

MEETING

BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

MONDAY 16TH SEPTEMBER, 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 BSc (Econ) FCA
Vice Chairman: Councillor Joan Scannell

Councillors

Brian Gordon	John Marshall	Hugh Rayner
Andrew Harper	Arjun Mittra	Alan Schneiderman
Ross Houston	Alison Moore	

Substitute Members

Geof Cooke	Andrew Strongolou
Brian Schama	Barry Rawlings

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

Andrew Nathan – Head of Governance

Governance Services contact: Ash Tadjrishi 020 8359 2368 ash.tadjrishi@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING a) To confirm the Minutes of the meeting held on Thursday 20 June 2013 as a correct record; and, b) To note any update on matters for which follow-up action had been requested.	1 - 6
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)	
6.	QUARTER ONE FINANCE AND CORPORATE PERFORMANCE	7 - 54
7.	CAPITAL PROGRAMME UPDATE	55 - 76
8.	ONE BARNET PROGRAMME HIGHLIGHT REPORT	77 - 104
9.	ADVANCE NOTICE OF EXECUTIVE DECISIONS	105 - 112
10.	FORWARD WORK PROGRAMME	113 - 120
11.	ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT	

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Decisions of the Budget and Performance Overview and Scrutiny Committee

20 June 2013

Members Present:-

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)

Councillor Brian Gordon	Councillor Alison Moore
Councillor Andrew Harper	Councillor Hugh Rayner
Councillor Ross Houston	Councillor Alan Schneiderman
Councillor John Marshall	Councillor Andrew Strongolou
Councillor Arjun Mitra	(In place of Joan Scannell)

Also in attendance:-

Councillor Daniel Thomas – Deputy Leader / Cabinet Member for Resources and Performance

Apologies for Absence:-

Councillor Joan Scannell

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that, subject to an amendment under item 6 (in relation to a Member's comment that a previous request for the Committee to receive specialist external advice had not been progressed) to add the words "despite there being adequate time for this", the minutes of the meeting held on the 11 June 2013 be approved as a correct record.

2. ABSENCE OF MEMBERS

An apology for absence had been received from Councillor Joan Scannell who had been substituted for by Councillor Andrew Strongolou.

3. DECLARATION OF MEMBERS' INTERESTS

Member	Subject	Interest declared
Councillor Ross Houston	Agenda Item 6 (Quarter Four Performance)	Non-pecuniary interest as a Council appointed representative on the Board of The Barnet Group Ltd
Councillor John Marshall	Agenda Item 6 (Quarter Four Performance)	Non-pecuniary interest as a Council appointed representative on the Board of The Barnet Group Ltd

4. PUBLIC QUESTION TIME

None.

5. MEMBERS' ITEMS

None.

6. QUARTER FOUR AND YEAR END 2012/13 FINANCIAL AND CORPORATE PERFORMANCE

The Cabinet Member for Resources and Performance, Councillor Daniel Thomas, the Deputy Chief Operating Officer, John Hooton, and the Head of Programme and Resources, Tom Pike, presented the Quarter Four and Year End 2012/13 Financial and Corporate Performance report.

Responding to a question from the Committee, Officers reported that the legal costs of the judicial review were approximately £400,000 as of the end of May 2013. It was noted that the cost of the delay had been estimated at £8.6 million for the period April and November 2013 due to lost savings and delayed mobilisation.

Some Members commented that the Council had not adequately consulted with residents on the One Barnet Programme which had resulted in a legal challenge. It was suggested that the Corporate Risk Register be amended to make specific reference to the judicial review appeal and the impact on the Medium Term Financial Strategy.

Councillor Schneiderman had submitted questions in advance of the meeting. Details of the questions asked and the answers provided are set out below:

1. (9.8) Why have earmarked reserves increased by £10m?

Earmarked reserves have increased for a number of reasons. Firstly, the New Homes Bonus (£3m) was received by the Council and has been earmarked for infrastructure projects, but as at 31st March 2013 remains unspent. The Council allocated in the 2012/13 budget funding for the "service development" reserve (£5m) – most but not all of this was spent during the year. The Council received funding from the NHS for "winter pressures" of £1.1m but only received this in March, so it remained unspent in the year and is allocated to a specific reserve. The Council also underspent on redundancy and capital financing budgets, and these underspends were moved to earmarked reserves. This earmarked reserves position puts the Council in a stronger position to deal with the costs that are being incurred as a result of the judicial review (legal costs, additional project and mobilisation costs and lost financial benefits from the New Support and customer Services Organisation (NSCSO) and Development and Regulatory Services (DRS) deals) in 2013/14.

2. (9.13) Why has agency and consultant spend continued to rise to almost £30m for 2012/13?

There has been a conscious policy to hold posts vacant or use agency staff as a result of the need for the Council to make budget cuts and staffing reductions, and

as a result of the pending transfer of staff to DRS and NSCSO providers. This enables the Council to minimise the cost of redundancy, as noted in the response to the question above.

3. (9.16.3) What period does the Special Parking Account (SPA) debt write off relate to? Why has such a large amount been written off?

This relates to historic write offs of penalty charge notice (PCN) income that have not been collected, and the cancelling of PCNs that have been issued in error or successfully appealed. The position reported in the special parking account is not impacted by this write off as it was never counted as income towards the SPA annual budget position.

The debts referred to in 9.16.3 cover the years 2009 – 2013. These debts have little to no prospect of recovery. There are a number of reasons for this including:

- the debtor has moved*
- that the debt is outside of the statutory limitations for PCN recovery*
- The debtor is untraceable through government and debt recovery agencies.*

4. (9.18.13) What is the £247,000 for the 'council restructure' being spent on?

This was spent on the reorganisation of the senior management structure.

5. (9.18.15) Would it not be cheaper to consult residents rather than rack up more legal costs?

Legal costs are being incurred as a result of the need for the Council to respond to the judicial review

6. Annex B, 2012/13 Revenue Outturn Position: – What effect has the introduction of reductions in some charges and new credit card meters had on parking income?

The reductions in charges in various town centre locations across the borough were introduced in a staggered manner from September 2012, it is therefore difficult to give a definitive statement on the actual impact on revenue outturn, as there is inevitably a time delay from introduction to gaining meaningful data to check. What appears to be happening (and is continuing in the new financial year) is the number of transactions are increasing as residents become aware of the reduction in charges, however revenue in 2012/13 was in line with projections. This seems to suggest any reduction in revenue is being counteracted by increases in the number of vehicles parking. The revenue and transaction data is being monitored closely for the first quarter of 2013/14 to confirm if this is a trend.

New credit card meters were introduced commencing November 2012 – due to their gradual introduction over the last few months of 2012/13 financial year it is not possible to say they had an effect on the 2012/13 Revenue Outturn position. 19 machines are to be installed in this phase and 16 are operational as of today with the final 3 awaiting commissioning in June 2013. As above transaction and revenue data as well as maintenance impacts are being closely monitored to review the impact of the new machines on revenue.

7. Appendix E: – Special Parking Account: How are NSL performance payments/penalties accounted for in the SPA accounts?

NSL contract payments are accounted for under the “Professional Services” budget line. Payments/penalties are approved/imposed in line with the contractual performance criteria measured under the NSL contract.

8. Appendix G – Corporate Risk Register: (page 55) Shouldn't the Judicial Review findings that the Council failed to consult over One Barnet make the 'Failure to engage properly with residents' a higher risk than the risk register currently shows?

The risk register is kept under regular review and represents the full scale of risks across the Council.

A Member questioned why £5 million of new reserves had been added to the 'Central – Service Development' budget (page 14, 9.8, Table 7: Provisions and Earmarked Reserves). Officers reported that £3.583 million had been spent in 2012/13 which had been replaced and added to for 2013/14. Responding to a question regarding planned spend for this allocation, the Cabinet Member for Resources and Performance advised the Committee that the reserves would be utilised to support ongoing service transformation (including One Barnet Wave II projects) and responding to residents priorities. He added that the current level of reserves was prudent and that these may need to be utilised if the judicial review appeal was successful. The Committee were advised that if the judicial review appeal was successful, the shortfall in the Medium Term Financial Strategy would be £3.5 million (£2 million for NSCSO and £1.5 million for DRS).

The Committee noted that the Council were currently looking at site options as part of the Depot Relocation Programme. Options were expected in the next 12 – 18 months. It was noted that this item was included in the forward work programme of the Committee and would be presented at the appropriate time.

In relation to Balances held by Schools (page 13, Table 5), the Committee were advised by the Cabinet Member for Resources and Performance that the Council had no intention to claw back balances held by schools under delegation. Members emphasised the importance of schools having robust medium and long-term financial plans which supported raising achievement levels and school improvement initiatives and it was suggested that this issue be referred to the Education Overview and Scrutiny Committee for consideration.

The Committee noted that the average number of sickness absence days per employee had missed the target. The Cabinet Member for Resources and Performance advised the Committee that he was considering implementing a new Sickness Absence Policy to reduce absences details of which would be shared with Members at the appropriate time.

A Member questioned the reason for delays in utilising £384,000 from the Primary Schools Capital Investment Programme in relation to East Barnet School. Officers reported that the main project had been completed and that the retained sum related to additional works for sports facilities. It was noted that this was a joint piece of work with the Jewish Community Secondary School.

The Committee questioned the allocation of an additional £247,000 for the council restructure. Officers advised the Committee that the restructure had resulted in a £1.2 million reduction in the base budget for senior officers.

Councillor Mitra MOVED a motion that Cabinet be requested to delay the implementation of the NSCSO and DRS decisions until a full public consultation exercise had been completed. Upon being put to the vote, the motion was LOST.

RESOLVED that:

1. **The Quarter Four and Year End 2012/13 Financial and Corporate Performance be noted.**
2. **The committee be provided with a detailed analysis of Balances held by Schools (Page 13, Table 5).**
3. **The Education Overview and Scrutiny Committee be requested to consider adding an item to their Forward Work Programme on school financial planning, as referred to in the preamble above.**
4. **The Deputy Leader of the Council / Cabinet Member for Resources and Performance be requested to consider way that debt write off could be reduced for future years.**

7. ONE BARNET PROGRAMME HIGHLIGHT REPORT

The Committee considered the One Barnet Programme Highlight report which provided a summary of the programme status up to June 2013.

RESOLVED that the One Barnet Programme Highlight report be noted.

8. BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Budget and Performance Overview and Scrutiny Committee Forward Work Programme for 2013/14 as set out in the report.

RESOLVED that:-

1. **the Budget and Performance Overview and Scrutiny Committee Forward Work Programme for 2013/14 be noted**
2. **the following items be added to the Forward Work Programme:**
 - **One Barnet – Sport and Physical Activity Review (Date TBC); and**
 - **One Barnet – Waste and Street Scene Review (Date TBC).**

9. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 8.37 pm

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	16 September 2013
Subject	Budget and Performance Report Quarter 1 2013/14
Report of	Scrutiny Office / Corporate Performance
Director/Chef Officer	Deputy Chief Operating Officer
Summary of Report	This report information for financial and Corporate Plan performance for Quarter 1 2013/14.

Contributing officers	Tom Pike (Head of Programmes and Resources) and Oliver Jones (Performance Manager)
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: Budget and Performance Report Quarter 1 2013/14, Report to Cabinet Resources Committee, 24 September 2013
Contact for Further Information:	Contact for further information: Ash Tadjrishi: ☎ 020 8359 2368 Ash.Tadjrishi@Barnet.gov.uk

1 RECOMMENDATION

- 1.1 That the committee consider the Budget and Performance Report Quarter 1 2013/14 (as set out in Annex A) 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.
- 2.2 Contract Monitoring Overview and Scrutiny Committee met for the first time on 18 June 2013 for scrutinising the group of services provided by the New Support and Customer Services Organisation, Development and Regulatory Services, The Barnet Group Ltd and Joint Legal Service.

3 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 This report presents the quarter 1 outturn for all finance and performance indicators in relation to the three Corporate Priorities in the Corporate Plan 2013-14, which are:
 - Promote responsible growth, development and success across the borough
 - Support families and individuals that need it – promoting independence, learning and well-being
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

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 use of resource issues raised in section 5 of the 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 resource issues raised in section 6 of the CRC report contained in Annex A.

7 LEGAL ISSUES

- 7.1 As set out in the use of resource 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

- 9.1 Annex A of this report contains the Quarter 1 2013/14 Budget and Performance Report which is due to be considered by the Cabinet Resources Committee on 24 September 2013. It contains information on revenue, capital, performance and projects.

Financial Performance

- 9.2 Revenue budget overspend of £2.38m and a Capital budget slippage of £20m.

Corporate Performance

- 9.3 The Corporate Plan 2013/14 set out the Council's direction and strategy for the year. Throughout the year, every service undertakes a range of activities to deliver these priorities, ensuring that the Council provides effective, efficient, and value for money services to residents.
- 9.4 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 1 performance data will be circulated to Committee Members via e-mail as far in advance of the meeting as is possible. Committee Members are requested to highlight any area of concern and refer these to the Chairman who will request written responses 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 present to future if they consider this appropriate.

Success

- 9.5 Value for Money services - at the end of 2012/13, the council had 50% of services rated as high performance, low spend. Of all the 32 authorities, Barnet ranks joint 3rd with only 2 other authorities, having a higher percentage of services (i.e. 66.67% and 63.6% respectively) in the high performance, low spend category.

Areas of concern

- 9.6 Homelessness and Emergency Accommodation - a single action covers three areas: Homelessness preventions, Number of households in emergency accommodation and Average length of time spent by households in short-term nightly purchased accommodation. A sustained level of demand for social housing has led to an increased number of households being admitted into

emergency accommodation, with 214 new temporary accommodation admissions in Q1.

9.7 There are emerging challenges of:

- Projected budget overspend, the majority deriving from Street Scene, due to shortfall from parking and cost pressure on the NSL contract
- Making intervention level potholes safe within 48 hours (reported by member of the public) declined to 73%
- The current housing arrears as percentage of debit has increased to 2.7%.

9.8 There are a number of established challenges which have previously been reported:

- The proportion of waste recycled, composted or reused was 27.8% in Q4 2012/13, compared to 29.5% in Q4 2011/12 (please note these figures are reported a quarter in arrears)
- Staff absence remains above the 6 days target at 7.6 days
- Overall Customer Service performance remains a challenge with the percentage of calls answered within 20 seconds at 61.3%. Customer satisfaction has also declined to 45%.
- The Planning Service performance has improved to 74.3% of applications determined within statutory timescales. There is a remaining issue concerning the major applications.

9.9 As requested by the Chairman of this committee, officers have highlighted areas of challenge which require further action:

- homeless preventions;
- the number of households in emergency accommodation; and
- average length of time spent by households in short-term nightly purchased accommodation.

Sustained levels of demand for social housing have led to an increased number of households being admitted into emergency accommodation. Homeless preventions have increased fundamentally due to private landlords serving notice to attract larger rental incomes and unaffordable accommodation. A lack of move-on options has meant that the average weeks stay has continued to grow. With 214 new temporary accommodation admissions in quarter 1, supply has not been able to meet this demand. A number of actions are in place; improved private sector scheme to increase affordable supply; block-booking; acquiring affordable supply outside of London; securing access to social rented homes in other parts of the country; occupancy checks of households and acquisition of low cost providers.

10 LIST OF BACKGROUND PAPERS

10.1 Quarter 4 Corporate Performance Report

www.barnet.gov.uk/info/725/corporate_plan_and_performance/270/corp

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

Meeting	Cabinet Resources Committee
Date	24 September 2013
Subject	Quarter 1 Monitoring 2013/14
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 1 Monitoring 2013/14 report and instruct officers to take appropriate action.
Officer Contributors	Mark Taylor – Assistant Director, Financial Services Catherine Peters – Head of Finance, Closing & Monitoring Nickie Morris – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards affected	Not applicable
Key decision	Yes
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
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 the Performance in Paragraph 9.1 and Appendix A be noted
- 1.2 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.2.2)
- 1.3 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. (Paragraphs 9.1 and Appendix A)
- 1.4 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 9.3.10)
- 1.5 That the proposed 2013/14 capital additions/deletions totalling £1.568m and slippage of £20.344m as set out in Table 3 (Paragraph 9.3.11) and Appendix C and the related funding implications summarised in Table 4 (Paragraph 9.3.12) be approved.
- 1.6 That the following virement for this financial year and on-going be approved:
 - £0.196m is requested within Adults and Communities, in order to carry out budget realignments between salaries and non salaries. There is a nil impact on the service budgets. (Paragraph 9.4.1)
- 1.7 That the Agency Costs for the first quarter be noted. (Paragraph 9.5.1)
- 1.8 That the following transfers from contingency for non-pay inflation for this financial year and on-going be approved (Paragraph 9.6.1):
 - £0.846m for Adult and Communities
 - £0.004m for Assurance
 - £0.127m for Children's Education
 - £0.433m for Children's Family Service
 - £0.019m for DRS
 - £0.456m for Housing Needs and Resources
 - £0.312m for Streetscene
 - £0.126m for NSCSO
- 1.9 That the following transfers from contingency for pay inflation related to the Local Government pay award for this financial year and on-going be approved (Paragraph 9.6.2):
 - £0.054m for Adult and Communities
 - £0.011m for Assurance
 - £0.075m for Children's Education
 - £0.212m for Children's Family Service
 - £0.020m for Commissioning
 - £0.081m for DRS
 - £0.074m for Street Scene
 - £0.130m for NSCSO
- 1.10 That the following draw downs from the Service Development Reserve be noted (paragraph 9.7.1):
 - £0.982m for autumn spring cleaning equipment renewal
 - £0.201m for new parking machines

- 1.11 That it be noted that £2.500m is to be drawn down from the Risk Reserve to cover parking refunds and administration of the refunds. (Paragraph 9.8.1)
- 1.12 That it be noted that the further Capital funding of £11.738m that has been approved by the Education Funding Agency for 'Targeted Basic Need Capital Programme' to fund a number of school expansions will be added to the capital programme in quarter 2.. (Paragraph 9.9.1)
- 1.13 That the Corporate Risk Register at Appendix E be noted.
- 1.14 That the One Barnet Programme (Paragraph 9.11 and Appendix F) be noted.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 5 March 2013 (Decision item 8.1.1) – approved the Council Budget and Council Tax 2013/14.
- 2.2 Cabinet Resources Committee, 24 June 2013 (Decision item 7) – approved the Outturn Report 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 2013-14;
 - 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 Having 'due regard' means: (i) consciously thinking about the three aims as part of the decision-making process; (ii) that an incomplete or erroneous appreciation of the duties will mean that due regard has not been given to them; and (iii) that the duty must be exercised in substance, with rigour and with an open mind.

5.3 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 £2.384m is forecast to reduce General Fund balances from £15.830m to £13.446m. The General Fund balances are therefore forecast to fall below 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 Quarter 1 Performance Monitoring

9.1.1 This is the first time that information on the 2013/14 Corporate Plan indicators will be reported. A total of 20 indicators out of 40 indicators were required to report in quarter 1. Of the indicators that reported, the balance of met and missed targets was 65% met (13 targets rated as green) and 35% missed (7 targets rate as red, red-amber, or green-amber). 14 CPIs show a positive or neutral direction of travel, 5 CPIs demonstrate a negative direction of travel.

9.1.2 Successes

A total of 13 indicators achieved their target for quarter 1 2013/14. There are a number of areas which have reported strong performance:

- There was a reduction in the number of younger adults in residential and nursing care from 322 to 304.
- Community Safety showed good performance with a reduction in the level of domestic burglaries from 25.4 last year to 24.8 per 1,000 households in quarter 1 13/14.
- In quarter 1 Family Services reported a 9% reduction in the number of first time entrants to the youth justice system with 408 (4% below the target).
- Street Scene saw use of both paid on-street and car parks has increased. On-street parking has increased by 4% to 420,445 transactions and car park usage has increased by 13% to 80,761 transactions in Barnet.

9.1.3 Established challenges

There are a number of performance issues in quarter 1 that have been subject to challenge previously:

- The number of households placed in emergency accommodation remains above target, in quarter 1 2013/14 there were 630 households in emergency accommodation. This is 26% above target (500), although there was a slight improvement since quarter 4 2012/13.
- The amount of waste being recycled, composted and reused was 27.8% in quarter 4 2012/13, compared to 29.5% in quarter 4 2011/12 (please note these figures are reported a quarter in arrears). The year-end total for 2012/13 is 33%. A lower than usual level of green waste was collected, and composted, which primarily led to the decline in the lower rate of recycled, composted and reused waste. Changes to Barnet's recycling service in October 2013 will make recycling easier for residents- performance will need to significantly improve to achieve the 2013/14 target of 40%.
- Overall Customer Service performance remains a challenge, with the percentage of calls answered within 20 seconds at 61.3%, a decline from 65% in quarter 4 2012/13. Customer satisfaction with the contact centre has also declined by 22.4% (from 58% in quarter 4 2012/13 to 45% in quarter 1 2013/14). Quarter 1 is a historically busy period in customer services as a result of annual billing and performance improved during May and June.
- The Planning Service performance has improved by 41.7% since the last outturn (74.3% compliance with statutory timescales for quarter1, up from 52.4% in quarter4 2012-13). There is a remaining issue of the major developments applications and the compliance against the 13-week target. This plan should ensure the service exceeds the 2-year 30% of applications determined within statutory timescales performance level to avoid Special Measures in October 2013.

- Staff absence levels remains above the 6 days rolling target at 7.6 days, although it should be noted that there has been a slight improvement from the previous outturn.

9.1.4 Emerging challenges

There were a number of new and emerging challenges in quarter 1:

- Quarter 1 financial reporting identifies a projected budget variation of £2.384m, the majority deriving from street scene (£2.163m) due to income shortfall from parking and cost pressure on the NSL contract.
- In Family Services, the proportion of young offenders in education training or employment has deteriorated from 70% to 60.7% in quarter 1, 19% below the target.
- Number of children adopted or placed permanently through another route for Q1 was 5 compared to a target 10 this quarter. The target for 2013/14 is 42 children

9.1.5 Key projects, including One Barnet programme

Within the One Barnet programme (10 projects); one project (NSCSO) was flagged as red at the end of quarter 1 with risks related to delivery to the agreed schedule, owing to the Judicial Review appeal hearing. This has since been resolved. Progress has been made across a number of Wave 2 projects, including Waste transformation, CCTV, and the review of Sports and Physical Activity.

Across the capital programme, all 19 projects are all on track to deliver on time, aside from the red-rated Depot relocation project owing to delays in completing the options appraisal to secure a site for 2015 onwards, and two school projects where some risks of delay remains.

Finally, across the Regeneration programme (8 projects) there are no red-rated projects. The size and complexity of individual projects, and dependencies external development partners result in 'amber' ratings for the majority of the projects.

Three projects managed by Delivery Units have reported as red:

- North London Waste Authority procurement
- Travel assistance project
- Develop proposal for Studio School

9.2 Summary of Financial and Performance Monitoring

9.2.1 Revenue Monitoring

The Council's overall position has declined since setting the Budget. The quarter 1 forecast has resulted in a projected overspend of £2.384m. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.446m.

9.2.2 Capital Monitoring

The Council's 2013/14 Capital Programme is showing slippage of £20.344m and additions/deletions of £1.568m against a budget of £170.225m at the end of quarter 1.

9.2.3 Corporate Performance Indicators

A total of 20 out of 40 indicators were required to report in quarter 1. Of the indicators that reported, the balance of met and missed targets was 65% met (13 targets rated as green) and 35% missed (7 targets rate as red, red-amber, or green-amber).

9.2.4 Areas of concern

There are three areas of concern identified during officer challenge sessions:

- Homelessness prevention
- Households in emergency accommodation
- Average time spent in nightly purchased accommodation

These are covered under a single improvement plan.

9.2.5 Risks

Existing risks covering welfare and benefit reform, waste, information management, resident engagement and housing supply have been updated this quarter. This is the first quarter that partner risks (The Barnet Group, Public Health and HB Public Law) were reported as part of quarterly performance.

9.2.6 Value for Money Benchmarking

At the end of 2012/13, 50% of services are reported as being in the High Performance, Low Spend quadrant. Barnet ranks 1st overall of the authorities with the same number of services. Of all the 32 authorities, Barnet ranks joint 3rd place. Services not in HP/LS are Planning and Economic Development, Secondary Education, Adults and Children Social Care and Corporate Health/ Central Services.

9.2.7 Customer Experience

- Number of calls answered in 20 seconds deteriorated by 4% from 65% to 61%, this was generally due to high call volumes in April 2013, following the billing period.
- Mystery shopping has highlighted low scores for attitude and information quality.

9.3 Quarter 1 Financial Monitoring

9.3.1 2012/13 Revenue Monitoring

Table 1 below provides a summary of the 2013/14 outturn analysis compared to the revised budget position. As at the end of Quarter 1 the actual net General Fund spend was £41.892m. This represents 14% of the revised budget (21% 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 £2.384m. Please note that this includes the pay inflation bids as set out at paragraph 9.6.1. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

Note that the overall overspend projected at quarter 1 in the prior year 2012/13 was £2.738m. The final overspend in the prior year 2012/13 in the final outturn was £0.690m.

Table 1: 2013/14 Revenue Quarter 3 Analysis – Summary

Description	Original Budget £'000	Revised Budget as at 30/06/2013 £'000	Forecast Outturn as at 30/06/2013 £'000	Forecast Outturn Variation as at 30/06/2013 £'000
Adults and Communities	96,055	97,172	97,286	114
Assurance	3,611	4,035	4,008	(27)
Children's Education	8,227	8,008	8,578	570
Children's Family Service	49,590	50,363	50,158	(205)
Commissioning Group	6,802	6,629	6,762	133
Streetscene	14,899	15,212	17,375	2,163
Public Health	13,799	13,766	13,766	-
HB Public Law	1,908	1,932	2,186	254
Barnet Group	3,447	3,903	4,146	243
DRS	820	955	955	-
NSCSO	24,178	24,416	24,416	-
Central Expenses	69,736	66,637	65,776	(861)
Total 2012/13 General Fund Forecast	293,072	293,028	295,412	2,384
Allocations agreed from GF Balances	-	-	-	-
General Fund Balances as at 01/04/13	-	-	-	(15,830)
Projected General Fund Balances (excluding schools balances) at 31/03/13	-	-	-	(13,446)

Description	Original Budget £'000	Revised Budget as at 30/06/13 £'000	Forecast Outturn as at 30/06/13 £'000	Forecast Outturn Variation as at 30/06/13 £'000
Housing Revenue Account	-	-	640	640

9.3.2 Directors 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.

9.3.3 Commentary about Revenue Outturn

The Council's overall position has declined since setting the Budget. The quarter 1 forecast has resulted in a projected overspend of £2.384m. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.446m. 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. Specific areas for concern are Street Scene, Children's Education, HB Public Law and Barnet Group.

9.3.4 The Street Scene Directorate is forecasting an overspend of £2.163m which includes:

- An overspend of £1.081m in the Special Parking Account. This is due to cost pressure on the NSL contract of £0.800m plus shortfalls in income of £0.378m.
- The Parking service is forecasting an overspend of £0.434m, due to shortfalls in off street parking.
- An overspend of £0.380m in the Waste service is a result of domestic refuse staff cost pressures, however it is anticipated that the May Gurney contract negotiation should bring this back in line.

- An overspend of £0.170m in Street Lighting is as a result of budgeted savings that will now not be achieved during the year.
- A Highway Maintenance overspend of £0.246m is a result of winter maintenance pressures.

9.3.5 The Children's Education Service is forecasting an overspend of £0.570m. There are shortfalls in savings that will not be fully achieved during the financial year, these relate primarily to Transport.

9.3.6 HB Public Law is forecasting an overspend of £0.254m due to the cost of additional hours purchased in quarter 1 and a shortfall on income recovery such as Section 106.

9.3.7 The Barnet Group is forecasting an overspend of £0.243m. This is as a result of cost pressures on temporary accommodation.

9.3.8 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.

9.3.9 The Council approved saving of £13.727m as part of the 2013/14 budget setting process. Of this total, £1.273m 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	2013/14 £'000
Children's Services	Libraries	Efficiencies	Libraries Strategy	(158)
Children's Services	Integration with adults	Efficiencies	Integration of safeguarding boards and function.	(25)
Children's Services	Safeguarding	Efficiencies	Efficiencies from new model for case conferences.	(60)
Children's Services	Transport	Efficiencies	Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management.	(500)
Development and Regulatory Services (DRS)	Streetscene	Service Reduction	Other savings to be identified through DRS, NSOCSO and Streetscene.	(112)
Streetscene	SPA	Efficiencies	Savings resulting from alternative service provision.	(349)
Streetscene	Parking	Efficiencies	Savings resulting from alternative service provision.	(69)

9.3.10 2013/14 Capital Programme Monitoring

Directors will need to closely monitor and manage capital projects during 2013/14, to ensure that they are delivered within budget and in accordance with the agreed timeframe.

9.3.11 2013/14 Capital Monitoring Analysis

Table 3 below summarises the 2013/14 capital programme. The capital monitoring summary and scheme details by service directorate is set out in Appendix D.

Table 3: 2013/14 Capital Quarter 1 Analysis – Summary

Service	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2013/14 Budget (including Quarter 1)	Forecast to year-end	Variance from Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	1,904	477	(239)	2,142	2,142	238
Children's Education	70,465	(1,523)	(4,804)	64,138	64,138	(6,327)
Children's Family Services	3,516	-	(1,387)	2,129	2,129	(1,387)
Commissioning Group	-	14,748	(10,140)	4,608	4,608	4,608
Street Scene	13,525	100	(692)	12,933	12,933	(592)
DRS Delivery Unit	30,046	(146)	(3,082)	26,818	26,818	(3,228)
NSCSO Delivery Unit	22,063	(15,224)	-	6,839	6,839	(15,224)
General Fund Programme	141,519	(1,568)	(20,344)	119,607	119,607	(21,912)
HRA	28,706	-	-	28,706	28,706	-
Total Capital Programme	170,225	(1,568)	(20,344)	148,313	148,313	(21,912)

9.3.12 Proposed changes to the 2013/14 Capital Programme

Table 4 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 4: 2013/14 Capital Funding Changes

Service	Grants	S106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	(191)	-	379	-	50	238
Children's Education	(4,089)	(1,420)	444	15	(1,277)	(6,327)
Children's Family Services	-	-	(1,387)	-	-	(1,387)
Commissioning Group	-	-	3,919	-	689	4,608
Street Scene	(182)	(6)	(460)	(6)	62	(592)
DRS Delivery Unit	(578)	(168)	(1,518)	(35)	(929)	(3,228)
NSCSO Delivery Unit	-	-	(14,485)	-	(739)	(15,224)
General Fund Programme	(5,040)	(1,594)	(13,108)	(26)	(2,144)	(21,912)
HRA	-	-	-	-	-	-
Total Capital Programme	(5,040)	(1,594)	(13,108)	(26)	(2,144)	(21,912)

9.3.13 There has been a 13% reduction in the Capital programme this quarter. The main projects affected are as follows:

- Deletions in Children's Education for Schools Modernisation & Access Improvement Programmes (£1.523m).
- Deletions in DRS for Highways non TFL (£0.146m).
- Slippage in the Commissioning Group for depot relocation (£10.140m).
- Slippage in Children's Education for:
 - Schools Modernisation & Access Improvement Programmes (£1.992m).
 - Urgent Primary Places (£2.000m).
 - General Schools Organisations (£0.559m).
 - Other Schemes (£0.253m).
- Slippage in Children's Family Services for the implementation of libraries Strategy (£1.387m).
- Slippage in the DRS Delivery Unit for:
 - General Fund regeneration (£1.050m).
 - Highways TFL (£0.678m).
 - Highways non-TFL (£0.621m).
 - Disabled Facilities Projects (£0.400m).
 - Other EPR projects (£0.300m).

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

9.4 Virement

9.4.1. A virement for £0.196m is requested within Adults and Communities in order to carry out budget realignments between salaries and non salaries. There is a nil impact on the service budgets.

Table 5: Virement request

Cost Centre	Account Group	Amount £'000
10468 LD Assessment & Care Management	Supplies and Services	(162)
10585 Drugs and Alcohol Team	Employee Related	(34)
10584 Drugs and Alcohol Team	Income	13
10583 Drugs and Alcohol Team	Income	21
10468 LD Assessment & Care Management	Employee Related	162
Total		0

9.5 Agency Costs

9.5.1 The table below details all agency staff costs incurred for quarter 1 of 2013/14.

Table 6: Agency Costs to 30 June 2013

Service	2012/13	Quarter 1		
	Total Agency & Consultants expenditure	Agency Spend	Consultants Spend	Total Q1 Agency and Consultants Expenditure
	£'000	£'000	£'000	£'000
Adults and Communities	4,413	874	37	911
Assurance	63	15	-	15
Children's Education	4,897	276	517	793
Children's Family Service	2,446	594	16	610
Commissioning Group	6,175	457	180	637
Streetscene	1,417	296	463	759
Public Health	-	-	8	8
HB Public Law	234	-	-	-
Barnet Group	189	-	-	-
DRS	1,730	241	628	869
NSCSO	4,549	1,412	181	1,593
Central Expenses	152	-	-	-
HRA	1,714	66	989	1,055
Total	27,979	4,231	3,019	7,250

* Data as at 30th June 2013 includes revenue (£5.731m) and capital spend (£1.519m)

** Commercial includes "One Barnet" project expenditure £0.153m (Agency) and £0.064m (Consultants) for 2013/14.

9.6 Transfers from Contingency for Inflation

9.6.1 Table 7 details the on-going non-payroll inflation requests submitted by services (Recommendation 1.8).

Table 7: Inflation per service area

Service Area	£'000
Adults	846
Assurance	3
Children's Education	127
Children's Family Service	433
DRS	19
Housing Needs and Resources	456
Street Scene	312
NSCSO	126
Total	2,322

9.6.2 As a result of the Local Government pay award Table 8 details the on-going payroll inflation requests submitted by services (Recommendation 1.9).

Table 8: Inflation per service area

Service Area	£'000
Adults	54
Assurance	11
Children's Education	75
Children's Family Service	212
Commissioning	20
DRS	81
Street Scene	74
NSCSO	130
Total	657

9.7 Service Development Reserve Drawdown

9.7.1 The following drawdowns are to be made from the Service Development Reserve and should be noted:

- £0.982m for autumn spring cleaning equipment renewal
- £0.201m for new parking machines

9.8 Risk Reserve Drawdown

That it be noted that £2.500m is to be drawn down from the Risk Reserve to cover parking refunds and administration of the refunds.

9.9 Target Basic Need Capital Programme

9.9.1 Further Capital funding of £11.738m (including Project Support Funding) has been approved by the Education Funding Agency for 'Targeted Basic Need Capital Programme' to fund a number of school expansions. A breakdown of the funding is detailed in table 8 below. This funding will be added to the capital programme in quarter 2.

Table 8: Target Basic Need Capital Programme

School	Provisional Funding total £'000	Provisional Funding 2013-14 £'000	Provisional Funding 2014-15 £'000	Project Support Funding £'000
St Joseph's RC Junior and St Joseph's RC Infant School	1,860	452	1,408	150
Osidge Primary School	1,860	452	1,408	150
Wren Academy	4,297	1,044	3,253	150
London Academy	3,721	904	2,817	150
Total	11,738	2,852	8,886	600

9.10 Corporate Risk Register

9.10.1 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.

9.11 One Barnet programme

9.11.1 Following the successful conclusion of the Judicial Review process against the decision to award the New Support and Customer Services (NSCSO) and the Development and Regulatory Services (DRS) contracts Barnet has now signed these two contracts with Capita.

9.11.2 The costs associated with the successful defence of the Judicial Review challenge are expected to be within the £500,000 allocated budget.

9.11.3 The tables in Appendix F give the current financial performance of the One Barnet Programme. As of the end of quarter1, spend on 'Wave 1' of the One Barnet Programme, which includes the projects to deliver the NSCSO and DRS contracts, is projecting to be in-line with the allocated budget of £11.58m.

9.11.4 The projected cumulative savings to be delivered by 'Wave 1' of the One Barnet Programme between 2010-19 is £156.01m

9.11.4 'Wave 2' of the One Barnet Programme is currently projecting to be delivered £283k under the allocated budget of £7.766m.

10. LIST OF BACKGROUND PAPERS

10.1 None.

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

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Performance Report: Quarter One 2013/14

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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
Adults and Communities	4	144	238
Assurance	n/a	(27)	n/a
Children's Education and Skills	n/a	570	(6,327)
Family Service	0.5	(205)	(1,387)
Commissioning Group	n/a	133	4,608
Street Scene	1	2,163	(592)
Public Health	3	0	n/a
HB Public Law	n/a	254	n/a
Barnet Group	-2	243	0
DRS	1	0	(3,228)
NSCSO	n/a	0	(15,224)
Central Expenses	-	(861)	n/a
Totals ¹	2.5	2,384	(21,912)

¹ Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in section 3.

2. Whole council summary tables

2.1 Key finance indicators

Indicator	2013/14 Position as at 30/06/13	2012/13 Final Outturn	Achieved /Trend
1 Revenue Expenditure			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m 13.45	15.83	
(ii) HRA Balances	£'m 16.07	16.07	
(iii) School Balances	£'m 14.76	14.76	
(b) Performance against Budget: Variations:			
(i) Overspends	£'m 5.96	3.62	
(ii) Underspends	£'m 3.58	4.31	
2 Capital Expenditure			
(i) Total Slippage	£'m 20.34	19.36	
3 Debt Management			
(i) Total Debt Outstanding over 30 days	£'m 7.56	11.57	
(i) Total Debt Outstanding over 12 months	£'m 1.25	1.5	
(iii) Council Tax - % paid	% 30.19	83.83	
4 Creditor Payment Performance			
(i) % of Creditors paid within 30 days	% 98.48	97.90	

2.2 Revenue budget – corporate overview - see monitoring report

2.3 Capital budget – corporate overview - see monitoring report

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 to data
		Green	Green amber	Red amber	Red			
Adults and Communities	10	5	-	-	1	6	0	6
Children's Education and Skills	9	-	-	-	-	-	-	0
Family Services	3	1	1	-	1	2	1	3
Commissioning Group	3	-	-	-	-	-	-	0
Street Scene	6	2	-	-	1	2	1	3
Public Health	4	3	-	-	-	3	0	3
Barnet Group	2	-	-	-	2	1	1	2
DRS	3	2	-	-	1	0	2	3
Total	40	13 (65%)	1 (5%)	0 (0%)	6 (30%)	14	5	20

* 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

2.5 Council programme portfolio

The Council has three programme portfolios: One Barnet (transformation); Capital programme, including school builds and refurbishment; and Regeneration. Within the One Barnet programme (10 projects), one project was flagged as red at the end of Q1 with risks related to delivery of the project to the agreed schedule – this is NSCSO, and reflects the current position related to the Judicial Review appeal hearing. In addition, the same cause (outcome of appeal hearing) was recognised as potentially impacting the delivery of the DRS project to the revised timescale (autumn 2013). Progress has been made across a number of Wave 2 projects, including Waste, CCTV, and Sports and Physical Activity.

Across the capital programme (19 projects), all are on track to deliver on time, aside from the red-rated Depot relocation project owing to delays in completing the options appraisal to secure a site for 2015 onwards, and two school projects where some risk of delay remains.

Finally, the across the Regeneration programme (8 projects) there are no red-rated projects. The size and complexity of individual projects, and dependencies external development partners result in ‘amber’ ratings for the majority of the projects.

Portfolio	Red Status	Amber Status	Green Status	Comments
One Barnet	1	6	3	NSCSO project was flagged ‘red’ as at end of Quarter 1 2013/14, owing to the risks related to the appeal for a Judicial Review of the One Barnet programme. A One Barnet Highlight Report for August is to be reviewed by Budget and Performance Overview and Scrutiny Committee in September.
Capital Programme	1	2	16	At the end of quarter 1 the Depot relocation project reported as red. Although the project activities are well underway – including an options appraisal – there remains risk that a site will not be secured and prepared ahead of the required date.
Regeneration	-	7	1	Significant progress has been made with the Regeneration Programme. No projects are reporting as ‘red’.

2.6 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Total number of projects*
Adult and Communities	-	3	2	5
Assurance	-	1	-	1
Education and Skills	2	11	8	25**
Family Services	-	3	10	14**
Commissioning Group	-	1	-	2**
Street Scene	1	-	-	1
Public Health	-	-	-	-
HB Public Law	-	-	-	-
Barnet Group	-	2	8	10
DRS	-	1	5	6
NCSO	-	-	-	-
Totals	3	22	33	64

Five projects managed in Delivery Units have reported as red:

- North London Waste Authority procurement:** This is ongoing, despite the reduction to one bidder each for the waste services and fuel use elements of the procurement. NLWA Members agreed to defer the decision on whether to progress the procurement to the 26 September meeting. NLWA and borough officers are reviewing options including single tender assurance, an evaluation of the draft final tenders that have been submitted, and alternative options to the current procurement.
- Travel Assistance project:** Some key milestones (procurement process for independent travel) and these will need to be reviewed in line with the project management plan.
- Develop proposals for Studio School

*Excludes projects delivered by the Delivery Unit which are reported to One Barnet, Regeneration or Capital Programmes

**Delivery Unit has change projects in management agreements which have not yet commenced.

2.7 Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Performance Indicator	Period covered	Target	Amber criteria	Q1 Actual (No.)	Q1 Actual % of total	Q1 (numerator/denominator)	Target Variance	Q1 DoT	Benchmarking
Attendance									
Average number of sickness absence days per employee (Rolling year): <i>This indicator includes all sickness figures from June 2012 including staff who are no longer in the organisation</i>	July 12 - June 13	6	6 - 6.5	7.6	N/A	18,029/2,364	-27%	▲ 1.4%	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Average number of absence days per employee this quarter (target is seasonally adjusted): <i>This indicator looks at performance from April to June 2013 and includes all staff that were in post from the commencement of the new structure</i>	April - June 13	1.34	1.35 - 1.47	1.47	N/A	3,370/2,284	-10%	▲ 20.3%	2.25 days (CIPFA, All Members & other Unitary Authorities 2012)
% managers submitting a monthly absence return: <i>This indicator refers to the number of managers who have completed all monthly absence returns for the quarter. Managers must also declare that no team members have been absent to complete the return</i>	April - June 13	100%	>90%	324	78.8%	324/411	21%	▼ 12.8%	N/A : measure applicable to LBB only

Appendix A

Performance Indicator	Period covered	Target	Amber criteria	Q1 Actual (No.)	Q1 Actual % of total	Q1 (numerator/denominator)	Target Variance	Q1 DoT	Benchmarking	
Performance Review										
% performance reviews completed and agreed for eligible staff only: <i>This indicator includes all staff eligible for completion of Performance Reviews started in April 2012</i>	Apr 12 - Mar 13	100%	>90%	1515	69.5%	1,515/2,179	30%	▲ 16%	72% (CIPFA, All Members & other Unitary Authorities 2012)	
% objectives set for eligible staff only: <i>This indicator includes all staff eligible for objectives to be set for 2013/14</i>	Apr 13 - Mar 14	100%	>90%	Next reported in Quarter 2 2013/2014						
Cost										
Variance of total payroll to budget <i>This indicator measures the variance from the budgeted payroll for the period.</i>	April - June 13	£19,790,279	+/-5%	£23,825,970	20.4%	19,790,279/ 23,825,970	2.2%	▲ 268.6%	N/A : measure applicable to LBB only	
Management Indicator										
Management Indicator	Period covered	Q1 Actual (No.)	Q1 Actual % of total	Q1 (numerator/denominator)	DoT Q1 %	Benchmarking				
Percentage of top 5% earners that are female:	As at 30 June 2013	67	52.3%	67/128	N/A	Women in leadership posts 44% (CIPFA, All Members & other Unitary Authorities 2012)				
Number of BME employees as % of total employees:	As at 30 June 2013	795	32.7%	795/2,431	N/A	Black and Minority Ethnic local population 35.1% (State of the Borough June 2012)				
Number of declared disabled staff as % of total employees:	As at 30 June 2013	77	3.0%	77/2,614	N/A	4.3% (CIPFA, All Members & other Unitary Authorities 2012)				
Employee Relations										
High Risk - Employee Relations cases as % of total cases	As at 30 June 2013	1	1.6%	1/64	N/A	N/A : measure applicable to LBB only				

Appendix A

	ESTABLISHED POSITIONS AS FTE: <i>Total number of Barnet Council Posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE: <i>Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>		MSP RESOURCE AS HEADCOUN T: <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>		NON MSP RESOURCE AS Headcount: <i>Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)</i>			AVAILABLE CASUAL RESOURCE AS FTE: <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total	
Adults and Communities	362.75	277.79	246.00	22.34	82	0	2	2	13.00	
Assurance	39.60	34.08	29.47	4.60	3	0	0	0	0.00	
Barnet Group	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Children's-Education	410.21	317.17	295.98	19.37	92	46	0	46	24.00	
Family Services	663.79	565.23	429.79	137.22	20	0	0	0	158.00	
Commissioning Group	68.89	52.47	38.89	11.58	41	0	0	0	1.00	
DRS	272.22	234.74	214.48	19.77	177	0	0	0	23.00	
NSCSO	590.85	404.93	358.46	36.48	N/A	N/A	N/A	N/A	6.00	
Public Health	N/A	N/A	N/A	N/A	N/A	0	0	0	N/A	
Street Scene	478.42	404.93	379.02	31.83	160	0	0	0	53.00	
Not Yet Assigned to New Structure	179.53	48.51	12.00	3.01	0	0	0	0	4.00	
Total	3,066.26	2,339.85	2,004.09	286.20	575	46	2	48	282.00	

As at 30 June 2013

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)	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
Green	100% or more	Meeting or exceeding target
Green Amber	>80% <100%	Near target with some concerns
Red Amber	>65% <80%	Problematic
Red	<65%	Serious concerns

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)

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Appendix B – Revenue Monitoring by Directorate

Adults and Communities

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Births Deaths & Marriages	(260)	(472)	(382)	90	Pressure on service in achieving the income target.
Community Well-Being Trans & Res Team	464	464	347	(117)	One-off benefit from underspend on staff vacancies
Community Safety	1,969	2,091	2,014	(77)	Underspend relates to staff vacancies and underspend on maintenance costs due to essential maintenance only
Prevention & Well Being	7,670	8,522	9,079	557	Overspend relates to proportion of savings still to be achieved.
Social Care Commissioning	1,279	1,305	1,267	(38)	Underspend due to staff vacancies
Social Care Management (Adults)	1,281	1,281	408	(873)	Holding code for demographic pressures credit- to be distributed across social care purchasing budgets.
Care Quality	1,927	1,599	1,691	92	Overspend on staffing
Integrated care - Learning Disabilities & Mental Health	41,938	41,973	41,659	(314)	Underspend mainly from the early achievement of savings from the supported living framework (E16 on MTFs), partly offset by the increase in number of clients on the Autistic spectrum and increase in Direct Payments
Care Services - Older Adults - Physical Disabilities	39,603	40,225	41,028	803	Overspend due to Increase in number of EMI clients and Direct Payments
Dir Adult Soc Serv & Health	184	184	175	(9)	
Total	96,055	97,172	97,286	114	

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

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

Assurance

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Assurance Management	561	561	562	1	
Governance	2,177	2,597	2,548	(49)	Underspend on members allowances and training, offsetting pressure on cavassing costs
Internal Audit & CAFT	873	877	898	21	Overspend due to additional audits and maternity cover
Total	3,611	4,035	4,008	(27)	

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

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

Children's Education

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Edu Partnership & Commercial Services	1,392	1,376	1,389	13	
High Needs Support	6,835	6,632	7,189	557	Shortfall in savings not fully achieved in this financial year, mainly savings relating to Transport.
Schools Direct Management	-	-	-	-	
Total (excluding SDM)	8,227	8,008	8,578	570	

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

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

Children's Family Service

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Management Team	791	675	675	0	
Social Care Management	2,589	2,275	2,286	11	
Assessment & Children in Need	6,911	6,846	6,695	(151)	Underspend mainly from staff vacancies
Childrens in Care & Provider services	20,157	20,551	20,625	74	Overspend in external placements, mainly residential care. A number of cases have been transferred from other care to residential and there have been a few new entrants with complex needs.
Safeguarding & Quality Assurance	2,839	2,915	2,889	(26)	
Commissioning & business improvement	936	2,130	2,074	(56)	Underspend from vacant posts
Family Support & Early Intervention	7,296	6,948	6,950	2	
Youth & Community	8,071	8,023	7,964	(59)	Underspend from staff vacancies in Libraries
Total	49,590	50,363	50,158	(205)	

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

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

Appendix B – Revenue Monitoring by Directorate

Commissioning Group

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Commissioning Group	1,954	1,060	1,175	115	Overspend due to historic budget issues around salaries, interim covering post, offset by underspends on Supplies & services and conferences
Commercial	536	765	1,104	339	Current structure includes interim staff as a result of uncertainty in respect of the outcome of the judicial review
Deputy Chief Operating Officer	3,995	4,482	4,147	(335)	Underspend on finance in respect of client side budgets held back for contract management
Commissioning Strategy	317	322	336	14	No significant variances
Total	6,802	6,629	6,762	133	

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

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

Streetscene

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Street Scene Management Team	647	647	631	(16)	-
Business Improvement	333	333	332	(1)	-
Mortuary	136	136	134	(2)	-
Street Lighting	6,243	6,339	6,509	170	Undelivered 2012/13 CMS savings carried forward into current year.
Transport	(131)	(6)	(131)	(125)	-
Highways Inspection/Maintenance	508	508	754	246	Winter maintenance pressure, corporate funding to be applied but not assumed in outturn estimate.
Parking	(747)	(747)	(313)	434	Off street parking income shortfall, raised as risk in recent pressure review.
Parks, Street Cleaning & Grounds Maintenance	5,052	5,052	5,084	32	-
Street Cleansing	4,236	4,236	4,240	4	-
Waste	2,911	2,911	3,291	380	Domestic refuse staff cost pressure, however May Gurney contract negotiation in future months should bring this back to nil variance and full savings achieved, final figures pending, not assumed in outturn estimate.
Recycling	3,186	3,278	3,238	(40)	Linked to May Gurney contract as above, should bring this back to nil variance, final figures pending, not assumed in outturn estimate.
Streetscene	22,374	22,687	23,769	1,082	
Special Parking Account	(7,475)	(7,475)	(6,394)	1,081	Cost pressure on NSL contract plus shortfall in income. Reviews pending on detailed figures expected to reduce the overspend.
Total	14,899	15,212	17,375	2,163	

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

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

Public Health

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Public Health	13,799	13,766	13,766	-	Currently forecast as full spend but likelihood of a small underspend becoming evident as this is the first year of the shared services and some projects are taking longer to start up than originally anticipated.
Total	13,799	13,766	13,766	-	

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

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

HB Public Law

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Legal Services	1,908	1,932	2,186	254	Additional hours in Q1 and shortfall on income recovery such as s106
Total	1,908	1,932	2,186	254	

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

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

Appendix B – Revenue Monitoring by Directorate

Barnet Group

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Barnet Group	3,447	3,903	4,146	243	Overspend due to cost pressures on temporary accommodation.
Total	3,447	3,903	4,146	243	

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

- a) 1 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.

DRS

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Managed Budgets	47	96	48	(48)	
Management Fee	773	840	420	(420)	
Blocked DRS	-	19	487	468	DRS net position assuming transfer at month 6
Total	820	955	955	-	Unachieved savings funded from reserves

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) 15 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.

NSCSO

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
NSCSO	24,178	24,416	24,416	-	NSCSO contract was due to deliver savings in the first year over and above that in the MTFS and although the delay in service commencement has meant this will not be achieved, overall the internal delivery unit is projected to come in on budget
Blocked NSCSO	-	-	-	-	
Total	24,178	24,416	24,416	-	

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

- a) 0 cost centres 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.

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Corporate Subscriptions	314	314	235	(79)	Underspend on subscriptions for london council and a one off refund
Levies	28,460	28,460	27,960	(500)	NLWA & LPFA budget higher than actual
Central Contingency	13,245	9,696	9,696	-	
Rate Relief	3	3	-	(3)	Residual budget following Business rates retention adjustment
Capital Financing	21,470	21,470	21,470	-	
Early Retirement costs	5,427	5,427	5,427	-	
FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	-	(2)	
Corporate Fees & Charges	799	799	600	(199)	Underspend on audit fees
Miscellaneous Finance	16	466	388	(78)	Additional grant received - LSSG
Total	69,736	66,637	65,776	(861)	

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

- a) 2 cost centres over £100,000
- b) 3 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.

Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
Childrens Social Care (DSG)	427	427	427	-	
Early Intervention & Prevention (DSG)	496	557	557	-	
Education (DSG)	(4,974)	(1,027)	(1,027)	-	
Schools Funding DSG	3,960	-	-	-	
Total	(91)	(43)	(43)	-	Anticipate that DSG will be spent on budget

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

- a) 0 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.

Appendix B – Revenue Monitoring by Directorate

Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	Q1 forecast	Variation	
	£'000	£'000	£'000	£'000	
LBB Retained	175	175	120	(55)	-
HRA Regeneration	1,126	1,126	1,145	19	-
HRA Other Income and Expenditure (net)	(556)	(556)	120	676	Current forecast based on straight line projection, finance working with the operational officers to firm up a forecast including accruals for the year, expected that this overspend will reduce considerably once detailed examination of figures is completed and forecast revised.
Support Service recharges	576	576	576	-	-
Interest on Balances	(80)	(80)	(80)	-	-
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-	-
Total	-	-	640	640	

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

- a) 4 cost centres over £100,000
- b) 6 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.

2013/14 Capital Programme Adjustments

Appendix C – Capital Programme Adjustments

Service	Year	Capital Programme	Funding Type	If Additions/ Deletions £000's	If Slippage/ Accelerated Spend £000's	Explanation for request
Commissioning Group	2013/14	Depot relocation	Capital receipt		(10,140)	Profile of programme
Children's Education	2013/14	Urgent Primary Places - Permanent Expansions Broadfields Extension	Revenue	15		School contribution to programme
Children's Education	2013/14	Modernisation	Grant	(1,538)		Reduction in actual Modernisation grant received
Children's Education	2013/14	Urgent Primary Places - Temporary unallocated	Grant	(85)		Reprofiling of temporary expansions unallocated to fund Fairway Temp expansion
Children's Education	2013/14	Urgent Primary Places - Temporary allocated (Fairway)	Grant	35		Reprofiling of temporary expansions unallocated to fund Fairway Temp expansion
Children's Education	2013/14	General Schools - Unallocated	Grant	(260)		Allocating monies from General Schools Organisation to Copthall
Children's Education	2013/14	Copthall	Grant	260		Allocating monies from General Schools Organisation to Copthall
Children's Education	2013/14	Urgent Primary Places - Permanent Expansions Moss Hall	Borrowing	1,383		Allocating monies from Urgent Primary Places Permanent unallocated to Urgent Primary Places - Moss Hall
Children's Education	2013/14	Urgent Primary Places - Permanent Expansions St Marys & St Johns	Borrowing	300		Reallocating monies from Urgent Primary Places Permanent unallocated to St Marys & St Johns
Children's Education	2013/14	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing	175		Reallocating monies from Urgent Primary Places Permanent unallocated to Mill Hill East
Children's Education	2013/14	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing	625		Reallocating monies from Urgent Primary Places Permanent unallocated to Mill Hill East
Children's Education	2013/14	Modernisation - Oakleigh Special School - roofing works	Grant	(40)		Project no longer going ahead - Budget moved to Summerside FSU
Children's Education	2013/14	Modernisation - Summerside - FSU	Grant	40		Budget moved to Summerside FSU from Oakleigh special school
Children's Education	2013/14	Modernisation - Friem Barnet Rewire & Electrical Upgrade	Grant	4		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(4)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Summerside Primary - Rewire design and tender, Electrical upgrade	Grant	6		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(6)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Danegrove Primary School (Ridgeway) - electrical upgrade	Grant	40		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(40)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Osidge - boiler renewal	Grant	9		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(9)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Friem Barnet - boiler renewal	Grant	2		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(2)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Dollis Junior - boiler renewal	Grant	4		Reallocating money from modernisation unallocated
Children's Education	2013/14	Modernisation - Unallocated	Grant	(4)		Reallocating money from modernisation unallocated
Children's Education	2013/14	Claremont - temp classroom - Urgent primary places temporary	Grant	235		Reprofiling of temporary expansions unallocated to fund Claremont - temp classroom
Children's Education	2013/14	Livingstone - internal remodelling - Urgent primary places temporary	Grant	25		Reprofiling of temporary expansions unallocated to fund Livingstone - internal remodelling
Children's Education	2013/14	Grasvenor - bulge class - Urgent primary places temporary	Grant	180		Reprofiling of temporary expansions unallocated to fund Grasvenor - bulge class
Children's Education	2013/14	Northside - bulge class - Urgent primary places temporary	Grant	100		Reprofiling of temporary expansions unallocated to fund Northside - bulge class
Children's Education	2013/14	Urgent Primary Places - Temporary unallocated	Grant	(540)		Reallocating monies from Urgent Primary Places temporary unallocated to other temporary projects
Children's Education	2013/14	Urgent primary places - Brunswick Park	Borrowing	1,432		Reallocating monies from Urgent Primary Places unallocated to Brunswick park
Children's Education	2013/14	Urgent Primary Places Permanent - Martin Primary	Borrowing	813		Reprofiling of permanent expansions unallocated to fund Martin Primary
Children's Education	2013/14	Urgent Primary Places Permanent - Oakleigh - Increase capacity	Borrowing	682		Reprofiling of permanent expansions unallocated to fund Oakleigh - Increase capacity
Children's Education	2013/14	Urgent Primary Places Permanent - All Saints N20	Borrowing	170		Reprofiling of permanent expansions unallocated to fund All Saints N20
Children's Education	2013/14	Urgent Primary Places Permanent - Holy Trinity	Borrowing	190		Reprofiling of permanent expansions unallocated to fund Holy Trinity
Children's Education	2013/14	Urgent Primary Places Permanent - St Vincents - Tolefts	Borrowing	30		Reprofiling of permanent expansions unallocated to fund St Vincents - Tolefts
Children's Education	2013/14	Urgent Primary Places Permanent - Wren Academy	Borrowing	3,000		Reallocating monies from Urgent Primary Places Permanent - Beis Yaakov/Holy Park Deansbrook to Wren Academy
Children's Education	2013/14	Urgent Primary Places Permanent - London Academy	Borrowing	1,000		Reallocating monies from Urgent Primary Places Permanent - Beis Yaakov/Holy Park Deansbrook to London Academy
Children's Education	2013/14	Urgent Primary Places Permanent - London Academy	Borrowing	1,000		Reprofiling of permanent expansions unallocated to fund London Academy
Children's Education	2013/14	Urgent Primary Places Permanent - Beis Yaakov/Holy Park/ Deansbrook	Borrowing	(4,000)		Reallocating monies from Urgent Primary Places Permanent - Beis Yaakov/Holy Park/ Deansbrook to fund Wren and London Academy
Children's Education	2013/14	Permanent Expansions Unallocated	Borrowing	(6,810)		Reallocating monies from Permanent Expansions Unallocated to other permanent expansions projects
Children's Education	2013/14	Christis Collage	Grant	600		Reprofiling unallocated GSO to Christis Collage
Children's Education	2013/14	Oak Lodge Special School	Grant	1,000		Reprofiling unallocated GSO to Oak Lodge Special School
Children's Education	2013/14	General Schools - Unallocated	Grant	(600)		Reprofiling unallocated GSO to Christis Collage
Children's Education	2013/14	General Schools - Unallocated	Grant	(1,000)		Reprofiling unallocated GSO to Oak Lodge Special School
Children's Education	2013/14	Modernisation Prim & Sec	Grant		(1,992)	Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Education	2013/14	Children's Education	Grant		(1,420)	Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Education	2013/14	Children's Education	Grant		(1,774)	Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Education	2013/14	Children's Education	Capital receipt	297		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Borrowing	263		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Capital receipt	147		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Borrowing	400		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Borrowing	47		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Borrowing	40		Reprofiling of spend from 2014/15 to 2013/14 in line with construction programme
Children's Education	2013/14	Children's Education	Grant	(224)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Education	2013/14	Children's Education	Grant	(335)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Education	2013/14	Children's Education	Capital receipt	(253)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's Families Service	2013/14	Implementation of Libraries Strategy	Capital receipt	(1,387)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
DRS Delivery Unit	2013/14	General Fund Regeneration	Capital receipt	(1,000)		Slippage to 2014-15 due to delay in starting project
DRS Delivery Unit	2013/14	Mill Hill East	Borrowing	(50)		Slippage to 2014-15 due to reprofile of project spend
DRS Delivery Unit	2013/14	Disabled Facilities Grant	Capital receipt	(400)		Slippage to 2014-15 due to reprofile of project spend
DRS Delivery Unit	2013/14	Empty Property	Borrowing	(300)		Slippage to 2014-15 due to delay in starting project
Adults and Communities	2013/14	SWIFT	Grant	(113)		Anticipated apportion project spend to occur in following year

Service	Year	Capital Programme	Funding Type	If Additions/ Deletions £000's	If Slippage/ Accelerated Spend £000's	Explanation for request
Adults and Communities	2013/14	Unallocated	Grant		(78)	Anticipated apportion project spend to occur in following year
Adults and Communities	2013/14	CCTV Installation	Capital receipt		(48)	Anticipated apportion project spend to occur in following year
DRS Delivery Unit	2013/14	Structural Maintenance of Bridges	Grant	0		Deletion of residual funding figure
DRS Delivery Unit	2013/14	Enabling Works	Grant		(6)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Enabling Works 2011-12	Grant		(1)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Principle road maintenance	Grant		(63)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Corridors, Neighbourhoods and Supporting Measures	Grant		(136)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Local Implementation Plan	Grant		(482)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	HD10 - 2010/11 allocation	s106		(12)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	2007-8 Pursley Road Allocation	s106		(7)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Reconstruction of Railway Bridges	Borrowing		(86)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Controlled Parking Zones	s106		(2)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Coindale Station Interchange	s106		(5)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	New scheme to be approved (Public Transportation Improvements)	s106		(38)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	New scheme to be approved (Public Transportation Improvements)	s106		(11)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Coindale CPZ Parking Review Feasibility Study - Coindale Hospital	s106		(2)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	2010/11 HIP Programme	s106		(48)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Annual Programme	Capital receipt		(100)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Travel Plan Implementation	s106		(11)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Outstanding Transport Commitments on completed schemes	Capital receipt		(0)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	CCTV Projects Retention	Capital receipt		(35)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	Capital Reserve		(200)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Pavements	Borrowing		(20)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Saracens	s106		(42)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Drainage	Borrowing		(23)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	HD07 - 2011/12 Programme	s106		(10)	Reprofiling of spend into next financial year
DRS Delivery Unit	2013/14	Parking	Capital receipt	100		New addition to the programme
DRS Delivery Unit	2013/14	Major Schemes	Grant	6		New additions to the programme
DRS Delivery Unit	2013/14	HD07 - 2011/12 Programme	s106		(2)	Reprofiling of spend into next financial year
Streetscene	2013/14	Improvements to six of the Borough's Park	s106		(4)	Reprofiling of spend into next financial year
Streetscene	2013/14	Old Court House - public toilets	s106		(36)	Reprofiling of spend into next financial year
Streetscene	2013/14	Park Infrastructure	Borrowing		(460)	Reprofiling of spend into next financial year
Streetscene	2013/14	Waste etc	Capital receipt		(6)	Reprofiling of spend into next financial year
Streetscene	2013/14	Cleaning	Revenue		(182)	Reprofiling of spend into next financial year
Streetscene	2013/14	Weekly Collection Support Scheme	Grant			
DRS Delivery Unit	2013/14	HD38 - Annual Programme	Capital receipt	(1,000)		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Pavements	Capital receipt	1,000		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Reconstruction of Railway Bridges	Borrowing	(184)		Change in programme category and reduction in s106 funding
DRS Delivery Unit	2013/14	Reconstruction of Railway Bridges	Capital receipt	29		Change in programme category and reduction in s106 funding
DRS Delivery Unit	2013/14	Carriageway and Footway	Borrowing	(65)		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Capitalisation of planned maintenance	Capital receipt	(29)		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Capitalisation of planned maintenance	Borrowing	(3)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Modernising the Way We Work	Borrowing	(538)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Modernising the Way We Work	Borrowing	(108)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Modernising the Way We Work	Borrowing	(120)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Modernising the Way We Work	Capital receipt	120		Change in programme category,nil overall effect
Commissioning Group	2013/14	Modernising the Way We Work	Capital receipt	(11,817)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Depot relocation	Capital receipt	11,817		Change in programme category,nil overall effect
Commissioning Group	2013/14	Depot relocation	Borrowing	(26)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Depot relocation	Borrowing	26		Change in programme category,nil overall effect
Commissioning Group	2013/14	CCTV Installation	Capital receipt	427		Change in programme category,nil overall effect
Commissioning Group	2013/14	CCTV Installation	Borrowing	50		Change in programme category,nil overall effect
Housing	2013/14	CCTV Installation	Capital receipt	(427)		Change in programme category,nil overall effect
Housing	2013/14	Hostel Refurbishment Programme	Borrowing	(50)		Change in programme category,nil overall effect
Housing	2013/14	Hostel Refurbishment Programme	Capital receipt	(151)		Change in programme category,nil overall effect
Housing	2013/14	Hostel Refurbishment Programme	Capital receipt	151		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Hostel Refurbishment Programme	Revenue	(122)		Change in programme category,nil overall effect
DRS Delivery Unit	2013/14	Hostel Refurbishment Programme	Revenue	122		Change in programme category,nil overall effect
Commissioning Group	2013/14	GIS	Borrowing	(18)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Customer access Centre	Borrowing	18		Change in programme category,nil overall effect
Commissioning Group	2013/14	Customer access Centre	Capital receipt	(2,091)		Change in programme category,nil overall effect
Commissioning Group	2013/14	Emergency Response Command Centre	Capital receipt	2,092		Change in programme category,nil overall effect
Commissioning Group	2013/14	Emergency Response Command Centre	Capital receipt	(29)		Change in programme category,nil overall effect
Streetscene	2013/14	Capthall Car Park	Capital receipt	29		Change in programme category,nil overall effect
		Total		(1,568)	(20,344)	Addition to the programme for Barnet Copthall car park improvements

Capital Monitoring Analysis

Appendix D – Capital Monitoring Analysis

Service	2013/14 Latest Approved Budget	2013/14 Budget	(Slippage) / Accelerated Spend - September CRC	2013/14 Budget	Forecast to year end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000's	£000's	£000's	£000's	£000's	£000's	%
Adults and Communities	1,904	477	(239)	2,142	2,142	238	(13%)
Adults and Communities	1,904	477	(239)	2,142	2,142	238	(13%)
Schools Modernisation & Access Improvement Programmes	6,792	(1,538)	(1,992)	3,262	3,262	(3,530)	(29%)
Urgent Primary Places	-	-	-	-	-	-	0%
Temporary Expansions - Allocated	2,480	-	-	2,480	2,480	-	0%
Other Temporary Expansions	3,592	-	-	3,592	3,592	-	0%
Broadfields	402	15	-	417	417	15	0%
Mill Hill East	5,670	800	(1,420)	5,050	5,050	(620)	(25%)
Orion Primary/ blessed Dominic	8,087	-	(1,774)	6,313	6,313	(1,774)	(22%)
Moss hall Infants and Juniors	1,585	1,383	560	3,528	3,528	1,943	35%
Brunswick Park	1,263	1,432	547	3,242	3,242	1,979	43%
Menorah Foundation	1,953	-	-	1,953	1,953	-	0%
St Mary's and St Johns	4,915	300	-	5,215	5,215	300	0%
Martin Primary	2,103	813	47	2,963	2,963	860	2%
Oakleigh School	1,000	692	40	1,732	1,732	732	4%
Holly Park, Deansbrook, Beis Yakov	5,000	(4,000)	-	1,000	1,000	(4,000)	0%
All Saints N20	-	170	-	170	170	170	0%
Holy Trinity	-	190	-	190	190	190	0%
St Vincents - Toilets	-	30	-	30	30	30	0%
Wren Academy	-	3,000	-	3,000	3,000	3,000	0%
London Academy	-	2,000	-	2,000	2,000	2,000	0%
Unallocated	7,560	(6,810)	-	750	750	(6,810)	0%
Primary Schools Capital Investment Programme	462	-	-	462	462	-	0%
East Barmet Schools Rebuild	634	-	-	634	634	-	0%
General Schools Organisations	14,171	(1,000)	(559)	12,612	12,612	(1,559)	(4%)
Other Schemes	2,796	1,000	(253)	3,543	3,543	747	(9%)
Childrens Education	70,465	(1,523)	(4,604)	64,138	64,138	(6,327)	(7%)
Children's Family Service	3,516	-	(1,387)	2,129	2,129	(1,387)	(39%)
Childrens Families Service	3,516	-	(1,387)	2,129	2,129	(1,387)	(39%)
Commissioning Group	-	14,748	(10,140)	4,608	4,608	4,608	0%
Commissioning Group	0	14,748	(10,140)	4,608	4,608	4,608	0%
Greenspaces & Leisure	441	100	(44)	497	497	56	(10%)
Waste	13,084	-	(648)	12,436	12,436	(648)	(5%)
Street Scene	13,525	100	(692)	12,933	12,933	(592)	(5%)
Highways TfL	6,784	100	(678)	6,206	6,206	(578)	(10%)
Highways non-TfL	6,531	(252)	(621)	5,658	5,658	(873)	(10%)
Parking	333	6	(33)	306	306	(27)	(10%)
General Fund Regeneration	10,376	-	(1,050)	9,326	9,326	(1,050)	(10%)
Disabled Facilities Project	2,722	-	(400)	2,322	2,322	(400)	(15%)
Housing	273	-	-	273	273	-	0%
Other Projects	3,027	-	(300)	2,727	2,727	(300)	(10%)
DRS delivery unit	30,046	(146)	(3,082)	26,818	26,818	(3,228)	(10%)
NSCSO delivery unit	22,063	(15,224)	0	6,839	6,839	(15,224)	0%
NSCSO delivery unit	22,063	(15,224)	0	6,839	6,839	(15,224)	0%
Sub total - General Fund	141,519	(1,568)	(20,344)	119,607	119,607	(21,912)	(14%)
Housing Revenue Account	28,706	-	-	28,706	28,706	-	0%
Housing Revenue Account	28,706	-	-	28,706	28,706	-	0%
Total Capital Programme	170,225	(1,568)	(20,344)	148,313	148,313	(21,912)	(12%)

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Corporate Risk Register – Q1 DRAFT

The following risk register represents those risks in place at the time of reporting at quarter 1, 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 Delivery Board and Strategic Commissioning Board prior to reporting to Members.

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

Since the last report (May 2013) the new risk assurance operational model came into effect, with risks structures and the risk management framework (policy and procedure) updated accordingly, ensuring an effective and a continuously developing process that systematically addresses risk now and in the future. The risk register reflects this development, with the identification and addition of risks deemed consequential to the achievement of the strategic objectives. These strategic, forward facing risks include a risk on people, a Barnet 'place' risk, demographic change and population increase risks. Existing risks which have been reviewed and updated include risks covering welfare and benefit reform, waste, information management, resident engagement and housing supply. This is the first quarter that partner risks (The Barnet Group, Public Health and HB Public Law) were reported as part of quarterly performance and work will continue to ensure that risk structures, retained risks and joint risks with partners are identified through the risk management process, treated and escalated as appropriate.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>People: There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium-High 12</p>	<p>Preventative: To understand the current and required corporate capabilities and develop corporate delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the</p>	Treat	Quarterly	<p>Possible 3</p> <p>Moderate 3</p> <p>Medium-High 9</p>

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Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>delivery and on-going change and innovation required to achieve its long term goals.</p> <p>Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p>Consequence: The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p> <p>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.</p>	High 16	<p>generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.</p>	Treat	Quarterly	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>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.</p> <p>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 benefits</p> <p>Consequence: potential to negatively affect those economically disadvantaged within the community.</p> <p>Financial Position: Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in</p>	<p>Med High 12</p>	<p>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</p> <p>Detective: Performance indicators in place to determine impact on housing and social care demand, NEETs Development of an implementation plan to monitor</p> <p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management</p>	Tolerate	Quarterly	<p>Possible 3</p> <p>Major 4</p> <p>Medium High 12</p>

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p>Cause: Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p>Consequence: Additional pressure and by implication cost in the delivery of services, reduction in income, coupled together providing a challenge for the Council's economic position.</p>	<p>Orange</p>	<p>standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy with contingency planning for delayed commencement of NSCSO/DRS contracts.</p>	<p>Grey</p>	<p>Grey</p>	<p>Orange</p>

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Risk</p> <p>Demographic Changes and Population Growth: There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p> <p>Cause: Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p>Consequence: Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p>Preventative:</p> <p>Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data)</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective:</p> <p>The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p>	Treat	Quarterly	<p>Major 4</p> <p>Possible 3</p> <p>Medium-High 12</p>

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><u>Information Management:</u> There is a risk we will not be able to get appropriate data and information through insight, self service to support the customer access strategy</p> <p><u>Cause:</u> Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p><u>Consequence:</u> Data is not good enough to drive self service, single view of customer to deliver customer access vision</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p><u>Preventative:</u> Fair processing notices to enable us to compliantly get data we want.</p> <p>Beginning to understand data sources and constraints on them</p> <p>Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly</p> <p><u>Defective:</u> Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary</p>	Treat	<p>Quarterly</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>
<p><u>Barnet's position as a prosperous suburb</u> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><u>Cause:</u> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p><u>Preventative:</u> Develop 21st century suburb vision joining up the relevant strategies/initiatives</p> <p><u>Defective:</u> Regular meetings with place based services already exist to discuss strategies (housing, street scene). The overarching document will enable more</p>	Treat	<p>Quarterly</p>	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
important wider threats to London as a world city		effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.			
Consequence: Barnet becomes less desirable as a place to live and work					
Waste Management and Sustainability: without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.	Major 4	Preventative: In-house delivery with stretch model underway for delivery October 2013. NLWA partnership Detective: 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	Treat	Quarterly	Possible 3 Major 4 Medium-High 12
Cause: Failure to mitigate rising costs of waste disposal.	Likely 4				
Consequence: Increasing costs to Council exacerbating budget pressures.	High 16				
Housing Supply: A reduction in the supply of private rented sector properties available to households who receive housing benefit due to welfare reform and a highly competitive market.	Moderate 3	Preventative: Barnet Homes are developing access to a supply of homes in more affordable for homeless people. In addition, actions are being taken to prevent homelessness wherever possible and to help people	Treat	Quarterly	Likely 4 Moderate 3 Medium-High 12
	Almost Certain 5				
	High 15				

Appendix E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Cause: Welfare reform, increase in population and highly competitive market for PRS. Consequence: Increase in homelessness and use of short term temporary accommodation with an associated cost to the council.	Moderate 3	access employment Detective: Council has established a steering group to ensure that the impact of welfare reform is well managed locally.	Treat	Quarterly	Moderate 3
	Possible 3				Unlikely 2
Failure to engage properly with residents	Medium High 9	Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group. Governance: Constitutional Review will look at Public Participation and improvements. Social media – alternative methods of engaging with residents to be explored through future updates to the website included in phase 2. Detective: 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.			Medium Low 6

Appendix F

Wave 1 Savings	Base budget savings to 2011/12 *	Base budget savings to 2012/13 **	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m
Community Coaches	-	-	-	-	-	-
e-Recruitment	0.29	0.34	0.34	0.45	0.78	2.81
Housing Project	-	0.40	0.61	-	0.40	3.77
Legal Services	-	0.09	0.19	-	0.09	1.18
Parking	-	0.37	0.89	-	0.37	5.38
Procurement Project	0.92	0.92	0.92	1.79	2.71	8.26
Prototyping Project	-	-	-	-	-	-
Rapid Improvement Project	-	-	-	-	-	-
Revenue Income Optimisation	1.83	2.08	2.15	2.17	4.25	17.13
Right to Control	-	-	-	-	-	-
SAP Optimisation	-	-	-	-	-	-
Your Choice Barnet	-	-	0.49	-	-	2.25
School improvement and youth services	2.04	2.04	2.04	2.04	4.08	16.32
Customer Service Transformation	0.09	0.69	0.67	0.09	0.77	4.84
Development & Regulatory Services	-	-	4.39	-	-	21.56
Libraries Strategy	0.12	0.27	1.21	0.12	0.38	7.23
New Support & Customer Services Organisation	-	-	11.60	-	-	61.30
Passenger Transport	0.42	0.50	0.50	0.49	0.99	3.98
Contingency	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-
Total	5.70	7.69	25.99	7.14	14.83	156.01

* - savings to end of 2011/12

** savings to end of 2012/13

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

APPENDIX F

Wave 1 Projects	Total Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn				
Closed Projects													
e-Recruitment	40,000	40,000	-	-	-	-	-	-	-	-	-	40,000	-
Procurement Project	70,058	70,058	-	-	-	-	-	-	-	-	-	70,058	-
Prototyping Project	77,129	77,129	-	-	-	-	-	-	-	-	-	77,129	-
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	-	-	-	-	197,662	-
Your Choice Barnet	553,156	163,279	313,895	41,478	23,626	15,423	-	-	-	-	-	518,652	(34,504)
Housing Needs Resources	87,966	-	23,750	113,085	23,750	15,423	-	-	-	-	-	47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	113,085	15,423	-	-	-	-	-	-	157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	-	-	-	-	22,000	-
SAP Optimisation	375,533	174,375	127,147	60,000	22,205	34,178	-	-	-	-	-	361,522	(14,011)
Community Coaches	70,000	-	42,186	22,205	-	-	-	-	-	-	-	64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178	-	-	-	-	-	-	-	148,181	-
Right to Control	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Services	140,000	-	54,639	106,330	-	-	-	-	-	-	-	160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351	309,351	-	-	-	-	-	-	-	543,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275	-	-	-	-	-	-	-	2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266	-	-	-	-	-	-	-	2,754,445	1,100,006
Programme Management	2,411,433	450,919	1,593,288	367,256	-	-	-	-	-	-	-	2,411,433	-
Contingency allocated for Wave 1 variances	1,503,481	-	-	-	-	-	-	-	-	-	-	-	(1,503,481)
Open Projects													
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	30,000	-	-	-	99,136	(148,357)
Passenger Transport	272,106	57,966	111,602	97,001	781	4,219	-	271,570	-	-	-	271,570	(537)
NCS/SDRS Mobilisation	1,253,257	-	-	125,850	513,119	614,288	-	-	-	-	-	1,253,257	-
Total	11,581,562	2,241,753	4,119,515	4,057,887	513,900	648,507	-	11,581,562	-	-	-	11,581,562	-
Cumulative spend		2,241,753	6,361,267	10,419,155	10,933,054	11,581,562							

Wave 2 Projects	Total Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn				
Closed Projects													
Re-organisation of the Senior Officer and Council Structures	1,147,000	-	127,138	-	-	1,019,609	-	-	-	-	-	1,146,746	(254)
Open Projects													
Programme Management Office	1,353,000	-	-	-	-	1,071,993	44,930	99,499	-	-	-	1,171,492	(181,508)
CCTV	247,000	-	-	-	-	52,096	31,475	158,432	-	-	-	242,003	(4,997)
CSO Transformation	1,422,000	-	-	-	-	1,302,876	47,369	-	-	-	-	1,350,245	(71,755)
Early Intervention	325,000	-	77,825	126,892	7,721	78,543	7,721	78,543	12,894	-	-	303,974	(21,026)
Health & Social Care Integration	100,000	-	38,861	7,197	39,526	14,396	-	-	-	-	-	100,000	-
Information Management System	565,190	-	148,729	392,785	18,534	1,256	-	-	-	-	-	561,304	(3,886)
Review of the Mortuary Service	70,000	-	-	-	7,987	62,012	-	-	-	-	-	70,000	-
Review of the Registrars Service	97,000	-	27,560	27,560	11,440	58,000	-	-	-	-	-	97,000	-
Safer Communities	287,300	-	39,765	125,347	7,197	114,990	-	-	-	-	-	287,300	-
Strategic Review of Sports & Leisure Activity	198,000	-	48,445	90,171	1,303	58,082	-	-	-	-	-	198,000	-
Waste & Streetscene	1,942,000	-	110,612	141,804	167,900	1,521,683	-	-	-	-	-	1,942,000	-
Contingency - Wave 2	13,000	-	-	-	-	-	-	13,000	-	-	-	13,000	-
Total	7,766,490	0	591,395	4,358,430	385,393	2,179,894	385,393	2,179,894	12,894	-	-	7,483,064	(283,426)

Other Projects	Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn				
Judicial Review	500,000	-	-	-	-	226,986	43,308	229,706	43,308	-	-	500,000	-

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	16 September 2013
Subject	Report on Management of Capital Programme
Report of	Deputy Chief Operating Officer
Summary of Report	This report provides an update on the management of the capital programme and proposed improvements for 2013/14

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	Appendix A: London Borough of Barnet Capital Strategy 2013/14 – 2017/18 Appendix B: Quarter 1 2013/14 Capital Monitoring Analysis
Contact for Further Information:	Contact for further information: Tom Pike: ☎ 020 8359 7058 tom.pike@barnet.gov.uk John Hooton: ☎ 020 8359 2460 John.hooton@barnet.gov.uk

1 RECOMMENDATION

- 1.1 That the committee consider the report and make comments and recommendations as appropriate.

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 5 March 2013: Approval of the report 'Business Planning 2013/14 - 2015/16' including the capital strategy and capital programme.
- 2.2 Audit Committee, 24 July 2013: Received the External Auditor's Report under International Standard on Auditing (ISA) 260 for the year 2012/13. This presented the external audit Value for Money (VFM) judgement based on the review of the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources, and proposed an unqualified VFM conclusion. Capital programme management was noted as an area where the Council should take action to improve its performance.
- 2.3 Budget and Performance Overview and Scrutiny Committee 20 June 2013: Requested 'requested a report which provides an update on the capital programme'.

3 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council's budget including capital programme is focused on ensuring that resources are allocated in such a way to deliver the Council's strategic objectives, which are to:
- Promote responsible growth, development and success across the borough
 - Support families and individuals that need it – promoting independence, learning and well-being
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study
- 3.2. The capital strategy has been developed to underpin the Corporate Plan, Housing Strategy and Regeneration Strategy. It brings together the key priorities for capital investment, sets out the strategy for use of various funding streams, and for the first time sets out a capital programme over a 5 year horizon. This programme is £450.232m from 2012/13 to 2017/18. Section 9 of this report provides a summary of the intended outcomes of the capital strategy.
- 3.3. This capital strategy takes the Council from an annual process of allocating capital budgets, to a 5 year rolling programme. This provides the organisation with greater certainty in delivery of capital projects and will ensure that resources are managed more effectively and that they deliver better outcomes for people, place and the organisation.

4 RISK MANAGEMENT ISSUES

- 4.1 Review of finance and performance issues by this Committee is intended to contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet the outcomes set in the Corporate Plan and associated strategies.
- 4.2 There is also a risk that where planned capital expenditure is not incurred, new borrowing could be taken out to finance projects that are then delayed, and time-limited capital grant could be put at risk. In 2012/13, the external auditor reached the conclusion that these potential risks were not a problem for the Council, but recognised that additional profiling activity and controls should be put in place to mitigate these potential risks.

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 Having 'due regard' means: (i) consciously thinking about the three aims as part of the decision-making process; (ii) that an incomplete or erroneous appreciation of the duties will mean that due regard has not been given to them; and (iii) that the duty must be exercised in substance, with rigour and with an open mind.
- 5.3 Financial monitoring is important in ensuring resources are used to deliver the Council's priorities and outcomes, with change activities or infrastructure improvements funded through the capital programme aiming to provide equitable services to all members of the community.

6 USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, 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. Capital investment plans are funded from a range of sources, resources generated internally, and those levered in from external organisations. These funding streams are as follows:
- Developer Contributions through Section 106;
 - Community Infrastructure Levy
 - New Homes Bonus
 - Government Grant Funding
 - Prudential Borrowing
 - Capital Receipts
 - Housing Revenue Account Funding
 - Tax incremental financing
- 6.3. The Council's budgeted capital programme is £450.232m from 2012/13 to 2017/18. In 2013/14, the budgeted programme is £112.895m, excluding the Housing Revenue Account capital commitments. Of this year of expenditure, £61.321m is allocated to schools, £4.538m is allocated to enable the waste transformation programme, £10.270m to regeneration, £8.369m to highways and £16.897m to the NSCSO delivery unit (of which £11.547m relates to the Depot Relocation Project).

- 6.4. The Council's 2013/14 capital programme for Quarter 1, to be reported to Cabinet Resources Committee on 24 September, is showing slippage of £20.344m and additions/deletions of £1.568m against a budget of £170.225m, which will include slippage from the previous financial year (not included in the budgeted programme figure above).

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 (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

Capital strategy

- 9.1 The Council's Capital Strategy has been developed to underpin the Corporate Plan, Housing Strategy and Regeneration Strategy. It brings together the key priorities for capital investment, sets out the strategy for use of various funding streams, and for the first time sets out a capital programme over a 5 year horizon.
- 9.2 The priorities for capital investment are based around the following themes:
- 9.2.1 **People** – the most important stakeholders for Barnet Council are local residents. The Capital Strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:
- Investment in provision of additional school places (primary and secondary) and education facilities (such as the Pupil Referral Unit and special schools);
 - Investment in disabled facilities adaptations to support older people to live at home and maintain their independence.
- 9.2.2 **Place** – the Capital Strategy must underpin the Regeneration Strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:
- Investment in roads and pavements; and
 - Investment in infrastructure to support the delivery of regeneration projects.

The Infrastructure Delivery Plan (IDP) responds to demographic change in Barnet up to 2026 and drives the Council's prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered. The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the Council's capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes. Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the regeneration strategy.

9.2.3 **Organisation** - alongside this, some funding needs to be set aside for essential projects to enable the Council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:

- **Health and safety works** on Council owned buildings;
- **Drainage** works;
- Investment in **equipment** to support services.

9.3 The current programme is £450.232m from 2012/13 to 2017/18, with £90.5m government grants, £50.0m capital receipts, £134.2m borrowing, £145.8m Major Repairs Allowance (MRA), £9.2m capital reserve and £20.6m "other" funding.

9.4. Developer contributions through s106 funding is ringfenced to specific regeneration projects where delivery of particular items of infrastructure is necessary to manage future impacts of the development and is allocated to these within the programme. The Council is intending to set a Community Infrastructure Levy (CIL) from April 2013. This will be applied to all new development and is not ring fenced to individual schemes. The funding generated from this source will be added to the capital programme and allocated to the delivery of specific infrastructure projects.

9.5. Cabinet have taken the decision to earmark the New Homes Bonus (NHB) to fund infrastructure projects and this will be allocated as such in the capital programme. The total estimated funding available through NHB over the period to 2016 is over £30m.

9.6. Government grant funding (£90.5m) remains available to fund specific projects, usually this funding is ringfenced. The most significant elements are funding from the Department for Education in respect of new school places (estimated to be £20.8m in total over the period to 2018), and funding from Transport for London in respect of highways projects (approximately £9.9m last year).

9.7. Capital investment plans can be supported by prudential borrowing. Borrowing plans need to be prudent, affordable and sustainable, and these criteria are tested by applying prudential indicators as set out in the Council's annual budget report. Barnet Council currently spends £975 per head on borrowing.

9.8. The budget strategy also includes a target of £50m of capital receipts over the period 2013-16 to support the capital programme.

9.9. The Council also has funding available for capital projects through the Housing Revenue Account (HRA). This includes annual funding to support improvements to Council housing stock, and also includes the additional headroom available for investment in housing assets through the HRA reform that came into place on 1st April 2012.

9.10. Governance of the Capital Programme

9.11. The programme is set on a 5 year rolling programme. This provides the organisation with greater certainty in delivery of capital projects and will ensure that resources are managed more effectively and that they deliver better outcomes for people, place and the organisation. Approval to enter the capital programme is based on a set of criteria: The investment is necessary to deliver corporate objectives; the project or programme has been justified as the best way of delivering corporate priorities following proper options appraisal taking into account the costs and benefits of a project over its whole life cycle; no suitable alternative funding source is available; full project funding is in place or confirmation received that the proposal will be supported by other funders; the project complies with current environmental / energy efficiency standards; and that the project has undergone Equalities Impact Assessment. An effective and proportionate governance structure enables the Council to make timely and responsive decisions, based on sound business cases. It follows principles of risk management, escalations and of regular reporting.

9.12. Financial monitoring is undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases. Monitoring of the delivery of projects takes place through a capital programme report (monthly and quarterly) and quarterly review of the delivery of all projects.

9.13. Capital Programme 2012/13

Service	2012/13 Budget (including prior year Slippage) £'000	In-year Slippage £'000	In-year Additions / Deletions £'000	Current Budget £'000	Actual Spend £'000	Outturn slippage £'000	Total Slippage (In year plus ouuturn) £'000
Adult Social Care	1,658	-	(541)	1,117	534	(583)	(583)
Central Expenses	2,178	-	(2,178)	-	-	-	-
Chief Executive Services	3,983	(3,001)	317	1,299	744	(555)	(3,556)
Children's Service	51,010	(31,140)	550	20,420	11,299	(9,121)	(40,261)
Capital Schemes Managed by Schools	3,305	-	-	3,305	3,305	-	-
Commercial Services	18,523	(12,768)	(150)	5,605	893	(4,712)	(17,480)
Corporate Governance	29	(29)	-	-	2	2	(27)
Deputy Chief Executive Services	-	-	-	-	-	-	-
Environment, Planning and Regeneration	24,321	(21,926)	16,640	19,035	14,386	(4,649)	(26,575)
General Fund Programme	105,007	(68,864)	14,638	50,781	31,163	(19,618)	(88,482)
HRA Capital	21,440	-	(4,375)	17,065	16,515	(550)	(550)
Total Capital Programme	126,447	(68,864)	10,263	67,846	47,678	(20,168)	(89,032)

The total slippage across the Council was £88.482m excluding HRA, this included £40.261m Children's Services, £17.480m Commercial Services and £26.575m Environment, Planning and Regeneration.

9.14. Capital Programme 2013/14

2013/14 Capital Quarter 1 Analysis – Summary

Service	2013/14 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2013/14 Budget (including Quarter 1)	Forecast to year-end	Variance from Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	1,904	477	(239)	2,142	2,142	238
Children's Education	70,465	(1,523)	(4,804)	64,138	64,138	(6,327)
Children's Family Services	3,516	-	(1,387)	2,129	2,129	(1,387)
Commissioning Group	-	14,748	(10,140)	4,608	4,608	4,608
Street Scene	13,525	100	(692)	12,933	12,933	(592)
DRS Delivery Unit	30,046	(146)	(3,082)	26,818	26,818	(3,228)
NSCSO Delivery Unit	22,063	(15,224)	-	6,839	6,839	(15,224)
General Fund Programme	141,519	(1,568)	(20,344)	119,607	119,607	(21,912)
HRA	28,706	-	-	28,706	28,706	-
Total Capital Programme	170,225	(1,568)	(20,344)	148,313	148,313	(21,912)

Proposed changes to the 2013/14 Capital Programme

Table below summarises the proposed funding changes to the capital programme in Quarter 1 2013/13 (reporting to Cabinet Resources Committee on 24 September).

2013/14 Capital Funding Changes

Service	Grants	S106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	(191)	-	379	-	50	238
Children's Education	(4,089)	(1,420)	444	15	(1,277)	(6,327)
Children's Family Services	-	-	(1,387)	-	-	(1,387)
Commissioning Group	-	-	3,919	-	689	4,608
Street Scene	(182)	(6)	(460)	(6)	62	(592)
DRS Delivery Unit	(578)	(168)	(1,518)	(35)	(929)	(3,228)
NSCSO Delivery Unit	-	-	(14,485)	-	(739)	(15,224)
General Fund Programme	(5,040)	(1,594)	(13,108)	(26)	(2,144)	(21,912)
HRA	-	-	-	-	-	-
Total Capital Programme	(5,040)	(1,594)	(13,108)	(26)	(2,144)	(21,912)

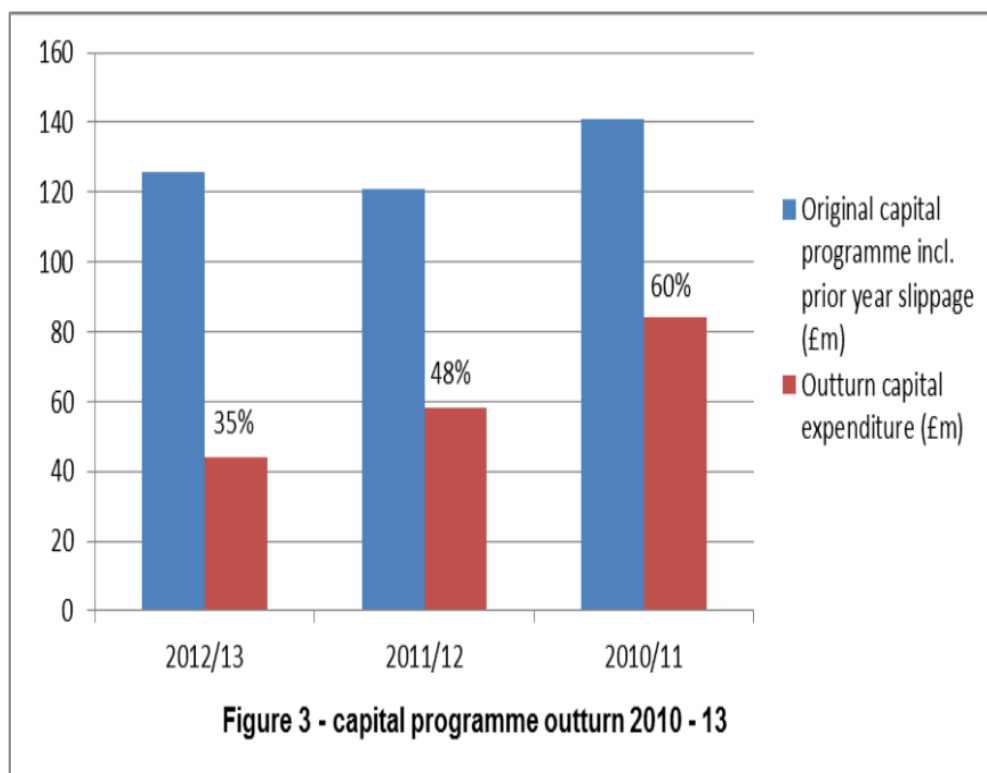
There has been a 13% reduction in the capital programme this quarter. The main projects affected are as follows:

- Deletions in Children's Education for Schools Modernisation & Access Improvement Programmes (£1.523m).
- Deletions in DRS for Highways non TFL (£0.146m).
- Slippage in the Commissioning Group for depot relocation (£10.140m).
- Slippage in Children's Education for:
 - Schools Modernisation & Access Improvement Programmes (£1.992m).
 - Urgent Primary Places (£2.000m).
 - General Schools Organisations (£0.559m).
 - Other Schemes (£0.253m).
- Slippage in Children's Family Services for the implementation of libraries Strategy (£1.387m).
- Slippage in the DRS Delivery Unit for:
 - General Fund regeneration (£1.050m).
 - Highways TFL (£0.678m).
 - Highways non-TFL (£0.621m).
 - Disabled Facilities Projects (£0.400m).
 - Other EPR projects (£0.300m).

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

9.15 Capital programme slippage between 2010/11 – 2012/13

Analysis of the capital programme over the period 2010/11 – 2012/13 has identified the total amount of slippage over the time period is £211.3m. £99.9m of this slippage relates to Children’s Service which equates to 47.3% of total slippage. Of this 47.3%, £86m relates to school builds, further investigation has indicated this is probably a profiling issue within the programme that needs to be addressed in the future.



The directorate previously known as Environment, Planning and Regeneration contributed £58m of slippage, 27.4% of the total slippage. £24.4m related to Regeneration, of which £17.2m was slipped into the financial year 2013/14. This was due to an in year addition relating to Grahame Park being profiled in the current financial year when the scheme was not actually deliverable until future years. This again indicates a profiling issue within the capital programme. The other noticeable area of slippage in the directorate was Highways £15.7m. The majority of Highways works are TfL funded, and schemes have specific programme years which do not always tend to fit into financial years.

9.16. Improving capital programme management – Assets and Capital Board

The Council has taken steps to improve internal governance of the assets and capital programme. In April 2013, the Council put in place a new officer group – the Assets and Capital Board – to oversee the development of the capital programme and strategies, monitoring delivery, and tracking benefits. The Board has set terms of references, designed to oversee key phases of the capital project lifecycle; aiming to ensure the asset portfolio is managed effectively by making recommendation to CRC on use of assets, including acquisitions and disposals; providing strategic advice; defining and disseminating best practice. Once a capital project or programme is approved (e.g. via CRC) decision making in accordance with the principles agreed are delegated to the relevant programme board.

9.17. Assessing future capital needs

A capital needs analysis is being undertaken to inform the capital investment strategy to 2017/18. This exercise will also map the capital priorities of the authority to 2020 to feed into the wider Priorities and Spending Review (PSR) project.

The objective for this area of work is to understand the capital needs of the authority in order to inform a revised capital investment strategy and to ensure more robust budget setting, monitoring and delivery of projects.

An action plan is in place to ensure an objective approach to capital prioritisation and a clear methodology for the allocation of capital funding. The exercise aims to ensure more effective profiling, monitoring and delivery of capital projects from the point of their approval.

Several stages of internal officer review and challenge is scheduled between October 2013 and January 2014, to develop a capital programme for consideration by Cabinet in February 2014.

9.18. Action plan to improve capital programme management

	Proposed activities
Improving profiling of capital spend	<ul style="list-style-type: none"> ▪ Identifying potential projects for 2014/15, 2015/16 in September ▪ Develop prioritisation criteria for new capital projects - September ▪ Establish challenge sessions for 2014/15 – to challenge initial proposals, and the phasing of the activity (September – November) ▪ All new entrants to the capital programme for 2014/15 will be required to complete a proforma (i.e. summary elements of a business case, key timings) before capital resources are allocated
Review and challenge of spend and projections	<ul style="list-style-type: none"> ▪ Budget managers to complete monthly monitoring of capital ▪ Finance teams to increase challenge and give advice and support ▪ Capital project highlight reports to also include tracking of capital spend milestones ▪ Review of capital variances each quarter through officer groups and to scrutiny committee ▪ Reviewing other local authorities best practice
Identifying longer-term capital requirements	<ul style="list-style-type: none"> ▪ Detailed 'capital needs' assessment process to establish longer-term needs and profile of spend ▪ Assessment process to consider deliverability and planning to ensure robust plans are in place before inclusion into the capital programme

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer's initials)	AD
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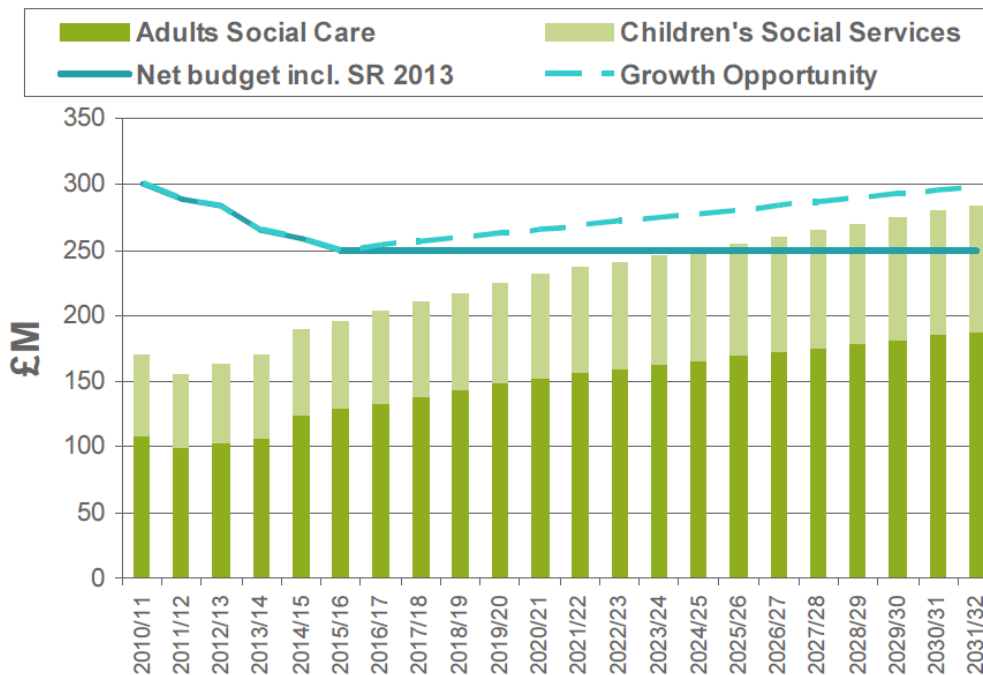
Capital Strategy

1. Strategic Context

Barnet Council is ambitious about the impact that capital investment plans will have on the borough over the next 10 to 20 years. This capital strategy sets out how these plans will deliver against these ambitions.

The Council, alongside most public sector organisations, is facing unprecedented challenges in planning for the delivery of services over the coming years. An increasing population in Barnet is creating additional demand for services. Customer expectations continue to increase and technological advances change the way that we communicate with customers and the way people want us to communicate with them. Alongside this, the Government’s plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. For Barnet, this translates into a 26% cut to government grant funding over 4 years to 2015, with confirmation of austerity measures for until at least 2018. Tough choices are required.

These challenges make the status quo unaffordable. The graph below shows that, with our current delivery models and projected demographics, we would **only be able to fund Adult Social Care and Children’s services by 2028/9**, with only £43m to spend on other services by 2020. Barnet currently spends £132m on other services (waste, libraries, street cleansing and support services). Population increase, inflation and social care changes increase total budgets by 48% over 10 years (4.8% per annum).



This situation is exacerbated by significant demographic change. By 2016, the number of 5-9 year olds will increase by 23% and the number of people aged over 90 will increase by 17%.

Alongside the revenue budget challenge that the graph above shows, the result of this is that we also face an **infrastructure funding gap of more than £100m**.

2. Strategic response

There are a number of ways that the Council is responding to the challenges of increased population, increasing customer expectations and declining resources:

- The Council's overall response is the **One Barnet programme**, which is transforming the way that services are delivered, challenging existing delivery models, and changing the way that the Council interacts with citizens;
- This picture of changing demographics is used to inform **investment in services**. The Council's budget strategy directs resources into **Adults and Children's Social Care** services over the next 3 years to meet the demands of increasing client groups in these services;
- This analysis is also used to inform the Council's capital investment plans. **The infrastructure gap of £100m** can be reduced by delivering regeneration plans, working with other agencies to lever in investment into Barnet, and ensuring that internal capital budgets are used as effectively as possible.

The changing structure of local government finance provides opportunities to meet these challenges, despite the significant reductions in government grant support for the foreseeable future. For example, the recent **localism bill** provides for greater autonomy for Councils around **business rates** and **housing revenue account funding**. Funding sources that were previously collected by central government will increasingly be collected locally, with the risks and rewards associated with this sitting with local authorities.

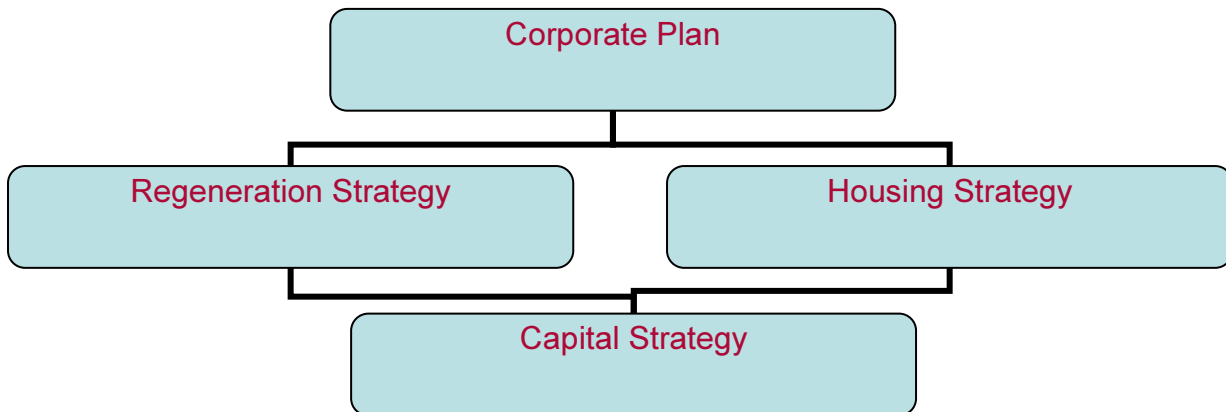
A growing borough is likely to see increases in business rate growth, so there are opportunities for Barnet from localisation of business rates. The challenge for the Council is to ensure that it can stimulate business growth and turn these opportunities into reality.

The Housing Revenue Account settlement that came into place on 1st April 2012 now sees the Council benefiting financially from greater resources available both for the provision of housing services and also for investment in housing stock.

3. Aligning capital investment with Barnet's priorities

The Capital Strategy sits within the context of other key Council strategies, which support significant planned growth for the borough over the next 15

years, drawing out themes relevant to capital investment and ensuring that these objectives have the resources to enable them to be delivered.



The Corporate Plan 2013/14 sets three strategic priorities. Barnet Council will work with local partners to:

- 1: Create the right environment to promote responsible growth, development and success across the borough.
- 2: Support families and individuals that need it – promoting independence, learning and well-being.
- 3: Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

This is underpinned by six priorities:

In 2013, we will deliver this, by focussing our efforts on these outcomes:

- 1: To maintain a well designed, attractive and accessible place, with sustainable infrastructure across the borough.
- 2: To maintain the right environment for a strong and diverse local economy.
- 3: To create better life chances for children and young people across the borough.
- 4: To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.
- 5: To promote a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well.
- 6: To promote family and community well being and encourage engaged, cohesive and safe communities.

The **Regeneration Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
- Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
- Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
- Promote economic growth by encouraging new business growth while supporting local businesses and town centres
- Help residents to access the right skills to meet employer needs and take advantage of new job opportunities

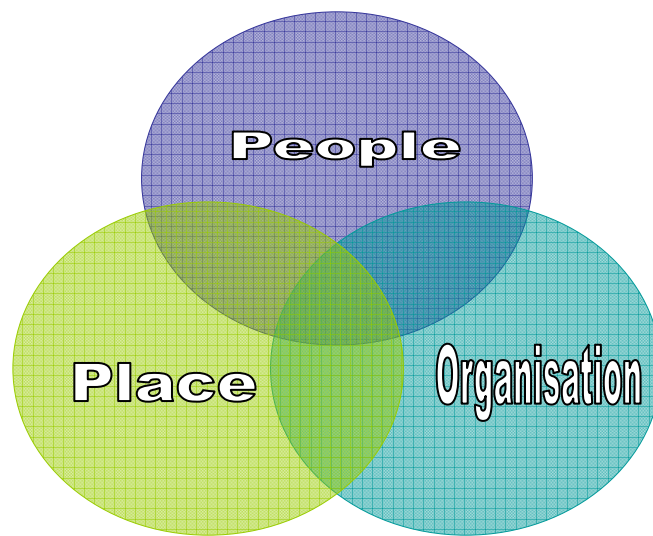
The **Housing Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Increasing housing supply
- Improving the condition and sustainability of the existing housing stock
- Promoting mixed communities
- Maximising the options for home ownership
- Housing related support options that maximise the independence of residents
- Excellent value services that exceed residents expectations

The capital strategy sets out how our capital investment plans are pulled together to ensure the delivery of the strategies as set out above.

4. Capital investment themes

The overall themes for the capital strategy are built around organisation, people and place.



People – the most important stakeholders for Barnet Council are local residents. The capital strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:

- Investment in provision of **additional school places** (primary and secondary) **and education facilities**
- Investment in **disabled facilities adaptations** to support older people to live at home and maintain their independence.

Place – the capital strategy must underpin the regeneration strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:

- Investment in **roads and pavements**; and
- Investment in **infrastructure** to support the delivery of regeneration projects.

The **Infrastructure Delivery Plan** (IDP) responds to demographic change in Barnet up to 2026 and drives the Council's prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered.

The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the Council's capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes.

Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

Organisation - alongside this, some funding needs to be set aside for essential projects to enable the council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:

- **Health and safety works** on Council owned buildings;
- **Drainage** works;
- Investment in **equipment** to support services.

5. Funding the capital strategy

Capital investment plans are funded from a range of sources, resources generated internally, and those levered in from external organisations.

These funding streams are as follows:

- Developer Contributions through Section 106;
- Community Infrastructure Levy
- New Homes Bonus
- Government Grant Funding
- Prudential Borrowing
- Capital Receipts
- Housing Revenue Account Funding
- Tax incremental financing

Developer contributions through s106 funding is ringfenced to specific regeneration projects where delivery of particular items of infrastructure is necessary to manage future impacts of the development and is allocated to these within the programme.

The Council is intending to set a **Community Infrastructure Levy** (CIL) from April 2013. This will be applied to all new development and is not ring fenced to individual schemes. The funding generated from this source will be added to the capital programme and allocated to the delivery of specific infrastructure projects.

Appendix A

Cabinet have taken the decision to earmark the **New Homes Bonus** (NHB) to fund infrastructure projects and this will be allocated as such in the capital programme. The level of NHB allocated to Barnet is dependent on the number of new homes that are delivered in the borough in each year. The total estimated funding available through NHB over the period to 2016 is over £30m.

Government grant funding (£90.5m) remains available to fund specific projects, usually this funding is ringfenced. The most significant elements are funding from the Department for Education in respect of new school places (estimated to be £20.8m in total over the period to 2018), and funding from Transport for London in respect of highways projects (approximately £9.9m last year).

Capital investment plans can be supported by prudential borrowing. Borrowing plans need to be prudent, affordable and sustainable, and these criteria are tested by applying prudential indicators as set out in the Council's annual budget report. Barnet Council currently spends £975 per head on borrowing. This compares to the average across London of £1,504 per head. The Council's budget strategy allows provision for additional prudential borrowing on an annual basis to fund high priority capital projects. Revenue provision allows for additional project of approximately **£10m per annum** and will ensure that the overall spend per head on borrowing **will not exceed the London average over the 5 year period of the current capital programme**. This funding is not ringfenced, and can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

	Total borrowing levels (£m)	Borrowing per head of population (£)
Average across London	347.4	1,504
Barnet	321.8	975

The budget strategy also includes a target of **£50m of capital receipts** over the period 2013-16 to support the capital programme. Again this funding is not ringfenced, so can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

The Council also has funding available for capital projects through the **Housing Revenue Account** (HRA). This includes annual funding to support improvements to Council housing stock, and also includes the additional headroom available for investment in housing assets through the HRA reform that came into place on 1st April 2012.

6. Governance of the capital programme

a) 5 year rolling programme

This capital strategy takes the Council from an annual process of allocating capital budgets, to a 5 year rolling programme.

This provides the organisation with greater certainty in delivery of capital projects and will ensure that resources are managed more effectively and that they deliver better outcomes for people, place and the organisation.

b) Appraisal and funding decisions

Final investment decisions will be taken only once a full business case has been approved through the investment appraisal board. Approval will be based on the following criteria:

1. The investment is necessary to deliver corporate objectives.
2. The project or programme has been justified as the best way of delivering corporate priorities following proper options appraisal taking into account the costs and benefits of a project over its whole life cycle.
3. No suitable alternative funding source is available.
4. Full project funding is in place or confirmation received that the proposal will be supported by other funders.
5. The project complies with current environmental / energy efficiency standards.
6. The project has undergone Equalities Impact Assessment.

The Investment Appraisal Board meets on a regular basis to ensure that these criteria are met before capital projects become live in the capital programme.

c) Governance

Governance should not be unnecessarily bureaucratic, but must put the right controls in place to manage a multi-million pound portfolio of projects. An effective and proportionate governance structure enables the Council to make timely and responsive decisions, based on sound business cases. It follows principles of risk management, escalations and of regular reporting.

The Council follows the project management approach as set out in the diagram below:

Barnet Project Management Approach for Key Projects					
	Concept	Assessment		Delivery	Closure
Project Management Deliverables	Project Brief including Strategic Outline Case (SOC) Assessment Plan Risks & Issues Logs	Outline Business Case (OBC) with Options Appraisal Project Initiation Document Project Plan Risks & Issues Logs Highlight Reports Updated OBC for projects involving complex procurement Full Business Case (FBC)		Project Plan Risks & Issues Logs Highlight Reports	Project Closure Report Lessons Learned Report
	Full guidance on the information required for these documents including templates is contained within Barnet's Corporate Project Management Toolkit				
Approval Process					
	<p>Approval to proceed through key delivery milestones given by individual project/programme boards. Any exceptions occurring during Project Delivery taking the project outside of agreed tolerances will require approval escalation to IAB/OBPB</p>				
Financial Appraisal	Budget Management and Monitoring				
	Strategic Outline Case (SOC) Ownership of investment planning process Inclusion of the likely baseline (e.g. do nothing), or the savings target A statement of the organisation's financial situation including: - Resources available for the project, including assessment of the resource holder's ability to provide support - Capital and revenue constraint - Statements of strategic (or in principle) support from the stakeholders	Outline Business Case (OBC) Consideration of all options Inclusion of all costs and benefits over the lifetime of the contract and/or assets All cost estimates should be based on a common pricing level Costs should include: - Capital and revenue costs - Sunk costs - Organisational development - Consideration of net present values, cashflow and inflation - Consideration of VAT and tax Financial analysis should be accompanied by assessment of risks For larger and more complex schemes a financial model needs to be developed to accompany the business case	OBC Update For projects including complex procurement the outline business case needs to be updated at key stages of the procurement (e.g. end of Competitive Dialogue 1) This update needs to identify any changes to the financial assumptions and data included in the OBC (for example, where ROC submissions have been received)	Full Business Case (FBC) This provides the financial benefits based on the proposed solution that is recommended From a financial perspective, this again will be updated from the OBC (see above), setting out the following: - Strategic case - Economic case - Commercial case - Financial case - Management case Specific items should be referred to in addition to those at OBC: - Opportunity costs - Avoided costs - Contingent liabilities - Capital charges and/or depreciation - Sensitivity analysis	

d) Monitoring the strategy

Financial monitoring: will be undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases.

Monitoring of delivery: this is undertaken through the Investment Appraisal Board at the gateway review stages

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Capital Monitoring Analysis

Appendix B – Capital Monitoring Analysis

Service	2013/14 Latest Approved Budget	£000's	Additions/ (Deletions) - September CRC	£000's	(Slippage)/ Accelerated Spend - September CRC	£000's	2013/14 Budget	£000's	Forecast to year end	Variance from Approved Budget	£000's	% slippage of 2013/14 Approved Budget
Adults and Communities	1,904	477		2,142		2,142	2,142	2,142	238	(13%)		
Adults and Communities	1,904	477		2,142		2,142	2,142	238	(13%)			
Schools Modernisation & Access Improvement Programmes	6,792	(1,538)		3,262	(239)	3,262	3,262	(3,530)	(29%)			
Urgent Primary Places												
Temporary Expansions - Allocated	2,480	-		2,480	-	2,480	2,480	-	0%			
Other Temporary Expansions	3,592	-		3,592	-	3,592	3,592	-	0%			
Broadfields	402	15		417	-	417	417	15	0%			
Mill Hill East	5,670	800		5,050	(1,420)	5,050	5,050	(620)	(25%)			
Orion Primary/ blessed Dominic	8,087	-		6,313	(1,774)	6,313	6,313	(1,774)	(22%)			
Moss hall Infants and Juniors	1,585	1,383		3,528	560	3,528	1,943	1,943	35%			
Brunswick Park	1,263	1,432		3,242	547	3,242	3,242	1,979	43%			
Menorah Foundation	1,953	-		1,953	-	1,953	1,953	-	0%			
St Mary's and St Johns	4,915	300		5,215	-	5,215	5,215	300	0%			
Martin Primary	2,103	813		2,963	47	2,963	2,963	860	2%			
Oakleigh School	1,000	692		1,732	40	1,732	1,732	732	4%			
Holly Park, Deansbrook, Beis Yakov	5,000	(4,000)		1,000		1,000	1,000	(4,000)	0%			
All Saints N20	-	170		170	-	170	170	170	0%			
Holy Trinity	-	190		190	-	190	190	190	0%			
St Vincents - Toilets	-	30		30	-	30	30	30	0%			
Wren Academy	-	3,000		3,000	-	3,000	3,000	3,000	0%			
London Academy	-	2,000		2,000	-	2,000	2,000	2,000	0%			
Unallocated	7,560	(6,810)		750	-	750	750	(6,810)	0%			
Primary Schools Capital Investment Programme	462			462		462	462	-	0%			
East Barmet Schools Rebuild	634			634		634	634	-	0%			
General Schools Organisations	14,171	(1,000)		12,612	(559)	12,612	12,612	(1,559)	(4%)			
Other Schemes	2,796	1,000		3,543	(253)	3,543	3,543	747	(9%)			
Childrens Education	70,465	(1,523)		64,138	(4,804)	64,138	64,138	(6,327)	(7%)			
Children's Family Service	3,516	-		2,129	(1,387)	2,129	2,129	(1,387)	(39%)			
Childrens Families Service	3,516	-		2,129	(1,387)	2,129	2,129	(1,387)	(39%)			
Commissioning Group	-	14,748		4,608	(10,140)	4,608	4,608	4,608	0%			
Commissioning Group	0	14,748		4,608	(10,140)	4,608	4,608	4,608	0%			
Greenspaces & Leisure	441	100		497	(44)	497	497	56	(10%)			
Waste	13,084	-		12,436	(648)	12,436	12,436	(648)	(5%)			
Street Scene	13,525	100		12,933	(692)	12,933	12,933	(592)	(5%)			
Highways TfL	6,784	100		6,206	(678)	6,206	6,206	(578)	(10%)			
Highways non-TfL	6,531	(252)		5,658	(621)	5,658	5,658	(873)	(10%)			
Parking	333	6		306	(33)	306	306	(27)	(10%)			
General Fund Regeneration	10,376	-		9,326	(1,050)	9,326	9,326	(1,050)	(10%)			
Disabled Facilities Project	2,722	-		2,322	(400)	2,322	2,322	(400)	(15%)			
Housing	273	-		273	-	273	273	-	0%			
Other Projects	3,027	-		2,727	(300)	2,727	2,727	(300)	(10%)			
DRS delivery unit	30,046	(146)		26,818	(3,082)	26,818	26,818	(3,228)	(10%)			
NSCSO delivery unit	22,063	(15,224)		6,839	0	6,839	6,839	(15,224)	0%			
NSCSO delivery unit	22,063	(15,224)		6,839	0	6,839	6,839	(15,224)	0%			
Sub total - General Fund	141,519	(1,568)		119,607	(20,344)	119,607	119,607	(21,912)	(14%)			
Housing Revenue Account	28,706	-		28,706	-	28,706	28,706	-	0%			
Housing Revenue Account	28,706	-		28,706	-	28,706	28,706	-	0%			
Total Capital Programme	170,225	(1,568)		148,313	(20,344)	148,313	148,313	(21,912)	(12%)			

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AGENDA ITEM 8

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	16 September 2013
Subject	One Barnet Programme Highlight Report
Report of	Chief Operating Officer
Summary	Appendix A provides a summary of the programme status of the One Barnet Programme, as at 14 August 2013.

Officer Contributors	James Wills-Fleming, Head of Corporate Programmes
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A: - One Barnet Programme Highlight Report Appendix B: - One Barnet Programme Risk Register
For decision by	Budget and Performance Overview and Scrutiny Committee

Contact for further information: James Wills-Fleming, Head of Corporate Programmes
020 8359 7289, james.wills-fleming@barnet.gov.uk

1. RECOMMENDATIONS

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

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Budget and Performance Overview and Scrutiny Committee, 21 July 2011, agenda item 9 (One Barnet Highlight Report).
- 2.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, agenda item 11 (One Barnet Highlight Report).
- 2.3 Budget and Performance Overview and Scrutiny Committee, 6 December 2011, agenda item 11 (One Barnet Highlight Report).
- 2.4 Budget and Performance Overview and Scrutiny Committee, 24 April 2012, agenda item 7 (One Barnet Highlight Report).
- 2.5 Budget and Performance Overview and Scrutiny Committee, 7 March 2013, agenda item 8 (One Barnet Highlight Report).
- 2.6 Budget and Performance Overview and Scrutiny Committee, 20 June 2013, agenda item 7 (One Barnet 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 2013 – 2016 Corporate Plan are: –
- Promote responsible growth, development and success across the borough.
 - Support families and individuals that need it – promoting independence, learning and well-being.
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 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 B 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 A reflects the indicative spend as at month 4 (July) 2014.

6.3 Appendix A also includes the latest projected expenditure figures for each project currently within 'Wave 1' of the programme. Expenditure to deliver Wave 1 of the programme is forecasting to be £11.581m. This is in-line with the £9.847m budget agreed by Cabinet on 29 November 2010 and subsequently amended by Cabinet Resources Committee on 17 December 2012 by a total of £1.734m

6.4 Appendix A 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 expected to be £156m.

6.5 Appendix A also includes a table showing the 'Wave 2' programme projected expenditure over the period 2011-2015, split by project, the total of which is £7.460m. This is £283,423 under the currently approved £7.766m budget across the Wave 2 programme of activity.

7. LEGAL ISSUES

- 7.1 Legal issues, in respect of each work stream will be addressed at the appropriate stage of the projects.
- 7.2 Following the successful conclusion of the Judicial Review (JR) process against the decision to award the New Support and Customer Services (NSCSO) and the Development and Regulatory Services (DRS) contracts Barnet has now signed these two contracts with Capita.
- 7.3 The costs associated with the successful defence of the Judicial Review challenge are expected to be within the £500,000 allocated budget.

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 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; with the exception of external contracts which are in the remit of the Contract Monitoring Overview and Scrutiny Committee;

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 A** provides a summary of the current programme status of the One Barnet Programme
- 9.2 **Appendix B** provides the current One Barnet Programme-level Risk Register
- 9.3 The information contained within this report supersedes that contained within the Q1 monitoring report

10. LIST OF BACKGROUND PAPERS

10.1 None

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One Barnet Programme Report

14/08/13

Section 1: Programme Status and Issues

Overall Programme Status	GREEN
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	Direction of Travel	Overall RAG	Schedule	Budget	HR	Comms	Resources
Wave 1							
Development and Regulatory Services	↑	G	G	A	G	G	G
NSCSO	↑	G	G	G	G	G	G
Transport							
Restructure							
Right to Control							
Future of Parking							
Future of Housing Services							
Community Coaches							
Legal Services							
Information Management Systems							
Libraries							
Customer Services Transformation							
Wave 2							
Health & Social Care Integration	→	G	A	G	G	G	G
Sport & Physical Activity (SPA)	↑	G	G	G	-	A	G
Safer Communities	↑	G	A	G	G	G	G
CCTV	→	G	G	G	G	A	G
Early Intervention & Prevention	→	G	G	G	-	G	G
Waste & StreetScene	→	A	A	G	G	G	A
Corporate Change Projects							
Registration & Nationality Service	→	A	A	G	G	-	A
Mortuary Service	→	A	A	G	G	-	A
Education and Skills DU Review							
Music Service							

Section 2: Issues

Issues for Decision:

- None escalated for decision outside of agenda.

Issues for information:

Section 3: Risks

Risks for Decision:

- One Barnet programme risks are at Section 5.

Risks for Information:

Risk	Mitigation	Consequence	Rating
<p><u>Waste & Street Scene (WV2SC0027)</u> It may not be possible to secure outlets for all recyclables from kerbside collections and the HWRC in time to suit service delivery change or for an acceptable price/income.</p>	<p>- Discussions are being held with NLWA as the preferred option for October 2013; however an alternative negotiated procurement route is also being investigated.</p>	<p>Cause: There may not be market appetite or interest in Barnet's recyclables contract(s).</p> <p>Consequence: Initial procurement process was unsuccessful. It is now clear that the market has changed and achieving the anticipated income from sale of recyclates will not be possible. This will therefore place a financial pressure, which will need to be assessed once a contract is in place.</p> <p>An option for disposal of recyclates for 14 October 2013 must be found, therefore an option must be found.</p>	<p>20</p>

Risk	Mitigation	Consequence	Rating
<p><u>NSCSO</u> (NSCSO0112) Staff Welfare / Anxiety or reduction in staff morale leading to increased staff turnover, sickness levels and/or disruption to service delivery in the lead up to the transfer</p>	<ul style="list-style-type: none"> • Maximise staff engagement and communication through a robust mobilisation plan. This will include: frequent team meetings, staff briefings, one-to-one meetings with Capita, Staff Group meetings, Capita pension roadshows and regular newsletters. • Ensure that any issues or questions that arise are dealt with in a timely manner. • Monitor key HR performance indicators and listen to all staff concerns so that any issues arising can be addressed at the earliest opportunity. • Between the staff briefings announcing the preferred bidder on 22 November 2012 and 7 January 2013 when staff can meet Capita, a raft of support mechanisms has been implemented including one-to-one welfare meetings, manager workshops and encouragement to use the Employee Assistance Programme. Further information is provided below in section 6 under Staffing Implications of the GFC Report. • ongoing management through line manager and H&SaW policy implementation • EAP 24 support line. The services of Mary Goldsmith. Maria continues to do work around change management and stress 	<p>CAUSE: Staff not wishing to transfer to the private sector; delays in the transfer date; Judicial Review and leave for appeal outcome; Lack of control</p> <p>CONSEQUENCE: A reduction in staff morale leading to increased staff turnover, sickness levels and/or disruption to service delivery in the lead up to the transfer; Reduced man hours productivity</p>	<p>20</p>

Appendix A

Risk	Mitigation	Consequence	Rating
<p><u>Sport & Physical Activity (SPORT0006)</u> The current GLL contract will not allow LBB to make the financial savings set out in the Medium Term Financial Strategy (MTFS).</p>	<p>To ascertain where savings can be made, review the current contract provision and plan to undertake further negotiation with GLL to ascertain and explore the procurement options for the leisure contract for the remainder of the current term ; undertake Soft market testing to warm up the market and ascertain other procurement options beyond the current contract.</p>	<p>CAUSE: LBB unable negotiate with GLL and come up with a suitable option; therefore unable to impact the current levels of spend with GLL.</p> <p>CONSEQUENCE: This would lead to the council being unable to reach its savings targets and may impact on current service provision.</p>	16
<p><u>Sport & Physical Activity (SPORT0007)</u> The financial benefits, relating to the MTFS savings of £900k, of the SPA project will not be realised.</p>	<p>Commercial lead appointed to undertake negotiations with GLL to review current contract and ascertain where potential savings can be made for the remainder of the contract. Planned soft market testing to warm up the market for the future procurement and to review potential options. Planned meetings with Social enterprises and local providers to gain prior knowledge of partnership deals and review potential partnership options to influence future savings, Financial lead appointed to appraise financial benefits of each option.</p>	<p>CAUSE: Inability to negotiate with GLL over current contract and procure a suitable contract for the future. Through poor implementation or monitoring of the SPA strategy outcomes - the benefits will not be realised.</p> <p>CONSEQUENCE: Financial and operational implications in the medium to long term future.</p>	16
<p><u>Community Safety (WV2CS0014)</u> If benefits are obscured by other factors outside of the control of the initiatives, or there is a lack of clear data to evaluate the initiatives, the initiatives may not be sustainable.</p>	<ol style="list-style-type: none"> 1. Benefits profiles being developed for review at project board. 2. Steering groups to oversee benefits realisation and evaluation. 3. Benefits profiles to be reviewed throughout project set up and handed over to BAU as part of project closure. 	<p>CAUSE: Gap in data analysis or finance resource to support the development of a clear evaluation framework results in lack of partner commitment to fund the initiatives in the future.</p> <p>CONSEQUENCE: Initiatives are not sustainable.</p>	16

Appendix A

Risk	Mitigation	Consequence	Rating
<p><u>Waste & Street Scene (WV2SC0030)</u> The communications campaign will not lead to the desired waste and recycling behaviour change amongst residents.</p>	<p>Communications plan under constant review, with a variety of methodologies and initiatives included to improve the chance of success.</p>	<p>CAUSE: Residents do not hear or understand the new requirements and therefore do not modify therefore behaviour.</p> <p>CONSEQUENCE: Reduction in residual waste and increase in recycling will not be delivered and therefore the consequential financial benefits will not be achieved.</p>	12
<p><u>Future of CCTV (FCC0002)</u> If HR Change Process is not managed appropriately, or the council breaches employment legislation, the outsource may be prevented or delayed (e.g. Staff grievances or employment tribunal)</p>	<ol style="list-style-type: none"> 1. Ensure that TUPE legislation is followed 2. learning from other One Barnet projects to inform implementation planning 3. One Barnet business change processes to be followed as appropriate 4. Early engagement with Trade Unions as appropriate 5. Staff briefings to be scheduled in early April 6. HR lead assigned to project implementation 	<p>CAUSE: HR and Legal engagement with/advice to project team and CCTV staff potentially not compliantly/accurately completed in a manner concordant with project timescales</p> <p>CONSEQUENCE: Outsource prevented or delayed, resulting in lack of benefits realised</p>	12

Risk	Mitigation	Consequence	Rating
<p><u>DRS (DRS0021)</u> The project exceeds current programme projections and a 1st October SCD is placed at risk</p>	<p>Project plan reviewed and new time scales agreed with key milestones and go live date established. Robust planning has ensured an achievable timeline for each stage. This planning has had input from HR, internal legal, external legal, SCB, procurement and project team.</p> <p>This process is being aligned with NSCSO and possible impact of One Barnet JR is being incorporated into contingency planning.</p> <p>Update 14/8 - JR outcome now known which has enabled certainty in planning and a more robust plan to manage risks. Contingency planning activity is now focused on the HR risks with particular regard to Joint Employment. One Barnet JR contingency plans have now being unincorporated.</p>	<p>CAUSE: The impact of the One Barnet JR will delay the DRS Contract Signing and therefore have an impact on SCD. Contingency planning will need to take place regarding the Commissioning Council's 'plan B' should SCD be pushed any further back than 1st October 2013.</p> <p>Update 14/8 - Whilst the risk of the One Barnet JR is no longer present the Project considers that there is a still a risk to project delay from a potential DRS specific JR or staff not wishing to transfer onto a Joint Employment contract.</p>	12
<p><u>Community Safety (WV2CS0017)</u> If there are a low number of referrals to schemes, this could reduce the return on investment from setting up the scheme.</p>	<ol style="list-style-type: none"> 1. Identify clear referral criteria with partner agencies 2. Communications and training plan to be developed with partner agencies 3. Ongoing communications and training plan to be responsibility of the business following project closure. 	<p>CAUSE: Lack of stakeholder engagement results in poor partner buy-in</p> <p>CONSEQUENCE: Reduced return on investment/benefits from the project.</p>	12

Risk	Mitigation	Consequence	Rating
<p><u>Community Safety (WV2CS0018)</u> Due to conflicting pressures, there may be insufficient resource available within the Community Protection Group to support the implementation of the enhancements as planned.</p>	<p>NJPs fully resourced - Police leading and facilitating discussions with SPOCs from partner organisation and the BASBAG as the project steering group, intern resource supporting development of the specification through August. IOM is fully resourced - data analyst now in post to support development of cohort expansion proposal and shortlist. Conditional Cautions - Public Health advised unable to lead on appointment of alcohol awareness provider. To be reviewed with Head of CS 20/08/13. Community Coaches - Interim CPG Manager has been leading and will hand over to Head of Community Safety.</p>	<p>CAUSE: Conflicting pressures and reactive workload for the CPG.</p> <p>CONSEQUENCE: Timescales may shift or additional external resource will need to be brought in. If additional PM resource required for analysis roles this will need to be planned for and agreed by Project Board. It is likely that this can be contained within budgets.</p>	<p>12</p>

Section 4: Finances

Budget	AMBER
For decision	None escalated for decision to this board meeting
For information	

Wave 1 Projects	Total Budget	2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
Closed Projects									
e-Recruitment	40,000	40,000	-	-	-	-	-	40,000	0
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	0
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	0
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	0
Your Choice Barnet	553,156	163,279	313,895	41,478	-	-	-	518,652	(34,504)
Housing Needs Resources	87,966	-	23,750	23,626	-	-	-	47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	15,423	-	-	-	157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	0
SAP Optimisation	375,533	174,375	127,147	60,000	-	-	-	361,522	(14,011)
Community Coaches	70,000	-	42,186	22,205	-	-	-	64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178	-	-	-	148,181	0
Right to Control	-	-	-	-	-	-	-	-	0
Legal Services	140,000	-	54,639	106,330	-	-	-	160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351	-	-	-	-	545,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275	-	-	-	2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266	-	-	-	2,754,445	1,100,006
Programme Management	2,411,433	450,919	1,593,258	367,256	-	-	-	2,411,433	0
Contingency allocated for Wave 1 variances	1,503,481	-	-	-	-	-	-	-	(1,503,481)
Open Projects									
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	30,000	-	99,136	(148,357)
Passenger Transport	272,106	57,966	111,602	97,001	781	4,219	-	271,570	(537)
NSCSO/DRS Mobilisation	1,253,257	-	-	125,850	513,119	614,288	-	1,253,257	(0)
Total	11,581,562	2,241,753	4,119,515	4,057,887	513,900	648,507	-	11,581,562	(0)
Cumulative spend		2,241,753	6,361,267	10,419,155	10,933,054	11,581,562			

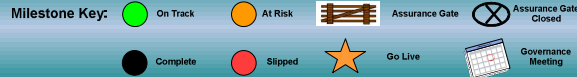
Wave 1 Projects Capital	Total Budget	2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
CST (Capital)	1,215,000	-	945,359	269,641	3,962	-	-	1,218,962	3,962
Libraries (Capital)	3,000,000	-	-	323,529	-	976,471	1,700,000	3,000,000	0

Appendix A

Wave 2 Projects	Total Budget	2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
Closed Projects									
Re-organisation of the Senior Officer and Council Structures	1,147,000	-	127,138	1,019,609	-	-	-	1,146,746	(254)
Open Projects									
Programme Management Office	1,353,000	-	-	1,071,993	44,930	99,499	-	1,171,492	(181,508)
CCTV	247,000	-	-	52,096	31,475	158,432	-	242,003	(4,997)
CSO Transformation	1,422,000	-	-	1,302,876	47,369	-	-	1,350,245	(71,755)
Early Intervention	325,000	-	77,825	126,992	7,721	78,543	12,894	303,974	(21,026)
Health & Social Care Integration	100,000	-	38,881	7,197	39,526	14,396	-	100,000	0
Information Management System	565,190	-	148,729	392,785	18,534	1,256	-	561,304	(3,886)
Review of the Mortuary Service	70,000	-	-	-	7,987	62,012	-	70,000	(0)
Review of the Registrars Service	97,000	-	-	27,560	11,440	58,000	-	97,000	0
Safer Communities	287,300	-	39,765	125,347	7,197	114,990	-	287,300	0
Strategic Review of Sports & Leisure Activity	198,000	-	48,445	90,171	1,303	58,082	-	198,000	(0)
Waste & Streetscene	1,942,000	-	110,612	141,804	167,900	1,521,683	-	1,942,000	0
Contingency - Wave 2	13,000	-	-	-	-	13,000	-	13,000	0
Total	7,766,490	0	591,395	4,358,430	385,383	2,179,894	12,894	7,483,064	(283,426)

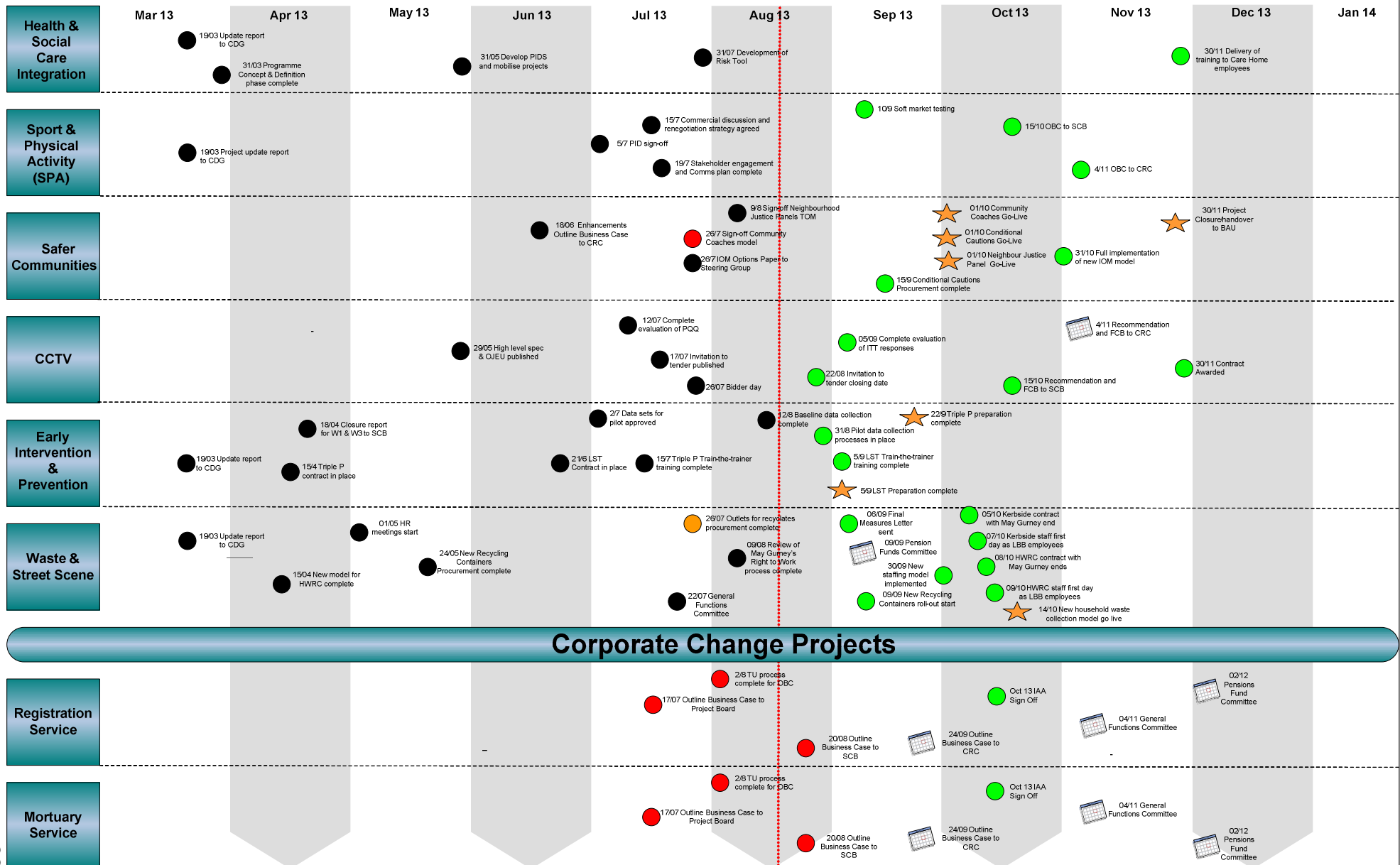
Other Projects	Budget	2010/11	2011/12	2012/13	2013/14	2013/14	2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
Judicial Review	500,000	-	-	226,986	229,706	43,308	-	500,000	0

Wave 1 Savings	Base budget savings to 2011/12 *	Base budget savings to 2012/13**	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m
Community Coaches	-	-	-	-	-	-
e-Recruitment	0.29	0.34	0.34	0.45	0.78	2.81
Housing Project	-	0.40	0.61	-	0.40	3.77
Legal Services	-	0.09	0.19	-	0.09	1.18
Parking	-	0.37	0.89	-	0.37	5.38
Procurement Project	0.92	0.92	0.92	1.79	2.71	8.26
Prototyping Project	-	-	-	-	-	-
Rapid Improvement Project	-	-	-	-	-	-
Revenue Income Optimisation	1.83	2.08	2.15	2.17	4.25	17.13
Right to Control	-	-	-	-	-	-
SAP Optimisation	-	-	-	-	-	-
Your Choice Barnet	-	-	0.49	-	-	2.25
School improvement and youth services	2.04	2.04	2.04	2.04	4.08	16.32
Customer Service Transformation	0.09	0.69	0.67	0.09	0.77	4.84
Development & Regulatory Services	-	-	4.39	-	-	21.56
Libraries Strategy	0.12	0.27	1.21	0.12	0.38	7.23
New Support & Customer Services Organisation	-	-	11.60	-	-	61.30
Passenger Transport	0.42	0.50	0.50	0.49	0.99	3.98
Contingency	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-
Total	5.70	7.69	25.99	7.14	14.83	156.01
* - savings to end of 2011/12						
** savings to end of 2012/13						
*** - projected savings to end of 2018/19						



ONE BARNET Programme Critical Milestones (PCM)

Wave 2 Projects



Section 5: One Barnet Programme Risks

Risk	Mitigation	Consequence	Rating
<p><u>One Barnet OB0047</u> Lack of adequate resource available to support key elements of project and programme delivery</p>	<p>Following a number of staff departures and continuing uncertainty over the timing of the commencement of the NSCSO contract, interim staffing arrangements to be put in place to keep project delivery on track.</p> <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: Lack of available resource due to problems with recruitment and/or retention of project staff Failure to effectively profile available resources across programme</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>	<p>20</p>
<p><u>One Barnet (OB0045)</u> Stakeholders are not identified, communicated with or managed effectively</p>	<ul style="list-style-type: none"> - 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:</p> <ul style="list-style-type: none"> - 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>CONSEQUENCE:</p> <ul style="list-style-type: none"> - 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>12</p>

Appendix A

Risk	Mitigation	Consequence	Rating
<p><u>One Barnet</u> <u>OB0051</u> As DRS and NSCSO projects move towards finalisation there are risks around the mobilisation period with potential for delay and business continuity over that time</p>	<p>Selection panels in place for the assessment of final bids, supported by training and development.</p> <p>Mobilisation plan in place to move to new provider.</p>	<p>CAUSE: The stage in the 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 mobilisation process</p>	<p>12</p>

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	12	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>Additional resource has been brought in from the NSCSO provider to ensure that resource gaps resulting from staff departures are covered.</p> <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: Lack of available resource due to problems with recruitment and/or retention of project staff Failure to effectively profile available resources across programme</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
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>

Risk Ref	Business Unit	Rating	Category	Nature of Risk	Risk Description	Control(s) in Place	Cause/consequence
OB0058	One Barnet Programme	12	Operational	Financial	Legal challenges delay or prevent the completion of one or more projects	The Council has engaged external legal advice throughout the NSCSO and DRS projects to ensure compliance with all aspects of its legal obligations. The Council was informed of the outcome of a Judicial Review challenge (April 2013), with the Judge assessing the application to be out of time and finding in favour of the Council. Additional legal resource was used to support the Council through the Judicial Review challenge. This decision is now the subject of an appeal and the Council continues to engage legal expertise.	<p>Cause – Legal challenge against the Council's decision to proceed with the implementation of the NSCSO contract and prospective decision to proceed with the DRS contract</p> <p>Consequence – The programme could be caused to significantly revise the anticipated contract start date, with a potential impact of the expected profile of savings or additional short-term costs</p>

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	16 September 2013
Subject	Advanced Notification of Executive Decisions
Report of	Scrutiny Office
Summary	This report gives details of proposed decisions due to be taken under Executive functions, together with information as to whether any proposed decisions are subject to an exempt report, consideration of which will not be in public session. The report also indicates any of the decisions which at this stage are intended to be classified as 'key'.

Officer Contributors	Ash Tadjrishi, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Key Decision	No
Enclosures	Appendix A – Advanced Notice of Executive Decisions
Reason for urgency / exemption from call-in	N/A
Contact for Further Information:	Ash Tadjrishi, Overview & Scrutiny Officer 020 8359 2368, ash.tadjrishi@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee comment on and consider the Advanced Notification of Executive Decisions when identifying areas of future scrutiny work.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2013 – 2016 Corporate Plan are;
- Promote responsible growth, development and success across the borough;
 - Support families and individuals that need it – promoting independence, learning and well-being; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to the Equality Act 2010, the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.
- 5.2 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 The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 removes the requirement for local authorities to publish a Forward Plan of Key Decisions. This has been replaced with a requirement to publish an Advance Notification of Executive decisions which the Council has been compliant with since the regulations came into force on 10 September 2012.

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 Under the current overview and scrutiny arrangements, the Budget & Performance Overview & Scrutiny Committee will ensure that the work of scrutiny is reflective of Council priorities, as evidenced by the Corporate Plan and the programme being followed by the Executive.

9.2 The Advanced Notification of Executive Decisions will be included on the agenda at each meeting of the Budget & Performance Overview Scrutiny Committee as a standing item.

9.3 The Committee is encouraged to comment on the Notification.

9.4 The Committee is asked to consider items contained within the Advanced Notification of Executive Decisions to assist in identifying areas of future scrutiny work, particularly focussing on areas where scrutiny can add value in the decision making process (pre-decision scrutiny).

9.5 When identifying items for pre-decision scrutiny, the Committee are requested to provide specific information on the rationale behind the pre-decision scrutiny request and the expected outcome to enable Cabinet Members and officers to prepare appropriately.

9.6 Any further Advanced Notices which become available will be tabled at the meeting.

10. LIST OF BACKGROUND PAPERS

10.1 None

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London Borough of Barnet Decisions Taken Under Executive Functions – Advance Notice of Proposed Items for Decision and Parts of Meetings which will not be held in public session ('subject to exempt report').

This notice gives details of proposed decisions due to be taken under Executive functions, together with information as to whether any proposed decisions are subject to an exempt report, consideration of which will not be in public session. The document below is also indicative of the decisions which at this stage are intended to be classified as 'key'. For the purposes of complying with the The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 however, all prospective decisions listed below are to be regarded as potentially key or potentially subject to a separate exempt report (not held in public session).

Please note: this plan lists prospective decisions. The final agenda for each meeting, which may not include all prospective decisions listed for that meeting on this document, will be published five clear working days prior to the meeting on the authority's website: <http://barnet.moderngov.co.uk>

Title	Description of proposed decision	Cabinet Member	Key Decision (Y/N).	Subject to Exempt Report (Y/N).
CABINET, 24 SEPTEMBER 2013 Hendon Town Hall, The Burroughs, NW4 4BG				
Draft Proposed Equalities Policy and 'Communities Together' Action Plan	To note the draft Equalities Policy and agree to an eight week public consultation period and to agree the approach outlined in the Community Cohesion Action Plan.	Leader of the Council and Cabinet Member for Safety and Resident Engagement	Yes	No
Safeguarding in Barnet	Note the overview of governance arrangements and activity as it relates to the Council's safeguarding responsibilities.	Cabinet Member for Education, Children and Families Cabinet Member for Adults Cabinet Member for Safety and Resident Engagement Cabinet Member for Public Health	No	No
Amendments to Housing Allocations Scheme and the introduction of a Placements Policy	Approval for a revised Housing Allocations Scheme and introduction of a Homelessness Placements Policy following a period of consultation which ended on 7 August 2013.	Cabinet Member for Housing	Yes	No

CABINET RESOURCES COMMITTEE, 24 SEPTEMBER 2013
Hendon Town Hall, The Burroughs, NW4 4BG

Avenue House Estate Trust - grant award	Approval for a grant of £250,000 over three years to Avenue House Estate Trust (AHET) towards a programme of capital improvements to the outbuildings and grounds.	Cabinet Member for Resources and Performance	No	No
Report of waiver of CPRs - Interim EDRMS Support Solution	Notes the decisions taken by delegated powers to enter into an emergency interim 12 month contract for IT services.	Cabinet Member for Resources and Performance	No	No
Dollis Valley Regeneration Scheme	This report seeks a resolution from the Committee to make a Compulsory Purchase Order (CPO) in respect of all third party property and other proprietary interests in the Dollis Valley Regeneration Area	Cabinet Member for Regeneration	Yes	No
Extension of Term Maintenance Contracts	To extend the existing Term Maintenance Contracts for building, mechanical, electrical, lifts, water hygiene and fire beyond the contracted dates for a period of four months	Cabinet Member for Resources and Performance	No	No
Procurement Forward Plan 2014/15	Approval sought for approval of Procurement Forward Plan	Cabinet Member for Resources and Performance	No	No
Quarter 1 Monitoring and Performance Report	To consider the quarter 1 2013/14 report on performance and finance and approval of the proposed intervention levels	Cabinet Member for Resources and Performance	Yes	No
Provision of therapies to Children with Special Educational Needs and placements to children in care	Authority is sought to extend the use of therapy providers for Children with a statement of Special Educational Needs. Authority is also sought to enter into contracts with providers of placements to children in care	Cabinet Member for Education, Children and Families	Yes	No

Future options for land at Pavilion Way, Deansbrook, Burnt Oak	To consider options and agree the future use of the site at Pavilion Way, Deansbrook, Burnt Oak	Cabinet Member for Resources and Performance	Yes	Yes
Contract Extension – Metropolitan Support Trust Extra Care Scheme, Wood Court, Edgware	Waiver to the Contract Procedure Rules (12 months)	Cabinet Member for Adults	No	No
Disposal of former nursery site Burtonhole Lane, Mill Hill	Approval sought for disposal of freehold	Cabinet Member for Resources and Performance	No	Yes

Notice published: 27 August 2013

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	16 September 2013
Subject	Budget & Performance Overview & Scrutiny Committee Forward Work Programme 2013/14
Report of	Scrutiny Office
Summary	This report outlines the Committee’s work programme for 2013/14

Officer Contributors	Ash Tadjrishi, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Key Decision	No
Enclosures	Appendix A – Budget and Performance Overview and Scrutiny Committee Work Programme 2013/14
Reason for urgency / exemption from call-in	N/A
Contact for Further Information:	Ash Tadjrishi, Overview & Scrutiny Officer 020 8359 2368, ash.tadjrishi@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2013/14 work programme of the Budget & Performance Overview & Scrutiny Committee (Appendix A).**

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 2013 – 2016 Corporate Plan are;
- Promote responsible growth, development and success across the borough;
 - Support families and individuals that need it – promoting independence, learning and well-being; and
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

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 2013/14 indicates items of business previously considered by the Committee and forthcoming items.
- 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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Appendix A

**London Borough of Barnet
Budget and Performance
Overview and Scrutiny
Committee
Work Programme
May 2013 – May 2014**

Contact: Ash Tadjirishi 020 8359 2368 ash.tadjirishi@barnet.gov.uk

Appendix A

Subject	Decision requested	Cabinet Member / Officer	Author
20 June 2013			
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
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
16 September 2013			
Quarter One Finance and Corporate Performance	The Committee to consider the Quarter One Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
Parking Pilot Schemes	The Committee to consider a report on findings arising from the parking pilot schemes in North Finchley, Edgware and High Barnet	Cabinet Member for Environment	Director for Place
Review of Capital Programme	The have requested to review a report which provides an update on the Capital Programme	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer / Commercial Director
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources

Subject	Decision requested	Cabinet Member / Officer	Author
9 December 2013 (Budget Scrutiny)			
Business Planning	The Committee to consider the Executive's budget and Medium Term Financial Strategy proposals for the period 2014/15 – 2016/17.	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer
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
One Barnet – Waste and Street Scene	The Committee has requested to receive a report on the implementation of new waste offer and forward look at potential stretch projects	Cabinet Member for Environment	Director for Place
One Barnet – Sport and Physical Activity Review	The Committee has requested to receive a progress report on the Sport and Physical Activity Review project	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
13 March 2014			
Quarter Three Finance and Corporate Performance	The Committee to consider the Quarter Three Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources

Subject	Decision requested	Cabinet Member / Officer	Author
TBC - Long List			
One Barnet – Registration and Nationality Service	Committee to receive the Business Case for the Registration and Nationality Service project	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
Libraries - Outline Proposals for Childs Hill & Grahame Park Libraries	The Committee to consider outline proposals for Childs Hill and Grahame Park libraries.	Cabinet Member for Customer Access and Partnerships	Children's Service
Mill Hill Depot Relocation	The Committee have requested an update on the Mill Hill Depot Relocation project and the financial implications of the delay	Deputy Leader and Cabinet Member for Resources and Performance	Commercial Director
One Barnet Programme – Wave II Projects	The Committee to receive reports on Wave II Projects in the One Barnet Programme	TBC	Head of Programme and Resources