
	10523	Community Network	1,000
	10524	Enable't & Planning	(930)
	10525	BILS	890
	10536	Ext Day Care PD	(880)
	10539	ASG GRANT - ADULTS	(70)
	10794	Training-Adult SS	(490)
	10802	Community Space	1,820
	10886	Direct Payment Admin	(1,190)
	10974	Prtshp&Plg Mngt Team	(180)
	10975	Strategic Comng	400
	11067	M H ASW Service	(8,650)
	11106	Complaints	(10)
	11107	Choice&Indpendence	(250)
	11108	Supply Mngt Team	(190)
	11158	Business Support	240
	11159	Transitions Team	90
	11161	Special Projects	(110)
	11225	Cmnty Supp Team	460
	11252	Right to Control	240
	11261	Safeguarding	330
	11269	Customer Care	410
<b>Adults Social Care Total</b>			<b>(22,580)</b>
Central Expenses	11121	Misc Finance	(1,303,180)
<b>Central Expenses Total</b>			<b>(1,303,180)</b>
Chief Executives	10022	Hsg Bens Admin	(800)
	10338	Libraries Mgt Team	(170)
	10339	Libraries Support	(40)
	10345	Burnt Oak Library	1,570
	10346	Childs Hill Library	360
	10347	Chipping Barnet Lib	2,930
	10348	Church End Library	1,440
	10349	East Barnet Library	820

Directorate	Profit Centre	Profit Centre Name	Amount £
	10350	East Finchley Lib	960
	10351	Edgware Library	1,420
	10352	Friern Barnet Lib	2,330
	10353	Golders Green Lib	1,090
	10354	Grahame Park Lib	900
	10355	Hampstead Library	410
	10356	Hendon Library	4,010
	10357	Mill Hill Library	130
	10358	North Finchley Lib	1,820
	10359	Osidge Library	150
	10360	South Friern Lib	(200)
	10361	Bibliographical Srv	(170)
	10362	Mobile & Home Libry	(250)
	10363	School Library Srv	10
	10366	Church Farm House Mu	2,860
	10367	Barnet Museum	2,160
	10368	Local Studies/Archvs	60
	10377	Web	(240)
	10384	B D & M	(140)
	10392	Mayoral Support	(50)
	10398	Civic Events	(90)
	10528	Transport Services	(170)
	10682	Executive Directors	(1,130)
	10683	Policy	(470)
	10689	Communications	(1,340)
	10998	Management Team	60
	11014	Local Taxation	(570)
	11017	Grants Unit	60
	11051	Insight	(390)
	11052	Customer Services	120
	11056	Performance	130
	11079	Revenue Control	(920)
	11149	Burnt Oak Centre	240
	11170	Sunday Lib Serv	100
	11175	Children Lib Serv	(40)
	11176	Adult Lib Serv	100
	11231	Pericles System	130
	11247	ACE Management Team	(1,420)
	11248	Design	190
	11249	Media Team	400
	11300	Executive Support	610
<b>Chief Executives Total</b>			<b>18,970</b>
Childrens' Services	10179	SEN Placements Team	(80)
	10183	Specialist Team Mgmt	(210)
	10184	SENCO	20
	10185	The Northgate School	800
	10186	Home Hosp&add Tch Tm	(310)
	10187	Children in Care	50
	10188	Sec Pupil Refer Unit	1,050
	10189	Sen Performance Team	(130)
	10190	Advisory Team	(210)
	10212	SEN Transport IB	(1,110)
	10216	Barnet Parent Pshp	10
	10217	Education Welfare	(1,690)
	10218	Children's Serv SLT	(3,640)
	10219	CS Finance Team	(1,240)
	10220	RMIT	(290)
	10222	Comm & Comp	(470)
	10230	Foreign Lang Asst	10
	10232	Goven Clerking & Sup	10
	10233	S&L Business Support	(4,590)
	10234	Lrng Netwk Insp NDSG	(300)
	10235	Schs&Lrn Supp & Dev	90
	10237	VoiceOfChild & BYthB	(30)
	10238	Early Yrs Standards	(640)
	10239	14-19	250
	10241	Excellence in Clust	(200)
	10243	Primary EducStrategy	390
	10250	BPSI	620
	10251	Educ Bus Pship	210
	10253	Barnet Healthy Schls	30
	10256	Admissions to School	90

Directorate	Profit Centre	Profit Centre Name	Amount £
	10259	A Lvl Music Srv-TS	(150)
	10260	Music Srv - TS	(1,160)
	10262	Brnt Schools ICT Sup	(160)
	10263	Early Yrs Central Tm	(920)
	10264	FYI Team	230
	10265	EY & CM Panel	0
	10273	Childminding Team	(160)
	10274	Comm Svs Child Ctrs	130
	10286	Nursery School Budg	70,920
	10287	Primary School Budg	3,290
	10288	Secondary Schls Budg	(48,530)
	10289	Special Schools Budg	1,140
	10301	Yth Support Serv Mgt	(1,260)
	10302	Rithmik	60
	10304	Canada Villa	(1,710)
	10305	Finchley Yth Theatre	(1,930)
	10306	Grahame Park	(1,210)
	10309	Campsite-Moat Mount	(1,560)
	10310	Targeted Youth Suppo	950
	10313	Moat Mount Outdoor C	120
	10317	Trident	(380)
	10324	NLSIN	(10)
	10328	Play Ser & Greentops	(1,340)
	10331	Newstead	(5,510)
	10332	Lakeview	(4,130)
	10333	Wingfield	(570)
	10335	Meadway	1,320
	10364	Arts&Publicising Act	5,740
	10541	New Park House	480
	10542	68a Meadow Close	(1,870)
	10543	Placed for Adoption	20
	10544	FOSTERING SUPPORT	(250)
	10545	KINSHIP & PERMANENCE	180
	10546	Fostering - R & T	100
	10548	Contact of Children	(50)
	10550	Indp Fostrng Agenc's	(10)
	10555	Social Care Mgt Team	(4,240)
	10557	Adoption Team Staff	(10)
	10558	Placements Tm Staff	140
	10559	Leaving CareTm(Staff	(2,240)
	10562	Asylum Skrs 16&17CIC	(110)
	10565	SCD ICT Support	450
	10567	Hosp Social Wrk Team	(100)
	10568	CAMHS Social Wrk Tm	180
	10569	Disab Childrn's Team	(2,040)
	10570	Chldrn In Need 5	750
	10571	Paed Occ Therapists	(380)
	10572	Family Ass & Supp Tm	40
	10579	ARRT	1,220
	10580	Family Resource Ctr	10
	10582	Substance Mis-Use	(1,670)
	10584	eCAF	130
	10585	Youth Offending Serv	(900)
	10588	Section 17	20
	10601	Organisation&Develop	190
	10603	Confrnce & review Tm	150
	10604	Corporate Parenting	60
	10605	Safeguardg Chldn Brd	(160)
	10606	Safeguardg Mgt Team	(160)
	10611	Children's Fund YISP	30
	10616	Cent. Resources Team	(370)
	10675	Catering - Other	30
	10676	Catering - Schools	(620)
	10680	Catering-Staff & Civ	(50)
	10706	Yth Supp(East/South)	230
	10782	EDUC Psychologist	(810)
	10793	Training-Chld Serv	(100)
	10797	CAMHS Grant	40
	10836	Think Family	100
	10936	Suppt For Child S	390
	10954	D of E & Accred	200
	10962	Bookstart	70
	10977	BEAM	0



Directorate	Profit Centre	Profit Centre Name	Amount £
	10978	Small Circles	0
	10980	Archiving Service	(540)
	10981	Sports Development	(2,420)
	11035	Grahame Pk All Wthr	590
	11061	SEN Early Supp Prog	(10)
	11068	Trainee Social Wrks	(110)
	11092	Extd Shcls-Sustbtly	230
	11110	Commisioned Services	(2,680)
	11122	CIF	40
	11125	CIC SW Team 1	220
	11126	CIC SW Team 2	300
	11127	CIC SW Team 3	(10)
	11128	CIC SW Team 4	(80)
	11129	Ref & Assmt Team 1	190
	11130	Ref & Assmt Team 2	70
	11131	Ref & Assmt Team 3	60
	11132	Chldrn in Need Tm 1	110
	11133	Chldrn in Need Tm 2	160
	11134	Chldrn in Need Tm 3	70
	11135	Chldrn in Need Tm 4	(160)
	11141	Sports Competition	20
	11169	SSP	(20)
	11255	Child Cent in Lib	20
	11296	Extended Schools DSG	860
	11301	Parenting Supp NDSG	(150)
	11302	Multi AgySupTm NDSG	2,230
	11305	Business Support	450
	11312	Narrowing the Gap	420
	11323	FIP	190
<b>Childrens' Services Total</b>			<b>(9,180)</b>
Commercial Services	10255	Capital	350
	10342	Electronic Inform Sv	(190)
	10413	Recoverable Costs	20
	10639	Building Services	140
	10640	Bldg Srv -Management	(1,190)
	11001	IT Strategy	540
	11002	Valuation Services	300
	11003	GF Properties	17,080
	11004	Non GF Properties	(780)
	11005	GFPProperty Pend Sale	3,980
	11020	System Support	(440)
	11021	Infrastructure	(240)
	11022	Business Syst&Partnr	(1,260)
	11027	Procurement	(520)
	11037	Document Production	(70)
	11038	Document Management	80
	11039	Facilities Mngmnt	(540)
	11040	NLBP Building 4	(31,290)
	11044	Barnet House	(13,580)
	11045	Hendon Town Hall	(32,460)
	11049	Colinhurst	340
	11050	Mill Hill Depot	5,350
	11062	NLBP Building 2	14,770
	11078	Corporate Programmes	510
	11199	Service Desk	450
	11230	Commercial Mgmt Team	500
	11232	One Barnet	60
	11279	Strategy & Supp Team	210
	11293	Friary House	(830)
<b>Commercial Services Total</b>			<b>(38,710)</b>
Corporate Governance	10002	CAFT	750
	10379	Legal Services Gen	280
	10380	Legal Advocacy Team	680
	10381	Legal Commercial Tm	530
	10382	Legal Community	810
	10383	Registratr-Electors	110
	10387	European Elections	(720)
	10389	Refererndums	3,070
	10391	Governance	(600)
	10393	Members Development	(1,900)
	10394	Cabinet Support	0
	10395	Political Assistants	(60)

Directorate	Profit Centre	Profit Centre Name	Amount £
	10396	Members Allowances	(120)
	10400	Civil Protection	(60)
	10869	BS-Barnet Homes Disb	100
	11000	Insurance	89,320
	11095	SIRT	(170)
	11096	Corp Gov Directors	(450)
	11163	Elections Project Tm	(2,280)
<b>Corporate Governance Total</b>			<b>89,290</b>
Deputy Chief Executive	10001	Internal Audit	(460)
	10014	Unison	(17,880)
	11012	Accounts Payable	(470)
	11013	Accounts Receivable	(810)
	11023	Health and Safety	0
	11024	Pensions	(160)
	11054	Schools Finance Supp	(1,930)
	11080	Cashiers	(330)
	11081	Cash Collection	(940)
	11210	Pay and Data	550
	11211	HR Customer Services	(1,570)
	11212	HR Employee Relation	770
	11213	HR Resourcing	110
	11215	HR Business Partner	(1,400)
	11219	Finance Management	(1,010)
	11257	HR Management Team	14,880
	11263	Strategic& Technical	10,980
	11264	E&O, PHR & Corporate	(1,380)
	11265	SAP,CLOSING,COMP	(1,540)
	11266	TreasuryPensionsTax	(570)
	11267	Children & Adults	(2,220)
	11271	Rotational Support	(420)
<b>Deputy Chief Executive Total</b>			<b>(5,800)</b>
Environment, Planning & Regeneration	10583	Drug & Alcohol Team	1,690
	10617	HD-Mngmnt & Perform	24,820
	10619	Drainage(GullyClnsng	740
	10631	N.R.S.W.A.	6,220
	10632	PrivWrks Reinstatmnt	6,350
	10635	Road Structl Planned	2,860
	10648	Parking Design	13,510
	10651	CCTV	7,760
	10652	Street Cleansing	27,200
	10653	PIT	5,630
	10655	Domestic Refuse	38,230
	10656	Recycling	2,480
	10660	Allotments	(360)
	10664	HM-Responsive	6,360
	10674	Trading Stds & Licng	3,390
	10764	Parks & Open Spaces	82,230
	10765	Sports Grounds	2,700
	10766	Green Belt Lands	1,430
	10771	ES-Transport Oheads	2,510
	10774	ES-Leases & SC Rech	17,720
	10775	ES-SEN Transp	1,370
	10776	ES-Comctran	6,870
	10890	Road Structl Respons	4,370
	10938	HM-Winter Maint	1,250
	10939	HM-Stand-by	640
	10941	HM-Sign Erection	1,960
	10952	G/S Trees Management	142,010
	10996	SSCF	(1,990)
	11032	Fitness For Life	200
	11036	GLL Contract	20,100
	11200	E & T Directors	21,950
	11208	Street Lighting Othr	1,930
	11324	Asset Management	2,610
	11352	SPA Mgt	(2,200)
	10020	Housing Mgmt	(80)
	10025	Hsg Initiatives	(40)
	10026	Hsg Pol&Perf	(70)
	10036	Housing Regeneration	640
	10038	Planning	(800)
	10390	Land Charges	20

Directorate	Profit Centre	Profit Centre Name	Amount £
	10641	Building Inspection	(190)
	10642	Structures	(80)
	10643	Building Control	(760)
	10661	Hendon Cemetery	1,380
	10666	Pvt Sector Hsg	150
	10667	Care & Repair	(50)
	10671	Mortuary	340
	10756	Strategic Dev Unit	(250)
	10763	ES Mgt	(170)
	10818	Hendon Crematorium	(1,500)
	10819	Cem&Crem Management	10
	10821	Food Safety	(30)
	10860	Dollis Valley Regen	80
	10861	Grahame Park Regen	190
	10862	Stonegrove Regen	260
	10863	West Hendon Regen	140
	10903	Non-Dwellings Rents	(210)
	10921	Supervision & Mgmt	816,910
	10958	Pest Control	0
	10987	N London sub reg coo	(10)
	10994	HMO Licensing	(20)
	11074	Planning Strat Serv	(160)
	11102	Pub Health Nuisance	(140)
	11179	Scientific Services	70
	11180	Empt Prop Enforcemnt	70
	11222	Decent Homes	80
	11245	Street Naming/Number	80
	11326	Granville Road	70
	11355	Outer London Fund - Circlewood	720
<b>Environment, Planning &amp; Regeneration Total</b>			<b>1,271,190</b>

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	7 March 2013
<b>Subject</b>	<b>Barnet's Adoption Service Performance in Light of the Government Report: Further Action on Adoption – Finding More Loving Homes</b>
Report of	Assistant Director for Children's Social Care
Summary	<p>The Department for Education has published 'Further Action on Adoption: finding more loving homes', which sets out proposals for the next steps in tackling delay in the adoption system through increasing the number of prospective adopters, in order to address the national shortage – which is currently growing. The proposals include legislation to give the Secretary of State the power to require local authorities to outsource the recruitment and approval of adopters – which would not be used if local government is able to bring forward alternative proposals that would deliver a similarly radical shift in the system's capacity. This paper provides an update on the performance of Barnet's adoption service in the context of national developments.</p>

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Officer Contributors	<p>Heather Storey, Strategy and Planning Team          Debbie Gabriel, Service Manager, Children's Service          Ann Graham, Assistant Director for Children's Social Care</p>
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A

Reason for urgency /  
exemption from call-in

N/A

Function of

Committee

Enclosures

None

Contact for Further  
Information:

Heather Storey, Strategy and Planning Team – 020  
8359 3057

## **1. RECOMMENDATIONS**

- 1.1 That the Committee notes the changes coming into force in relation to adoption and the Council's proposed response and make appropriate comments and recommendations**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Budget and Performance Overview and Scrutiny Committee, 24 January 2013, Agenda Item 8, Forward Work Programme – the Committee resolved that with regard to the Adoption Service, the Corporate Performance team in conjunction with the Children's Service present a report to the Committee on the services performance in meeting timelines for placements.

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

- 3.1 Implementing the 'Further Action on Adoption: Finding More Loving Homes' supports the delivery of the following corporate priorities and policies:
- 3.2 Corporate Plan - 2011/13 - especially the priority of 'Safeguarding vulnerable children and adults' and the performance target to 'increase timeliness of placements for children in care who were placed for adoption within 12 months of the decision to be placed for adoption to 75%'.
- 3.3 Sustainable Community Strategy 2010 /20 - in particular the priority 'investing in children, young people and their families' which includes the priority objective to promote the safety of children and young people and to narrow the gap through targeting support at young people at risk of not fulfilling their potential. By improving the timeliness of adoption placements we will improve the life chances of looked after children in Barnet.
- 3.4 Barnet Children and Young People Plan 2011/13 contains the priority 'support children in care to have a happy childhood and successful transition into adulthood' including the target to 'reduce the time for adoption orders, and reduce the time spent in court proceedings'.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 If timeliness is not improved children will remain in local authority care for longer, increasing the likelihood of reduced outcomes for the children, increased expense for the local authority and growing difficulty in finding an appropriate adoptive family for the child.
- 4.2 There is a risk that if adoption recruitment is outsourced, insufficient adopters would be recruited, costs increased and the quality of those adopters may not be assured.
- 4.3 There is a risk that insufficient external providers would be found, if the recruitment service were to be outsourced.
- 4.4 We know that the population of children and young people in Barnet is

growing rapidly and it is expected that the population of children requiring adoption may also grow. There is a risk that we will not be able to meet this demand internally or externally.

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

- 5.1 Equality and diversity issues are a mandatory consideration in decision-making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 5.2 As at 31 March 2012, males were over-represented in the children in care population; 59.7% of children in care were male, compared with 51.1% of males in Barnet's 0-19 population. 18.3% of the children in care population were Black/Black British children compared to 14.3% of the 0-19 population. In contrast, children with ethnicities of White British/White Irish/White Other make up only 46.4% of the children in care population, but make up 56.9% of the 0-19 population. Children aged 0-4 years and 5-9 years are underrepresented in the children in care population, and children and young people aged 10-14 years and 15-19 years are overrepresented in the children in care population. Barnet will continue to monitor the demographic profile of children at risk and children in care and will seek to ensure that service provision meets their needs.
- 5.3 It is important to remember, when analysing the equalities data for adopted children that the cohorts are very small and therefore small differences can appear to be overrepresented. Never-the-less, it is essential that the council is aware if any particular groups are being disproportionately impacted. Unlike the cohort of children in care, males are evenly represented amongst adopted children, making up half of the cohort, roughly in line with that of Barnet's 0-19 population. 47% of children who are adopted are White British, which is roughly in line with that of the children in care population, and 32% of children who are adopted are Black or Black British compared with just 18.3% of the children in care population.

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

- 6.1 The government is providing financial support for greater investment in adoption in the form of a one-off Adoption Reform Grant of £150 million to assist Local Authorities with short-term action to address the immediate situation of a deficit in adopters (this is a restoration, in another form, of the £150 million reduction in Early Intervention Grant). The individual allocations are not yet known.
- 6.2 The 'headline' proposal in the government paper, to give the Secretary of State the power to require local authorities to outsource their recruitment and approval of adopters (whilst retaining responsibility for the outcome)



would mean that the local authority would be dependent on external agencies to recruit sufficient adoptive parents to serve the local need. This would necessitate a change in the current structure of the adoption service and changes to existing consortium working.

## **7. LEGAL ISSUES**

- 7.1 The local authority has a statutory duty pursuant to the Adoption and Children Act 2002 to establish and maintain within its area a service designed to meet the needs, in relation to adoption, of children who may be or who have been adopted, adults who were adopted, their parents or guardians, including natural parents and former guardians, and prospective or actual adopters. The facilities must include making and participating in arrangements for the adoption of children and for the provision of adoption support services to meet the needs of persons in the above categories as well as persons further prescribed by regulations. The services may be collectively known as the "Adoption Service" and must be provided in conjunction with the local authority's social services, so that help may be given in a co-ordinated manner thereby reducing duplication, omission and avoidable delay.
- 7.2 This Adoption Service must operate within the parameters of detailed statutory regulations and guidance. The guidance is issued under the Local Authority Social Services Act 1970 and therefore must be adhered to.
- 7.3 The Adoption Service or "adoption agency" is regulated by the Adoption Agencies Regulations 2005. The service or agency currently plays a key role with regard to inter alia assessing the suitability of children to be adopted and assessing the suitability of prospective adopters. Government guidance sets out clear timetables for the process of matching a child with prospective adopters. This guidance must be adhered to unless to do so is contrary to the best interests of the child.

## **8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

- 8.1 The scope of the Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The terms of reference of the Overview and Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules within Part 4 of the Council's Constitution.
- 8.3 The Budget and Performance Overview and Scrutiny Committee has within its terms of reference responsibility for scrutinising "the overall performance, effectiveness and value for money of Council services."
- 8.4 The Local Government Act 2000 determined that along with other responsibilities the remit of Overview and Scrutiny would include the responsibility to make recommendations to the executive on matters which affect the authority's area or inhabitants.

## 9. BACKGROUND INFORMATION

9.1 At the last meeting of the Budget & Performance Overview and Scrutiny Committee the committee requested that; in light of the recent Government statement that councils in England could lose their powers over adoption services, if they take too long to find adoptive parents; that a report on Barnet's adoption services' performance be presented to the Committee as soon as possible.

### 9.2 National Adoption Context

#### ***Action on Adoption and Further Action on Adoption***

9.2.1 The Department for Education has published 'Further Action on Adoption: finding more loving homes', which sets out proposals for the next steps in tackling delay in the adoption system by increasing the number of prospective adopters, in order to address the national shortage – which is currently growing. The proposals include legislation to give the Secretary of State the power to require local authorities to outsource the recruitment and approval of adopters – which would only be used if local government is unable to bring forward alternative proposals that would deliver a similarly radical shift in the system's capacity.

9.2.2 The paper follows the publication last March of the *Action Plan for Adoption*, on which significant progress has been made; but the Government has reviewed the present system and found that the recruitment of adopters is not working as it should. It believes 'that the role of local authorities in both the supply of, and demand for, adopters is at the root of the problems in the adopter recruitment system'. The paper describes those problems, and puts forward a number of proposals, including legislation to give the Secretary of State the power to require local authorities to outsource the recruitment and approval of adopters. These powers would not be used if local government is able to bring forward alternative proposals that would deliver a similarly radical shift in the system's capacity. It also includes a one-off Adoption Reform Grant of £150 million to assist LAs with short-term action to address the immediate situation.

9.2.3 The paper covers: recruiting adopters; finding more adopters quickly; and, promoting and supporting best practice in adopter recruitment and support.

#### ***Requirements Placed on Local Authorities***

9.2.4 The paper describes the progress made on implementation of the *Action Plan*, including:

- publication of two sets of local adoption timeliness scorecards (see 9.3.1 for Barnet's performance)
- consultation on proposals for a streamlined adopter assessment process
- publication of draft legislation covering ethnic matching and 'Fostering for Adoption'
- selection of First4Adoption (a partnership between Coram Children's Legal Centre and Adoption UK) to operate the new National Gateway for Adoption.

- 9.2.5 It also reports an increase in the number of children, including young children, starting to be looked after; more young children being authorised by the courts to be placed for adoption; and progress on reforms to the Family Justice system, resulting in the average duration of care cases falling from 56 to under 48 weeks nationally.
- 9.2.6 The challenge still ahead:  
Between 2009-10 and 2011-12 the number of children being approved by the courts for adoption each year increased from just over 3,000 to over 4,200; in the same period, the number of children moving in with adoptive families each year rose from 3,100 to 3,500 – so by March 2012 the number of children with a placement order awaiting a family had increased to 4,600, nationally. The number of children with an adoption decision waiting to be placed has increased by 33% from March 2010 to March 2012, with the proportion waiting 21 months or longer increasing by 7 percentage points.
- 9.2.7 National Ofsted data shows that just over 3,000 adopters were newly approved in 2011-12, but the need is for more than 600 additional adopters each year to keep up with the growing number of children waiting to be adopted, and another 2,000-3,000 to reduce the backlog. *Action on Adoption* stressed the shortage of adopters willing and able to adopt older children, sibling groups and those with disabilities and other particular needs; there is a particular need to encourage and support adopters for children with more complex needs.

### **Responses**

- 9.2.8 The ‘headline’ proposal in this paper – to give the Secretary of State the power to require local authorities to outsource their recruitment and approval of adopters (whilst retaining responsibility for the outcome) – has been questioned by some groups. The Association of Directors of Children’s Services (ADCS) and the Local Government Association (LGA) question the necessity of the reform, whilst welcoming the challenge to deliver a radical shift in the capacity of the system to recruit more adopters; they recognise the value in several of the paper’s proposals, but warn against de-stabilising local authority provision. The paper itself does, however, acknowledge that ‘the prospect of such change might reduce the incentives on local authorities to invest in adopter recruitment and so act as a temporary brake on efforts to increase adopter numbers’, and admits that ‘the issues we face are not about local authority performance. They are about system-wide failure’.

### **9.3 Barnet’s Adoption Service**

- 9.3.1 Barnet Council is committed to ensuring that all children can grow up in a secure and safe setting so that they can become successful adults. Our strong focus on high quality education, effective safeguarding and working in partnership to improve outcomes has been recognised not only by Ofsted but also through our commitment to challenge and improve practice by being a Munro Development Demonstrator site<sup>1</sup> and a fast tracked Troubled Families authority.

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<sup>1</sup> Barnet has been a Munro Development Demonstrator site during the financial year 2012/13, demonstrating our work on the implementation of the Munro Review and seeking peer challenge from other Local Authorities.

9.3.2 This year, in recognition of the strong emphasis that the government is placing on adoption, a target focused on adoption timescales is a key priority outcome in the Council's Corporate Plan. It's inclusion as one of a small number of indicators reflects the Council's determination to improve the life chances for the good of our looked after children and means that progress is regularly reported to and scrutinised by elected members, senior officers and our partners. We believe that the trajectory of our performance is in line with the plans and that the outcomes for the young people who have fallen outside of our timescales are in line with our commitment to ensuring that children can grow up in a secure and safe setting.

9.3.3 We are keen to improve and to be a leading authority in this area of work ensuring that adoption is a realistic option for a wide range of young people who are in the care system.

9.3.4 In light of Barnet's Adoption Scorecard performance, the service accepted the offered Adoption Diagnostic Assessment from the DfE. This was completed in January 2013 and positively supported the evaluative work that had already been undertaken by the service itself. It highlighted the following key findings, which are explained in greater detail below:

<b>Strengths</b>	<b>Areas for action</b>
A stable, skilled workforce	Sequential family assessments & expert assessments
A child-focussed service	Use of Special Guardianship Orders (SGOs)
Good partnership working	Permanence planning and assessment delay
Attention to evidence-based practice and practice improvement	
Engaged and supportive Legal Services	
Learning from the Scorecard data	
Adoption team development	
Adopter support practice	

### ***DfE Scorecard***

9.3.4 Barnet's performance, against each of the scorecard measures is as follows:

- 1) Average time between a child entering care and moving in with their adoptive family (days)
  - Barnet average was 718 days on 2008-2011 scorecard (79 days over performance threshold)
  - Barnet average increased to 809 days on 2009-2012 scorecard (170 days over performance threshold)

This represents an increase of 91 days since the previous score card.

- 2) Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days), performance threshold 7 months
  - Barnet average was 97 days on 2008-2011 scorecard, performance threshold met

- Barnet average increased to 145 days on 2009-2012 scorecard, though this is an increase, performance threshold was met  
This represents an increase of 48 days since the previous score card.

- 3) Children who wait less than 21 months between entering care and moving in with their adoptive family (number and %)
- Barnet performance of 30 (51%) on 2008-2011 scorecard
  - Barnet performance of 35 (51%) on 2009-2012 scorecard
- Against this indicator performance has remained steady.

9.3.5 In 09/10, 10/11 and 11/12 the cohorts were 14, 9 and 16 children respectively. These cohorts are small which means that contextual analysis is key. Our analysis shows that there are four cases in the scorecard's current cohort of 39 that are outliers as a consequence of complexities in these cases. When one or all four of these cases are removed from the cohort, Barnet's performance falls within the set target, however our aspiration is that every case should fall within thresholds.

### ***Reasons for Delays in Barnet***

9.3.6 We have reviewed each case in the three year cohort particularly focussing on those outside of timeframes, and setting out the reasons for performance in all cases. The four outliers show that the summary reasons for delay in these cases are:

- Child's emotional state requiring extended preparation time for adoption.
- Sibling group, removed from a foster placement, difficulty recruiting alternative adopters.
- Kinship placement being moved to an adoption order as the adopters (grandparents) decided to move abroad.

9.3.7 We then went on to analyse those cases below the four outliers, which would fall below the reduced threshold in both measures planned for 2013/16. Understanding the reasons for delay in this group as well as in the four outliers has been the focus of our analysis and informed our Action plan. The themes identified in this group are:

- Delays in court proceedings caused by a number of factors, including assessments taking longer due to parental learning difficulties and protracted appeals from family members who had been assessed and considered unsuitable and by appeals from parents.
- Prospective carers coming forward very late in the process to be assessed.
- Children's complex needs including sibling groups, disability issues and complex cultural and racial backgrounds.
- Cases spending too long in the pre-proceedings stage.
- Adoptive placements irrevocably breaking down in the early stages of a placement prior to an adoption order being made.
- Family member opting to adopt having originally been an approved kinship carer.
- Child's emotional state requiring extended preparation time for adoption.

9.3.8 We are actively challenging ourselves to recognise those factors which are controllable and which, by acting upon, we can reduce our average timescales to fall within the thresholds. We recognise that there are likely to be some

factors going forward that will push individual cases outside of the thresholds including decisions made in the best interests of individual children to ensure the timescale to adoption meets their needs and provides the best possible outcome. Because of this, it is likely that a very small number of outliers may impact on the scorecard in the next scorecard. Therefore, permanency planning for the best interests of individual children remains our priority and we are working towards ensuring that this is undertaken in the most timely manner. Our action plan addresses issues of timeliness without compromising safety or outcomes, and is likely to result in an improved score card.

### ***Recruitment of Adopters***

- 9.3.9 Barnet generally does not have a problem recruiting adopters and most children are placed with Barnet adopters, with consortia or agency placement being sought where needed. We anticipate having approved 17 adopters by March 2013, an increase of 7 on 2011/12. As at December 2012 there were 7 approved adopters who are not matched, 4 of whom matches are being considered for.
- 9.3.10 The Adoption Diagnostic Assessment from the DfE identified that membership of the North London Consortium has provided opportunities for innovative and creative initiatives in adopter recruitment and training, building new links with British and Minority Ethnic (BME) communities.
- 9.3.11 There are currently plans to join together further, within the consortium, re-focusing to support the recruitment of adopters; we are jointly commissioning a project manager to do a scoping piece of work, which all 5 boroughs are committed to and are jointly funding. There has also been some preliminary work done already to refocus work on shared preparation groups and information packs. Discussions are taking place to analyse the baseline of adopter recruitment across the five local authorities in the consortium, in order to determine how to improve recruitment of adopters in the future.
- 9.3.12 Encouraging prospective adopters to telephone the service for a conversation about their interest has proved the most effective way of engaging them with the service. An in depth telephone discussion takes place at that very early stage, followed by an initial visit to suit the adopters within 10 days. Information sessions are held 4 times a year with advertising taking place shortly before each session. Attending an information session is not a mandatory part of the process. Preparation Groups are offered within the consortium 10 months of the year. Potential applicants can choose to wait and attend the next group to be run in Barnet or attend the next available group within the consortium.
- 9.3.13 Completion of assessments for prospective adopters need to be completed more quickly. A restructure of the team and processes are underway in order to meet this requirement.
- 9.3.14 Children are referred to the Adoption Team as soon as adoption is identified as a potential outcome and further work is underway to speed up the allocation to dedicated family finders.
- 9.3.15 Barnet adopters are initially considered, including those who are still in the assessment process, with a view to matching at the earliest opportunity.

Profiles on children are additionally considered at the North London Adoption Consortium (NLAC) managers' meetings on a monthly basis, enabling consideration of potential matches from across the 5 boroughs. The NLAC consortium manager also circulates profiles to all other London consortia monthly.

9.3.16 Seeking a placement with a voluntary adoption agency is considered if no matches are identified within the borough or within our partner consortia. However, as these placements cost on average £25,000 in inter agency fees, options from within the consortium are considered in the first instance. This barrier to greater use of agencies is identified in *Further Action on Adoption* and attempts by the report, to remove this barrier are welcomed, as an additional service to those that are already working well.

### ***Barnet Adoption Action Plan***

9.3.17 Analysis of the 2012/13 cohort to the end of November shows that 11 children have been adopted with a further 4 placed for adoption. The 11 are within the thresholds for measures 1 and 2. However, individual children have fallen outside one or more of the measures but none have exceeded either threshold by as much as the outliers in the current cohort.

9.3.18 Barnet's Adoption Action Plan details actions for improvement going forward based on an analysis of our performance so far as well as taking account of recent and anticipated changes. This will be supported through the use of the Adoption Improvement Grant which will fund:

- A Project Officer in the short term to coordinate all aspects of the adoption reform programme.
- The initial phase of a Principal Officer (Care Proceedings) post to lead on implementation of the Family Justice Review recommendations<sup>2</sup> in order to improve the quality of social work evidence and thereby reduce the length of care proceedings.
- Contribution with colleagues in the North London Consortium to sector improvement including the development and implementation of assessment models for prospective adopters, implementing fostering for adoption approvals, family finding and training.

9.3.19 The key aspects of the Action Plan are:

- **Timely decisions with respect to permanence**

Barnet has held a Permanence Panel since 2006 in response to concerns regarding drift in planning for permanence. This panel was replaced in September 2012 with a Care Planning Panel which builds on the work of the original panel while also focussing on tracking legal proceedings.

- **Reduction to the length of court proceedings**

Barnet is working with neighbouring boroughs, the local court and CAFCASS to reduce the length of court proceedings in line with the

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<sup>2</sup> The Family Justice Review includes measures to reduce duplication in the system, ensure that the child's wishes and interests remain prominent and set a clear time limit for the length of care cases.

Family Justice Review recommendations. This will include the appointment of a post in Barnet to support social workers to develop their professional confidence and improve the quality of their assessments and thereby reduce the need for costly independent expert assessments. This will enable Barnet to secure earlier disposal of proceedings and reduce the length of care proceedings.

- **Development of fostering for adoption**
- **Restructure of the adoption team to separate out the assessment and family finding functions.**

#### **9.4 Conclusion**

9.4.1 Recruitment of adopters is not the cause of the majority of delays to adoption for looked after children in Barnet. This is partly because of effective services in place (in supporting adopters and potential adopters) but also due to recent innovative work with the North London Consortium. Never-the-less plans to remove barriers to greater partnership working with other local authorities and external agencies are welcomed, particularly to help find adopters for children with the most complex cases and specific needs.

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

10.1 None

<b>Cleared by Finance (Officer's initials)</b>	<b>JH/MC</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>HP</b>



## AGENDA ITEM 8

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<b>Meeting</b>	Budget and Performance Overview and Scrutiny Committee
<b>Date</b>	7 March 2013
<b>Subject</b>	One Barnet Programme Highlight Report
<b>Report of</b>	One Barnet Programme Office
<b>Summary</b>	Appendix 1 provides a summary of the programme status of the One Barnet Programme, as at February 2013.

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<b>Officer Contributors</b>	Tom Pike, Head of Programme and Resources James Wills-Fleming, Head of Corporate Programmes
<b>Status (public or exempt)</b>	Public
<b>Wards affected</b>	All
<b>Enclosures</b>	Appendix 1: – One Barnet Programme Highlight Report Appendix 2: – One Barnet Programme Risk Register
<b>For decision by</b>	Budget and Performance Overview and Scrutiny Committee

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## **1. RECOMMENDATION**

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

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Budget and Performance Overview and Scrutiny Committee, 21 July 2011, agenda item 9 (Highlight Report).
- 2.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, agenda item 11 (Highlight Report).
- 2.3 Budget and Performance Overview and Scrutiny Committee, 6 December 2011, agenda item 11 (Highlight Report).
- 2.4 Budget and Performance Overview and Scrutiny Committee, 24 April 2012, agenda item 7 (Highlight Report).

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

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2012/13 Corporate Plan are: –
- Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb
- 3.3 One Barnet has three overarching aims: –
- A new relationship with citizens
  - A one public sector approach
  - A relentless drive for efficiency

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Risks are considered on project by project and programme level basis, in line with corporate risk management processes.
- 4.2 Appendix 2 provides the current One Barnet Programme-level Risk Register

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

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny responsibilities in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

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

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

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

6.2 The financial information in Appendix 1 reflects the indicative spend as at month 10 (January) 2013.

6.3 Appendix 1 also includes the latest budgeted figures for each project currently within 'Wave 1' of the programme. Wave 1 of the programme is forecasting to deliver within the £9.8m budget agreed by Cabinet on 29 November 2010 and subsequently amended by Cabinet Resources Committee on 17 December 2012.

6.4 Appendix 1 also includes a table showing the Wave 1 programme budget, split by project, and the related savings achieved and projected to be achieved by each project over the period 2010-2019, the cumulative total of which is £151.6m.

6.5 Appendix 1 also includes a table showing the 'Wave 2' programme budget over the period 2011-2015, split by project, the total of which is £5.8m.

## **7. LEGAL ISSUES**

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

## 8. CONSTITUTIONAL POWERS

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

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

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

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

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

## 9. BACKGROUND INFORMATION

- 9.1 **Appendix 1** provides a summary of the current programme status of the One Barnet Programme
- 9.2 **Appendix 2** provides the current One Barnet Programme-level Risk Register

## 10. LIST OF BACKGROUND PAPERS

- 10.1 None.

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	RP

# One Barnet Programme Report

07/03/13

## Section 1: Programme Status and Issues

<b>Overall Programme Status</b>	<b>AMBER</b>
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WAVE 1						
<u>Project Name</u>	<u>Overall RAG</u>	<u>Schedule</u>	<u>Budget</u>	<u>HR</u>	<u>Comms</u>	<u>Resources</u>
Development and Regulatory Services	A	A	A	G	G	G
New Support and Customer Services Procurement	A	A	A	G	G	A
Customer Services Transformation	A	A	A	G	G	G
Transport	A	A	A	A	A	A
Information Management Systems	G	G	G	N/A	A	G
Libraries	G	G	G	G	G	G
Restructure						
Right to Control						
Future of Parking						
Future of Housing Services						
Community Coaches						
Legal Services						
WAVE 2						
Health & Social Care Integration	G	G	G	G	G	G
Sport & Physical Activity (SPA)	R	R	R	G	G	A
Safer Communities	A	G	A	G	G	A
Early Intervention & Prevention Project	G	G	G	G	G	G
Music Service	G	G	R	G	G	G
Waste & Street Scene	A	A	A	G	G	A

## Section 2: Issues

### Issues for Decision:

- None escalated for decision to this board meeting.

### Issues for information:

## Section 3: Risks

### Risks for Decision:

- None escalated for decision to this board meeting.

### Risks for Information:

- One Barnet programme risks are set out in appendix 2

## Section 4: Project Status

Project and Project Manager	Project Start	Project End	Lifecycle Stage	Progress made this period	Milestones due in next period	Current RAG
Development and Regulatory Services	Feb 2010	May 2013	Procurement	The evaluation stage continues and no decision will be made until the outcome of the Judicial Review hearing	<ul style="list-style-type: none"> <li>Evaluation close (Pending closure of review and challenge process)</li> <li>Pre-decision O&amp;SC (Pending outcome of NSCSO JR)</li> <li>Cabinet approval of preferred bidder (Pending outcome of NSCSO JR)</li> </ul>	A
New Support and Customer Service Organization	May 2010	May 2013	Procurement	Contract Award pending outcome of JR	<ul style="list-style-type: none"> <li>Contract award (Pending outcome of JR)</li> <li>Service commencement date (Pending outcome of JR)</li> </ul>	A
Customer Services Transformation	Feb 2011	April 2013	Completion	Project Closure phase initiated	<ul style="list-style-type: none"> <li>Closure report to be taken to April Programme Board</li> </ul>	A
Transport	Autumn 2010	Jan 2014	Delivery	The participation in WLA transport bureau is delayed due to the ongoing work on the recovery and development programme following the issues encountered by the bureau at the start of the academic year 2012/13. The WLA estimate this work to be completed by Sept 2013. The delays have effected the achievement of the financial and non-financial benefits of the WLA transport efficiency programme.	<ul style="list-style-type: none"> <li>Implement the Harrow lead transport framework contract, April 2013.</li> <li>Review transport bureau progress, August 2013.</li> </ul>	A
Information Management System	2011	March 2013	Completion	Project work completed and handover to business as usual function underway	Closure of project	G
Libraries Strategy	July 2011	TBC	Assessment	<p>* Literacy and reading have been extended by a comprehensive volunteer programme, involving a total of 138 volunteers donating over 3,700 hours to their local library services since November 2011.</p> <p>* By the end of March 2013 wifi and self service technology will have been extended to all but one library (East Finchley to follow in 2014 due to English Heritage</p>	Update report to Programme Board on 19 <sup>th</sup> March 2013	A

				requirements)		
Health and Social Care Integration	Dec 2011	TBC	Assessment	<p>Two 'spearhead project' business cases delivered:</p> <ul style="list-style-type: none"> <li>▪ Frail Elderly Pilot (Risk Stratification and Care Navigators covering a population of 50K+) approved by the Health &amp; Social Care Integration Board on 28th Jan 2013</li> <li>▪ Care Home Quality Improvement Pilot business case presented to the Health &amp; Social Care Integration Board on 28th Jan 2013.</li> </ul>	<p>Further changes and updates on the Care Home Quality Improvement Pilot are required with updated documentation being re-presented to the Health &amp; Well Being Board Financial Planning Group on 27th Feb 2013.</p>	G
Sport & Physical Activity (SPA)	Dec 2011	May 2013	Assessment	<p>LBB have held contractual meetings with the current leisure provider to discuss the desired outcomes of the SPA project. These commercial negotiations have taken longer than anticipated resulting in the project timeline slipping.</p>	<ul style="list-style-type: none"> <li>▪ Stakeholder workshop, Feb 2013</li> <li>▪ Update report to Programme Board, 19<sup>th</sup> March 2013</li> </ul>	R
Safer Communities	Jan 2012	Apr 2014	Assessment	<p>Two outline business cases (future of CCTV service and enhancements to the partnership strategy) are scheduled for decision at Cabinet Resources Committee in April.</p>	<ul style="list-style-type: none"> <li>▪ Review of Enhancements Outline Business Case by CRC, Apr 2013</li> <li>▪ Review of CCTV Business Case by CRC, Apr 2013</li> </ul>	A
Early Intervention and Prevention	Jan 2012	July 2014	Implementation	<p>Work stream 2 &amp; 4 are running to plan Work stream 1 &amp; 3 are under review</p>	<ul style="list-style-type: none"> <li>▪ Work stream 4 Pilot release Mar 2013</li> </ul>	G
Music Service	Feb 2012	Mar 2013	Completion	<p>The project is on track for the approved transfer date of 1st March. Lead member DPR decision approved on 14th February providing authority to sign the Business Transfer Agreement and Novation Agreement.</p>	<ul style="list-style-type: none"> <li>▪ Novation of Arts Council grant, 1st March 2013</li> <li>▪ Go Live, 1<sup>st</sup> March 2013</li> </ul>	G
Waste & Street Scene	Jan 2012	TBC	Implementation	<p>Programme of activity to be delivered in three workstreams supported by a communications plan:</p> <ul style="list-style-type: none"> <li>• In-sourcing of May Gurney Recycling Contract by October 2013</li> <li>• Transformation of Waste Service</li> <li>• Transformation of Street Scene and Green Spaces</li> </ul>	<p>Progress report to Programme Board, 19<sup>th</sup> March 2013</p>	A

## Section 5: Finances

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<b>Budget</b>	<b>AMBER</b>
<b>For information</b> 76	The latest budgeted figures for each project currently in the One Barnet Programme are detailed in the tables below. The total budget for Wave 1 Projects is £9.847m and Wave 1 of the programme is currently projected to be delivered within this budget. The Amber rating reflects the fact that allocation of programme contingency against individual projects has yet to be formally approved.



Wave 1 Projects	Total Budget	2010/11	2011/12	2012/13		2013/14	2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn		
<b>Closed Projects</b>									
Community Coaches	70,000	-	42,186	22,205	22,205	-	-	64,390	(5,610)
e-Recruitment	40,000	40,000	-	-	-	-	-	40,000	0
Housing Project	87,966	-	23,750	24,926	24,926	-	-	48,676	(39,290)
Parking Procurement	170,537	29,159	113,085	22,423	22,423	-	-	164,668	(5,869)
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	0
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	0
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	0
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	0
SAP Optimisation	375,533	174,375	127,147	60,000	80,000	-	-	381,522	5,989
Your Choice Barnet	553,156	163,279	313,895	81,616	81,616	-	-	558,790	5,634
<b>Open Projects</b>									
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	69,136	(178,357)
Customer Service Transformation	543,113	236,379	309,351	-	-	-	-	545,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	904,307	1,292,910	163,392	-	2,477,412	733,392
Legal Services	140,000	-	54,639	106,479	110,771	-	-	165,410	25,410
Libraries Strategy	148,181	60,000	54,003	34,178	34,178	-	-	148,181	0
New Support & Customer Services Organisation	1,654,439	307,446	641,733	914,913	1,107,920	47,446	-	2,104,545	450,106
Passenger Transport	272,106	57,966	111,602	28,095	105,025	-	-	274,593	2,487
Programme Management	2,411,433	450,919	1,593,258	367,256	367,256	-	-	2,411,433	(0)
Right to Control	-	-	-	-	-	-	-	-	0
Contingency - Wave 1	1,022,592	-	-	-	-	-	-	-	(1,022,592)
<b>Total</b>	<b>9,847,416</b>	<b>2,241,753</b>	<b>4,119,515</b>	<b>2,566,398</b>	<b>3,249,230</b>	<b>210,838</b>	<b>-</b>	<b>9,821,335</b>	<b>(26,081)</b>

At Cabinet on 20 February 2012 the extension of the corporate change programme to include 5 new major projects and three 'enabling' projects was approved.

The table below details the latest budgeted figures for each of the 5 new projects in the One Barnet Programme. The table also includes projected figures for the Information Management System enabling project, the continuation of the Customer Services Transformation Project, the Reorganisation of the Senior Officer and Council Structures Project and the costs of funding the Programme Management Office.

Wave 2 Projects	Budget	2010/11	2011/12	2012/13		2013/14	2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn		
Customer Service Transformation	1,422,000	-	-	1,018,360	1,422,000	-	-	1,422,000	0
Early Intervention	227,000	-	77,825	117,349	149,194	-	-	227,019	19
Health & Social Care Integration	100,000	-	38,881	63,016	63,016	-	-	101,897	1,897
Information Management System	565,190	-	148,729	363,181	416,767	-	-	565,496	306
Programme Management	1,800,000	-	-	592,874	1,030,975	575,452	193,573	1,800,000	0
Re-organisation of the Senior Officer and Council Structures	900,000	-	127,138	807,506	807,506	-	-	934,644	34,644
Registrars	25,000	-	-	13,465	25,000	-	-	25,000	(0)
Safer Communities	149,000	-	39,765	99,014	129,159	-	-	168,924	19,924
Strategic Review of Sports & Leisure Activity	198,000	-	48,445	82,598	147,596	-	-	196,041	(1,959)
Waste & Streetscene	391,000	-	110,612	131,826	159,145	121,250	-	391,007	7
Contingency - Wave 2	-	-	-	-	-	-	-	-	0
<b>Total</b>	<b>5,777,190</b>	<b>0</b>	<b>591,395</b>	<b>3,289,189</b>	<b>4,350,358</b>	<b>696,702</b>	<b>193,573</b>	<b>5,832,028</b>	<b>54,838</b>

Wave 1 Costs and Savings	Programme budget	Base budget savings to 2011/12 *	Projected base budget savings to 2012/13**	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Projected Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19	Comment
	£m	£m	£m	£m	£m	£m	£m	£m
Community Coaches	0.07	-	-	-	-	-	-	Development of a volunteer life coaching scheme. Successfully piloted in partnership with local and national charities and community groups. Currently being developed into an ongoing service for the community.
e-Recruitment	0.04	0.29	0.34	0.34	0.45	0.78	2.81	The e-Recruitment project has provided the organisation with an online system which is delivering process improvements for HR and a reduction in advertising costs for directorates.
Housing Project	0.09	-	0.40	0.61	-	0.40	3.77	The housing needs and resources (HNR) service was transferred from the Council to Barnet Homes in April 2012 enabling reduced management costs and greater synergies between Barnet Homes and the HNR service.
Legal Services	0.14	-	0.09	0.19	-	0.09	1.18	Savings to be achieved through a shared legal service with London Borough of Harrow which went live September 2012.
Parking	0.17	-	0.37	0.89	-	0.37	5.38	As of May 2012 the parking service is being provided by an external contractor (NSL) with consequential savings being realised.
Procurement Project	0.07	0.92	0.92	0.92	1.79	2.71	8.26	Procurement savings delivered through review and reduction in number of vendors, and contract renegotiation. A small element of the planned savings were substituted with staff savings in the procurement service.
Prototyping Project	0.08	-	-	-	-	-	-	Successful development of a methodology to quickly develop new services at low cost. Used to develop the Community Coaching service.
Rapid Improvement Project	0.02	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings
Revenue Income Optimisation	0.20	1.83	2.08	2.15	2.17	4.25	17.13	All of the planned changes have taken place and all relevant income budgets have been adjusted appropriately (except for the charging for parking in the boroughs 7 free car parks as per Cllr decision).
Right to Control	-	-	-	-	-	-	-	Coordinated support for disabled citizens, including social care, housing and employment support.
SAP Optimisation	0.38	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings through improvements to the Council's SAP finance/procurement/HR system
Your Choice Barnet	0.55	-	-	0.49	-	-	2.25	A subsidiary company to the Council was set up to deliver Adult social care services previously run directly by the Council. This went live in January 2012. A surplus is due to be generated across 2013-16.
School improvement and youth services	0.25	2.04	2.04	2.04	2.04	4.08	16.32	Savings achieved in 2011/12 through (i) the reduction of school improvement support service for primary and secondary schools and (ii) the reshaping and reducing of youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice.
Customer Service Transformation	0.54	0.09	0.69	0.67	0.09	0.77	4.84	Savings achieved in 2012/13 through the consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact and the reduction in team management roles as a result of this consolidation.
Development & Regulatory Services	1.74	-	-	3.19	-	-	17.16	These savings will be achieved in 2013/14 and 2014/15. The outline solution submissions of both the bidders who were taken forward into the second stage of dialogue met or exceeded the council's requirement to achieve these savings. Final tenders have now been received with the contract due to go live in early 2013/14.
Libraries Strategy	0.15	0.12	0.27	1.21	0.12	0.38	7.23	Savings will be achieved primarily in 2013/14 through a restructure of service designed to achieve efficiencies without affecting the ability of the service to deliver the Library Strategy. Further savings will be achieved through the Implementation of RFID self-service in all sites (this has already been partly implemented in 2012/13), the running of Hampstead Garden Suburb Library by members of the community and the creation of a new landmark library in the arts depot (and the subsequent closure of Friern Barnet library).
New Support & Customer Services Organisation	1.65	-	-	11.60	-	-	61.30	Updated savings expected from NSCSO contract as detailed in the MTFs reported to Cabinet in November.
Passenger Transport	0.27	0.42	0.50	0.50	0.49	0.99	3.98	Savings have been achieved in 2011/12 and 2012/13 through rationalising the transport costs across adults day care transport with Children's Special Needs Transport by merging/remodelling routes, and/or reconfiguring opening times of Day Centres. Savings also derived from a combination of merged SEN and AdSS transport through the availability of additional vehicle and driver resources to be utilised at short notice and using improved procurement methods.
Contingency	1.02	-	-	-	-	-	-	
Programme Management	2.41	-	-	-	-	-	-	
<b>Total</b>	<b>9.84</b>	<b>5.70</b>	<b>7.69</b>	<b>24.79</b>	<b>7.14</b>	<b>14.83</b>	<b>151.60</b>	

\* - savings to end of 2011/12

\*\* - projected savings to end of 2012/13

\*\*\* - projected savings to end of 2018/19

## Risk Register

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0045	One Barnet Programme	12	Project Risk (To be used ONLY in project risk section)	Business Continuity	Stakeholders are not identified, communicated with or engaged effectively	Each project has a communications plan identifying stakeholders and setting out the communication strategy and approach Programme Stakeholder Engagement and Communications Plan Equalities Impact Assessments (Internal and external) completed to understand the impact of all changes Programme level member engagement plan	<p>Cause: Project teams do not carry out effective stakeholder mapping Communications Plans are not comprehensive Stakeholders do not understand the importance and impact of their involvement in projects</p> <p>Consequence: Opportunities may be missed as they are not identified or understood Projects may be delayed if further discussion and engagement with stakeholders is required Incorrect decisions could be made if the views of all relevant stakeholders are not taken into account</p>

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0046	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Business Continuity	Projects do not see the inter-dependencies between each other missing potential opportunities and increasing chance of unintentional negative impacts	<p>Identification and documentation of inter-project dependencies through programme Dependency Maps</p> <p>Regular challenge sessions between the programme and individual project managers</p> <p>Regular programme team meetings to share risks, issues and learning</p> <p>Collaborative working between programme and project managers</p> <p>Use of Implementation Partners to provide subject matter expertise</p> <p>Programme Plan linked to individual project plans</p>	<p>Cause: Lack of regular engagement between project managers and sharing of key documents. Project manager focus on project delivery in isolation not as part of a wider programme</p> <p>Consequence: Potential opportunities are not recognised and exploited reducing the potential benefits of projects Projects not recognising where others are developing or delivering something, therefore potentially duplicating/wasting resources Projects could unintentionally negatively impact each other where key dependencies haven't been identified</p>
OB0047	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Staffing & Culture	Lack of adequate resource available to support key elements of project and programme delivery	<p>Project-level resource plans detail the required level of resource, profiled over the expected life of the project.</p> <p>Programme Resource Plan and a Programme Plan linked to the individual project plans to enable identification of potential gaps and pressures on available resource</p>	<p>Cause: Failure to effectively profile available resources across programme Lack of available resource due to problems with recruitment and/or retention of project staff</p> <p>Consequence: Lack of available resource to deliver projects resulting in delays to project delivery Shared resources such as HR and Finance could be unavailable at key points of projects resulting in delays to project delivery</p>

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0048	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Reputational	Design and implementation of new forms of service delivery fails to meet organisational and customer needs	Use of output specifications to fully define requirements developed by service experts Flexibility built into contracts to allow changes and development Learning to be taken from other councils / private sector partners who have gone through similar changes Use of Implementation Partners to support programme and projects Effective stakeholder management to ensure that all requirements are fully understood and captured	Cause: Failure to properly understand requirements Failure to robustly document and contractualise requirements with new suppliers  Consequence: Fundamental failure to deliver services Additional expense of corrective measures Pace of improvement in council performance may be slowed Reputational impact of not delivering stated outcomes Impact on business continuity
OB0049	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Reputational	Inadequate programme and project governance and management leads to failure of part or all of the programme	Project Management Toolkit and One Barnet Programme Mechanics documents clearly set out the expected governance and management arrangements for all projects Independent gateway reviews carried out at key milestones of projects Programme and Project Governance Regular reviews conducted by internal and external audit Reporting and escalation process clearly set out linking projects governance to programme board	Cause: Failure to follow established policies and procedures Failure to effectively manage project and programme teams  Consequence: Failure to deliver projects and programme to time, budget and quality criteria

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0050	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Business Continuity	There is a risk that the NSCSO and DRS contracts developed through competitive dialogue will not capture and appropriately define the mutual interdependencies	Interdependency management processes through One Barnet Programme Design Authority approach ensuring interdependencies are identified and managed Interface agreements written and discussed in dialogue with all four DRS/NSCSO bidders	Cause: Two parallel competitive dialogue processes potentially diverging in their solutions Gaps in specification as requirements evolve through dialogue Potentially inconsistent assumptions Lack of co-ordination between project teams  Consequence: Council potentially unable to deliver its aspirations, for example around customer services Potential increased costs in one or other contract as additional, non-dialogued changes are identified
OB0051	One Barnet Programme	12	Project Risk (To be used ONLY in project risk section)	Business Continuity	As DRS and NSCSO projects move towards finalisation there are risks around selection of the provider and the mobilisation period with potential for delay and business continuity over that time	Selection panels in place for the assessment of final bids. Training and development for panel members to ensure process is adhered to. Transition plan in place to move to new provider through senior management restructure process. Transition Board in place monitoring delivery of plans, escalating issues as appropriate.	Cause: The stage in the procurement process requires capacity and leadership to ensure smooth transition  Consequence: Business as usual may suffer or delays occur if the process is not controlled well over the selection and mobilisation process

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0052	One Barnet Programme	9	Project Risk (To be used ONLY in project risk section)	Information Governance	Failures in the flow of information impacts service delivery	All relevant projects to carry out Data Flow Analysis which will help capture key information required for contractual arrangements and/or information sharing arrangements	<p>Cause: The flow of information between internal LBB services has historically been implicit and needs to be explicitly understood and captured as appropriate in contractual arrangements and/or information sharing arrangements</p> <p>Project managers need to scope and plan for information elements and engage with wider programme and manage interdependencies</p> <p>Consequence: There is a risk that information flows between LBB services and other bodies responsible for delivery of Barnet services are not well understood; lack of understanding could potentially impact service delivery</p>
OB0053	One Barnet Programme	3	Project Risk (To be used ONLY in project risk section)	Financial	Programme Management Office budget proves to be inadequate or is overspent	<p>Regular monitoring and challenge session with Finance team</p> <p>Current budget is fully costed against programme staffing structure</p> <p>Current budget includes contingency amount to account for any unforeseeable costs</p>	<p>Cause: Unforeseeable requirements causing unplanned expenditure Inadequate monitoring and management of budget</p> <p>Consequence: Failure to deliver part or all of the project Additional draw-down on reserves</p>

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0054	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Reputational	Commercially sensitive and/or confidential information is released either deliberately or inadvertently to the public domain	<p>All staff working directly on the One Barnet Programme and within the wider Corporate Programmes Team have signed confidentiality and non-disclosure agreements in addition to normal terms of employment</p> <p>Full review of electronic information management systems access structures has been undertaken to ensure that security measures are reflected in electronic systems</p>	<p>Cause: Inadequate security at the council and failure of staff to follow information management and security procedures</p> <p>Consequence: Legal challenge and the failure of one or more of the procurements Unable to take disciplinary/legal action against parties responsible for confidential information reaching the public domain or otherwise managing data improperly</p>
OB0055	One Barnet Programme	4	Project Risk (To be used ONLY in project risk section)	Reputational	Project and programme officers may use their position to influence outcome of procurements for personal gain	<p>Council officers involved in the procurement process are required to declare conflicts of interests and sign Conflict of Interest declarations prior to involvement in projects involving procurement</p> <p>All council staff are required to complete Corporate Anti-Fraud Training to identify the signs of fraud within and outside of the organisation</p> <p>The council's Corporate Anti-Fraud Team are in place to investigate potential cases of fraud</p>	<p>Cause: Officers involved in the procurement of suppliers will be in a position where they can influence the outcome of the procurement exercise for their personal gain</p> <p>Consequence: The Council could award contracts which may not be the most appropriate or value for money choice The Council could be challenged for awarding contracts following a flawed procurement process This would cause a negative reputational impact for the Council</p>



Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0056	One Barnet Programme	6	Project Risk (To be used ONLY in project risk section)	Information Governance	Challenge from ICO on process that the council is following to transfer data to new service providers	<p>An information governance work stream has been defined to assure a compliant transfer. Information audits are being carried out to capture information types, lifecycle management and prepare/facilitate cleansing exercise</p> <p>Resources are being agreed to manage the process, support services through the cleansing exercise and transfer</p> <p>An on going process for the management of data post transfer is being defined</p>	<p>Cause: Underdeveloped information management practice in services and lack of time allocated to remediate information</p> <p>Consequence: Could lead to intervention by the ICO in the form of a fine and/or the stoppage of the data transfer process which would in turn impact the delivery of services.</p>

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) In Place	Cause/consequence
OB0057	One Barnet Programme	8	Project Risk (To be used ONLY in project risk section)	Reputational	There is a risk that the expected benefits of the One Barnet Programme will not be realised	<p>One Barnet Benefits Realisation Strategy in place to ensure all benefits are identified in the initial stages of projects, developed and expanded through project lifecycles and then handed over to responsible owners with clear plans to ensure the actual benefits are realised and tracked</p> <p>Programme and project governance processes in place to ensure robust scrutiny of benefits at all stages of the project lifecycle</p>	<p>Cause: Assumptions around benefits in the original One Barnet Framework were invalid Delays in projects leading to delays in benefits realisation Unforeseeable external factors such as legislative changes Inadequate programme and project controls around the definition and delivery of benefits Delays in individual projects</p> <p>Consequence: Medium Term Financial Strategy requirements to be implemented through the One Barnet Programme may not be delivered Expected gross financial savings may not be delivered Pace of improvement in council performance may be slowed Reputational impact of not delivering stated outcomes Possible impact on business continuity</p>

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	7 March 2013
<b>Subject</b>	<b>Initiatives to Contribute to the Safer Communities Strategy</b>
Report of	Cabinet Member for Safety and Resident Engagement
Summary	This report provides outlines how the authority's leadership role for community safety is developing and provides an update on proposals to implement number of initiatives to support delivery of the Safer Communities Strategy 2011-14.

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Officer Contributors	James Mass, Family & Community Well-being Lead Commissioner Ruth Murphy, Project Manager, Deputy Chief Executive's Service
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Committee
Enclosures	None
Contact for Further Information:	James Mass, Family & Community Well-being Lead Commissioner <a href="mailto:James.mass@barnet.gov.uk">James.mass@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That the Committee considers the update on the One Barnet project considering Enhancements to the Safer Communities Strategy and Future CCTV Service as set out in the report and makes appropriate comments and recommendations to the Cabinet Member for Resident Safety and Engagement as appropriate.**
- 1.2 That the Committee notes that the Outline Business Cases for the Enhancements to the Safer Communities Strategy and Future CCTV Service are scheduled for decision at Cabinet Resources Committee on 18<sup>th</sup> April 2013.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 29 November 2010 (Decision item 6) – approved the One Barnet Framework and the funding strategy for its implementation.
- 2.2 Cabinet, 14 September 2011 (Decision item 5) – approved the Safer Communities Strategy.
- 2.3 Cabinet, 20 February 2012 (Decision item 6) – approved the Business Planning Report 2012/13 – 2014/15 which included within the report the five projects to be developed through strategic outline cases.
- 2.4 Cabinet Resources Committee, 20 June 2012 (Decision item 6) – approved the Strategic Outline Case for the strategic review of Community Safety.

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

- 3.1 Crime reduction and community safety are top priorities for Barnet residents. One of the new Corporate Plan priorities is “to promote family and community well-being and encourage engaged, cohesive and safe communities”.
- 3.2 The Council is a provider and commissioner of community safety services but also has a more significant local leadership role. Through chairing the Safer Communities Partnership the Council exerts strategic leadership, provides accountability to other agencies working in Barnet and is the driving agent of development in the system.
- 3.3 Two outline business cases have been developed which help the Council to fulfil this role and to build on partnership activity and alignment of resources to deliver against the priorities set out in the Safer Communities Strategy 2011 – 2014. This includes tackling the following issues:
  - Property Crime, with a focus on domestic burglary
  - Anti-social behaviour
  - Violent crime, with a focus on domestic violence
  - Focus on the places where offences take place
  - Building Reassurance and Confidence

In line with the Safer Communities Strategy, the proposals aim to reduce the fear of crime through greater engagement with citizens around community safety and involving them in the design and delivery of community safety initiatives.

- 3.4 The recommendations in the outline business cases fit within the corporate change principles. In line with these principles, the enhancement of the strategy and refresh of CCTV will deliver:

**A new relationship with citizens**

- Improved victim satisfaction through the use of restorative justice approaches.
- Improved public confidence with visibility of crime and ASB being tackled, through community-led schemes.
- Individual and community ownership of community safety in their local area.
- Citizens will feel safer and there will be less fear of crime as a result of confidence in CCTV to prevent and detect crime.

**A one public sector approach**

- Reduced crime and anti social behaviour
- Reduction in re-offending levels due to multi agency offender management.
- Improved crime prevention as CCTV is more effectively deployed and is more of a deterrent.
- Improved technology and a more flexible camera estate which can be used to respond to crime and anti-social behaviour hotspots.

**Relentless drive for efficiency**

- More efficient multi-agency working: more visible and citizen centred community safety initiatives resulting in reduced customer contact.
- A more efficient CCTV monitoring service.
- Improved crime prevention as CCTV is more effectively deployed leading to a reduction in economic and social costs of crime.

**4. RISK MANAGEMENT ISSUES**

- 4.1 Risks associated with the delivery of this project are managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.

**5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 The Council and all other organisations exercising public functions on its behalf are required under the Equality Act 2010, to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual

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

- 5.2 As part of the implementation stage, the initiatives to enhance the Strategy must incorporate a well-designed insight, consultation and engagement programme, to identify and understand the varied needs of the diverse communities and user groups within the borough. Officers will ensure that consultation events and activities are established as required. In addition, the appropriate equality impact assessments will be completed and included in the decision-making process.

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

- 6.1 To date approved expenditure from the One Barnet Transformation Reserve of £149,000 has been allocated to develop the business cases for enhancements to the Strategy.

### **New initiatives**

- 6.2 It is proposed that a number of new initiatives are piloted at relatively low cost, on a low risk basis initially.
- 6.3 There are expected to result in significant financial benefits across partners, including substantial savings to the Police and Probation services.
- 6.4 There is a need for the council to invest to kick-start these initiatives given the budgetary constraints of other partners. The intention is that initiatives will be evaluated and then rolled out more widely based on initial learning. Wider roll-out will improve the cost benefit ratio delivered by these initiatives.
- 6.5 It is proposed that the Council's contribution for the set up costs and operation for the first two years is met through a bid to the Mayor's Office of Policing and Crime (MOPAC) for the London Crime Prevention Fund.
- 6.6 There is agreement from partners that after the benefits of these initiatives have been proven that costs will be apportioned in line with the benefits attributed to each agency.

### **CCTV**

- 6.7 The CCTV service has a net operating cost of £811,700 (of which £623,990 is staffing). The anticipated annual running costs for 2014/15 are likely to increase to £836,700, due to a £25,000 reduction in income from Barnet Homes and Transport for London.
- 6.8 A capital budget of £477,000 is allocated to the upgrade of CCTV and forms part of the Council's capital programme for 2013/14.
- 6.9 The Medium Term Financial Strategy (MTFS) savings requirements have been taken into account in assessing options for the future delivery of the CCTV service. The Outline Business Case sets out plans to ensure that there is a sustainable financial position for the Council.

- 6.10 A number of different service models are being considered and evaluated based on criteria agreed with partners. It is intended that the recommended option will both enhance performance and sustainability, in addition to resulting in a decrease in the overall cost of the service.

## **7. LEGAL ISSUES**

- 7.1 Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area. Under s.17 of the above Act, it is also a duty of the Council (and other partner agencies) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.
- 7.2 The outline business cases will support the Council's strategy to reduce crime and disorder and anti-social behaviour and to reduce re-offending.
- 7.3 The Council will need to ensure compliance with Data Protection Act 1998 in relation to Information sharing.
- 7.3 The Council will also need to consider and comply with its Contract Procedure Rules.

## **8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

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

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

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

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

To engage with partner organisations, other relevant public sector bodies, private sector organisations, trade unions, local residents or any other

appropriate witnesses when fulfilling the overview and scrutiny role in relation to the One Barnet programme.”

## **9. BACKGROUND INFORMATION**

- 9.1 The Safer Communities Strategy was ratified by the Safer Communities Partnership Board (SCPB) in September and Council in November 2011 covering a three year period until 2014.
- 9.2 Through chairing the Safer Communities Partnership the Council exerts strategic leadership, provides accountability to other agencies working in Barnet and is the driving agent of development in the system. Two outline business cases have been prepared which help the Council fulfil this role and will enhance delivery against the priorities set out in the Safer Communities Strategy 2011 – 2014.

### **New Initiatives**

- 9.3 The purpose of the project is to assist the Safer Communities Partnership in achieving the key outcome of the Strategy, a reduction in the level of crime and anti-social behaviour.
- 9.2 In June 2012, a Strategic Outline Case was approved by Cabinet Resources Committee which assessed the effectiveness of the work that is taking place to deliver the strategy, identified where short and medium term changes to the work plan could contribute to the delivery of the agreed strategy and considered how to extend the ambition of the strategy in the short and longer term.
- 9.3 The Strategic Outline Case set out four themes to explored further:
- Commissioning model
  - Enhanced Integrated Offender Management
  - A Community based approach to dealing with anti social behaviour and domestic violence
  - A new deal with citizens
- 9.4 Through the development of the Outline Business Case, these themes have been subject to further evaluation, using criteria agreed with local partners.
- 9.5 Based on this evaluation, the outline business case will propose a package of initiatives to tackle anti-social behaviour and crime, aiming to prevent and reduce offending through introducing appropriate interventions at different stages in the justice continuum from prevention through to release from prison.
- 9.6 These include:
1. Neighbourhood Justice Panels
  2. Community Coaches (targeted at individuals with a risk of offending)
  3. Extended use of conditional cautions where appropriate.
  4. Enhanced Integrated Offender Management



- 9.7 The model is designed to deliver interventions at critical points of transition along the criminal justice continuum to deliver better outcomes and reduce demand on the system.

## **CCTV**

- 9.8 The Council's CCTV service makes an important contribution towards delivering Barnet's Safer Communities Strategy, by helping the Council and Police to prevent and tackle priority issues such as anti-social behaviour, violence and theft and by making a significant impact on residents' perception of safety.
- 9.9 However, the CCTV system in Barnet is out of date, expensive relative to more modern systems, and will very quickly no longer be fit for purpose. In light of significant saving pressures across the Council, a cost effective solution for future management of the monitoring service and technical platform is required, with the primary aim of improving delivery against the service's community safety objectives.
- 9.10 The outcomes Barnet wishes to achieve in part through CCTV are:
- A reduction in crime / ASB.
  - An increase in successful prosecutions for crime / ASB.
  - A reduction in fear of crime / ASB.
  - More effective response to emergencies & business continuity issues.
- 9.11 The levels of crime vary significantly between the current CCTV sites. A detailed review is required in conjunction with the police to determine which sites in the Borough would most benefit from CCTV. There would also be significant benefit in a more flexible technology that allowed some of the cameras to be cheaply relocated to respond to changing crime patterns or emerging events.
- 9.12 The review identified opportunities for more cost effective monitoring service through better use of technology. Improvements in remote monitoring technology now offered by the market should enable the police to access live footage remotely (62% incidents are police-driven).
- 9.13 It is proposed that the procurement of new CCTV technology includes an option to include Automatic Number Plate Recognition to assist the police with detection of crime, in particular burglary and vehicle crime. A more detailed business case is currently being developed for this with the police to ensure any additional investment will be effectively utilised by the police.
- 9.14 The main application of CCTV for enforcement in the UK is with parking. When implementing a new CCTV service we will explore how CCTV could assist the council in delivering its existing enforcement activities more effectively.
- 9.15 There are potential opportunities for LBB from the commercialisation of the service based on a traded service model. This could include selling CCTV services to private and public sector organisations to further deliver the core Community Safety aspirations in lower priority areas and to enhance security

on private property. Clear principles as to who the service would be offered to and how it would be operated will need to be agreed.

- 9.16 A number of different service models have been considered and evaluated based on criteria agreed with partners, including price, pace of transformation, citizen focus, flexibility to respond to changing priorities and performance.

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

10.1 None

<b>Cleared by Finance (Officer's initials)</b>	<b>JH</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>SW</b>

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<b>Meeting</b>	Budget and Performance Overview and Scrutiny Committee
<b>Date</b>	7 March 2013
<b>Subject</b>	<b>Budget &amp; Performance Overview &amp; Scrutiny Committee Forward Work Programme 2012/13</b>
<b>Report of</b>	Scrutiny Office
<b>Summary</b>	This report outlines the Committee’s draft work programme for 2012/13

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<b>Officer Contributors</b>	Andrew Charlwood, Overview & Scrutiny Manager
<b>Status (public or exempt)</b>	Public
<b>Wards affected</b>	All
<b>Enclosures</b>	Appendix – Budget and Performance Overview and Scrutiny Committee Work Programme 2012/13
<b>Reason for urgency / exemption from call-in</b>	N/A

Contact for further information: Andrew Charlwood, Overview & Scrutiny Manager  
020 8359 2014, [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

## **1. RECOMMENDATION**

- 1.1 That the Committee consider and comment on the items included in the 2012/13 work programme of the Budget & Performance Overview & Scrutiny Committee as set out in the Appendix.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 None.

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

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities
- 3.2 The three priority outcomes set out in the 2012-2013 Corporate Plan are: –
- Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb

## **4. RISK MANAGEMENT ISSUES**

- 4.1 None.

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

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
  - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

- 6.1 None in the context of this report.

## **7. LEGAL ISSUES**

- 7.1 None in the context of this report.

## **8 CONSTITUTIONAL POWERS**

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

## **9. BACKGROUND INFORMATION**

- 9.1 The Budget and Performance Overview and Scrutiny Committee's Work Programme 2012/13 indicates:
  - a) items of business carried forward from the Budget and Performance Overview and Scrutiny Sub-Committee work programme for the 2011/12 municipal year; and
  - b) items requested by the Committee in the 2012/13 municipal year.
  - c) items to carry forward into the 2013/14 municipal year
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

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

- 10.1 None.

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**London Borough of Barnet  
Budget and Performance  
Overview and Scrutiny  
Committee  
March 2013**

Contact: Andrew Charlwood 020 8359 2014 [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

Subject	Decision requested	Cabinet Member / Officer	Author
<b>2012/13 Municipal Year</b>			
<b>7 March 2013</b>			
Quarter 3 2012/13 Financial and Corporate Performance	To consider Quarter 3 2012/13 Financial and Corporate Performance	Deputy Leader of the Council and Cabinet Member for Resources and Performance	Finance & Corporate Performance
Adoption Performance	To consider an in-depth performance report on the performance of the Adoption Service	Cabinet Member for Education, Children and Families	Children's Social Care Assistant Director
One Barnet Programme Highlight Report	To review the latest One Barnet Programme Highlight Report as at February 2013	Cabinet Member for Customer Access and Partnerships, Deputy Leader of the Council and Cabinet Member for Resources and Performance	Head of Programme and Resources / Head of Corporate Programme
Initiatives to Contribute to the Safer Communities Strategy	To receive an update on initiatives to contribute to the Safer Communities Strategy including Future of the CCTV Service	Cabinet Member for Resident Safety and Engagement	Family and Community Well-being Lead Commissioner
<b>Meeting Date TBC</b>			
DRS Final Business Case and Approved Bidder	To undertake pre-decision scrutiny of the final Business Case recommendation for a preferred and reserve bidder for the Development and Regulatory Service project	Cabinet Members for Environment, Housing, Planning & Regulatory Services and Regeneration	Project Director, Development and Regulatory Services



<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member / Officer</b>	<b>Author</b>
<b>2013/14 Municipal Year</b>			
<b>20 June 2013</b>			
Quarter Four and Year End 2012/13 Financial and Corporate Performance	The Committee to review Quarter Four and Year End 2012/13 Corporate Performance and Finance	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
The Barnet Group End of Year Performance Report	The Committee to review the Barnet Group Annual Report.	Cabinet Member for Housing	Director of Operations – The Barnet Group
Review of Parking Services Performance	The Committee to consider the performance against KPIs of the parking service.	Cabinet Member for Environment	Director for Place
Findings of the North Finchley Parking Pilot	The Committee has requested to review the findings of the North Finchley Parking Review Pilot Scheme	Cabinet Member for Environment	Director for Place
<b>24 October 2013</b>			
Legal Services - Update on Shared Services	The Budget and Performance Committee to consider a report providing an overview of performance levels of the service following the transition to a shared legal service.	Leader of the Council	Assurance Director
Budget Planning	The Committee to review and make comments and recommendations to the Executive with regard to annual budget planning.	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member / Officer</b>	<b>Author</b>
9 December 2013			
The Barnet Group, Mid-Year Performance Report	The Committee to consider the mid-year performance of the Barnet Group.	Cabinet Member for Housing	Director of Operations – The Barnet Group
Quarter Two Finance and Corporate Performance	The Committee to consider the Quarter Two Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
TBC - Long List			
Libraries - Outline Proposals for Childs Hill & Grahame Park Libraries	The Budget and Performance overview and Scrutiny committee to consider outline proposals for Childs Hill and Graham Park libraries.	Cabinet Member for Customer Access and Partnerships	Assistant Director Customer Services