

MEETING

CABINET RESOURCES COMMITTEE

DATE AND TIME

TUESDAY 25TH FEBRUARY, 2014

AT 8.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF CABINET RESOURCES COMMITTEE (Quorum 3)

Chairman: Councillor Daniel Thomas BA (Hons) (Chairman),

Councillors

Richard Cornelius
Tom Davey

David Longstaff
Sachin Rajput

Robert Rams

Substitute Members

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

Andrew Nathan – Head of Governance

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ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declarations of Members' Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Public Question Time (if any)	
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	Reports of the Cabinet Member for Education Children and Families	

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15.	Home Meals Contract Extension	223 - 228
16.	Contract Award for the Independent Mental Capacity Advocacy, the Deprivation of Liberties Safeguards, the Relevant Person's Paid Representative and the Independent Mental Health Advocacy Services	229 - 234
17.	Any other item(s) that the Chairman decides are urgent	
18.	Motion to Exclude the Press and Public That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended):	
	Report of the Cabinet Member for Housing	
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22.	Contract Award for the Independent Mental Capacity Advocacy, the Deprivation of Liberties Safeguards, the Relevant Person's Paid Representative and the Independent Mental Health Advocacy Services	253 - 256
23.	Any other exempt item(s) that the Chairman decides are urgent	

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Meeting	Cabinet Resources Committee
Date	25 February 2014
Subject	Compulsory Purchase of Long-Term Vacant Properties
Report of	Cabinet Member for Housing
Summary of Report	Report to Provide an Update on the Empty Property Programme and to Seek Approval for the Compulsory Purchase Under the Housing Act 1985 of a Long Term Empty Property

Officer Contributors	Belinda Livesey, Private Sector Housing Manager
Status (public or exempt)	Public (with a separate exempt report)
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	None
Function of	Executive
Enclosures	Appendix 1 – property ‘c’ Appendix 2 – property ‘d’
Contact for Further Information:	Belinda Livesey x7438

1. RECOMMENDATION

- 1.1 That the making of Compulsory Purchase Orders (CPOs), under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981 be authorised in respect of the properties identified as ‘a’ and ‘b’ in the exempt report.**
- 1.2 That, subject to the authorisation for the making of the Compulsory Purchase Orders referred to in recommendation 1.1 above, the Orders be submitted to the Secretary of State at the Department for Communities and Local Government for consideration and confirmation.**
- 1.3 That, in the event of the Secretary of State at the Department for Communities and Local Government returning the Orders for confirmation by the Council, the Order be confirmed on behalf of the Council.**
- 1.4 Following confirmation of the Orders, that Cabinet Resources Committee approve the entry into a cross-undertaking with the owner(s) of the relevant property not to implement the Order on the condition that the owner(s) agree(s) to bring their property back into use within a reasonable time.**
- 1.5 In the event that a cross-undertaking is not entered into as referred to in recommendation 1.4 above, or the terms of the cross-undertaking are not adhered to by the owner, that authority be delegated to the Director of Place to proceed with the compulsory acquisition of the properties in question.**
- 1.6 That following the compulsory acquisition of any of the properties, an options paper on the onward disposal be brought to the Cabinet Resources Committee for decision.**
- 1.7 That Cabinet Resources Committee approve that the financial costs of the Compulsory Purchase Orders be indemnified through the Corporate Capital Programme.**
- 1.8 On the basis of valuations and the potential return on investment – in relation to property “c” that Option 1 be authorised.**
- 1.9 On the basis of valuations and the potential return on investment in relation to property “d”- that Option 3 be authorised. Costs to be indemnified through the Corporate Capital Programme.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 28 April 2008, (Decision item 1 exempt) in relation to the making of Compulsory Purchase Orders (CPOs).**
- 2.2 Cabinet Resources Committee, 1 December 2008, (Decision item 7) in relation to the making of CPOs.**
- 2.3 Decision of the Cabinet Resources Committee, 5 March 2009 (Decision item 8) in relation to the making of CPOs.**

- 2.4 Decision of the Cabinet Resources Committee, 30 March 2009 (Decision item 9) in relation to the making of CPOs.
- 2.5 Decision of the Cabinet Resources Committee, 2 September 2009 (Decision item 6) in relation to the making of CPOs.
- 2.6 Decision of the Cabinet Resources Committee, 16 March 2010 (Decision item 12) in relation to the making of CPOs.
- 2.7 Decision of the Cabinet Resources Committee, 17th June 2010 in relation to the making of CPOs.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The policy meets the Council's key Corporate Priorities detailed in the Barnet Corporate Plan 2013-2016 as follows:-

- Create the right environment to promote responsible growth, development and success across the borough- Bringing empty properties back into use preserves the housing stock and improves its energy efficiency. Renovating existing homes has around a 33% smaller carbon foot print than building new homes.
- Support families and individuals that need it, promoting independence, learning and well-being:- Increasing the available housing stock meeting minimum standards will help ensure that more families have access to accommodation which will enable stability in schooling, health care etc.
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study- Empty properties can be a magnet to criminal behaviour leading to increased crime in the local area. Bringing empty properties back into residential use will reduce crime and reduce the fear of crime for local residents which will increase residents' satisfaction with their local community.

2.2 Barnet's Housing Strategy 2010-2025 key objective is to increase the housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents. This strategy contributes to this by improving the condition and sustainability of the existing housing stock.

4. RISK MANAGEMENT ISSUES

4.1 There are risks associated with Compulsory Purchase that arise from two potential sources:

4.2 Financial risks – these arise if the resale value of the property, once acquired, is less than the compensation paid for it at the time that possession is taken. This is possible in the current unpredictable housing market. To reduce the risk, it is essential that the property be disposed of as soon as possible after acquisition. The corollary is that the Council would benefit from any increase in value in an appreciating market, which could be used to offset the costs of acquisition. Any shortfall would have to be funded from Council resources.

4.3 There is a risk to the Council in not dealing with empty properties, both in the way Central Government assesses our strategic housing performance and in the way residents see the ability of the Council to intervene in the problems which beset them.

4.4 Due to the current financial climate an options paper on the onward disposal of the property will be brought back to Cabinet Resources Committee for a decision to be made at the appropriate and opportune time.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Empty and neglected properties can be a blight on the area and the local community that can lead to residents having an increased level of area insecurity and fear of crime in their neighbourhood. Bringing these properties back into use will benefit all members of the Borough's diverse communities.

5.2 Any regulatory activity will be carried out in accordance with the current Development and Regulatory Services Enforcement Policy to ensure the objective application of powers and responsibilities.

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

6.1 The costs to the Council are divided into capital and revenue costs.

6.1.1 Capital Costs – Addition to capital programme:

Property	Estimated Value in Present Condition
Property 'a'	£290,000
Property "b"	£500,000

6.1.2 If the CPOs are confirmed, the next stage will be to proceed, if necessary, with the acquisition of the property. Compensation will be payable to the owners based on the valuation on the date of possession, which could be higher or lower than the Council's valuation. At this time there is no way of knowing exactly whether or not the Council will be able to recover the compensation in full. In the current economic conditions it is anticipated that the risk to the Council could be high if property prices slide. There is however every chance that the pressure of initiating the Compulsory Purchase procedure will be sufficient to ensure that the property owners take the appropriate action to either repair and reoccupy the property or sell the property.

6.2.1 Revenue Costs – For these CPOs the revenue costs of making the Orders and associated administration has been provided by funds from the North London Housing Sub Region. In-house property disposal costs (including inspection, valuation, security and maintenance, liaison with legal services, negotiations with the owner and liaison with the purchaser throughout the CPO / disposal process) are estimated at around £15,000.

6.2.2 The acquisition and immediate disposal of these properties may result in nomination rights for the Council to meet the needs of accepted homeless

families. This would only happen if the properties were sold to a Registered Social Landlord.

6.2.3 The Planning and Compulsory Purchase Act 2004 introduced an entitlement for former owners of compulsorily acquired property to claim basic loss payments. The amount is 7.5% of the value of the person's interest in the land, subject to a maximum of £75,000. The Act provides that the entitlement to basic loss payment is lost if certain criteria are all met:

- a specified statutory notice/order has been served on the owner;
- at the time the CPO is confirmed the statutory notice/order has effect or is operative; and
- The owner has failed to comply with any requirement of the statutory notice/order.

6.3 Bringing empty properties back into use represents excellent value for money for Barnet. For every property that moves from an unoccupied to occupied banding on Council Tax records the Council is allocated New Homes Bonus for 5 years. This is in addition to Council Tax paid by the new resident.

6.4 The Council has dedicated £600,000 per year 2012-2017 to assist in bringing empty properties back into residential use. This funding would be used to support the purchase of properties and any property improvements prior to sale.

7. LEGAL ISSUES

7.1 Section 17 of the Housing Act 1985 ('the 1985 Act') empowers local housing authorities to compulsorily acquire land, houses or other properties for the provision of housing accommodation. Acquisition must achieve a quantitative or qualitative housing gain.

7.2 According to Government Circular 06/04¹, 'compulsory purchase of empty properties may be justified as a last resort in situations where there appears to be no other prospect of a suitable property being brought into residential use. Authorities will first wish to encourage the owner to restore the property to full occupation. When considering whether to confirm a compulsory purchase order the Secretary of State will normally wish to know how long the property has been vacant; what steps the authority has taken to encourage the owner to bring it into acceptable use; the outcome; and what works have been carried out by the owner towards its re-use for housing purposes. Cases may, however, arise where the owner cannot be traced and therefore use of compulsory purchase powers may be the only method of acquiring the land.'

7.3 In reaching its decision, the Cabinet Resources Committee should have regard to the relevant provisions of the Human Rights Act 1998, namely Article 1 to the First Protocol – 'no one shall be deprived of his possessions except in the public interest', and Article 8 to the Convention – 'the right to respect for private and family life, home and correspondence'

7.4 It is considered that the exercise of Compulsory Purchase powers is justified by reason of being in the public interest, authorised by law and both necessary

¹ Circular 06/04: Compulsory Purchase and the Crichel Down Rules

and proportionate towards meeting the Council's Housing Strategy and the environmental, social and economic well-being of the area.

- 7.5 Local Authorities are given powers to dispose of housing land in accordance with *The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985 - 2013 which came into force on 11 March 2013* which state:

A3.1.1 A local authority may, subject to paragraph dispose of land for a consideration equal to its market value.

In the case of these empty properties held for housing purposes the relevant section of those general consents is A3.3.1 which states that a local authority may dispose of an unoccupied dwelling-house to a person who intends to use it as their only or principal home.

It should be noted that any transfer to the buyer will contain a restriction that the owner must having carried out works (where appropriate), occupy the property.

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

- 8.1 Cabinet Committees may discharge Executive Functions that fall within their terms of reference. The Council's Constitution, Responsibility for Functions, states in paragraph 4.6 the functions delegated to the Cabinet Resources Committee includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

9. BACKGROUND INFORMATION

- 9.1 As at the 1st April 2012 there were 3,260 dwellings vacant in the borough the majority of which (2,708) were private sector dwellings vacant in the Borough. A total of 1,676 of those private sector dwellings had been vacant for more than six months (HSSA 2011-12). Some of these properties are in poor condition and represent an environmental blight on the local neighbourhood and waste of the Borough's housing stock. Assistance and funding from the North London Housing Sub Region combined with Empty Property Financial Assistance funded through the Capital Programme has enabled the empty property programme to be recommenced in Barnet. This has been through a combination of reviewing and updating the empty property data base, offering in the first instance advice, support and financial assistance to owners and encouraging them to bring their properties back into use, and where this fails targeting the most problematic and long term empty properties with enforcement action. Working with the Police work has also been undertaken to ensure that all the empty properties are secured against illegal occupation.
- 9.2 Since this Committee's decision in April 2008 to proceed with the Compulsory Purchase of empty properties, forty six properties were approved for Compulsory Purchase Orders to be made. Of these:

- Following the making of CPO's and their submission to the Government Office for London (GoL) for confirmation, two cross undertakings were

secured. These were not complied with and the properties are now owned by LBB.

- Two further properties are due to have CPOs submitted to GoL following a breakdown in negotiations.
- Work started and stalled at two properties. LBB has secured a Final Charging Order in relation to one of these to reclaim outstanding Council monies. The case of the other property is being reviewed. It will either be referred for CPO or an Empty Property Management Order will be made.
- Work has been completed to four properties but they remain empty. Three of these may be let to Barnet Homes.
- Three properties have been reoccupied
- One property has had work completed and is due to be reoccupied
- One has been demolished, rebuilt and reoccupied
- Work is in progress at twenty one flats
- One has been demolished and the site use changed
- One has been demolished and is being redeveloped
- Six have been sold, redeveloped and reoccupied

New Properties for CPO Action

- 9.3 Two additional properties are now being recommended for CPO action and the details relating to these are contained in the Exempt Report.
- 9.4 CPO powers are now being recommended only because proactive advice and other enforcement measures have been exhausted or are not appropriate.
- 9.5 National experience, and the local experience of the Borough has shown that resolving to CPO a property focuses the minds of the current owners to either dispose of the property, or bring it back into use without further need for intervention. As demonstrated in 9.2 in the majority of cases where the Compulsory Purchase process is started the Council rarely reaches the situation where purchase becomes necessary. As such this is a very cost effective tool in bringing empty properties back into use.
- 9.6 After the Council has made the CPOs ('the Order'), they will be submitted to the appropriate Government Minister for confirmation. Where an objection to an Order is made by an owner or occupier and is not withdrawn, then, unless satisfied that the objection is exclusively related to compensation, the appropriate Minister must arrange for either a public local inquiry or a hearing before an inspector, appointed by the Minister. The time limit for the exercise of a Confirmed Order is three years from the time the Order becomes operative.
- 9.7 National experience of the use of Compulsory Purchase powers has demonstrated that once CPO action has been initiated, an owner may belatedly come forward with proposals. In such instances, a local authority can enter into an undertaking (in the form of a legally enforceable agreement) with the owner to bring the property back into use within an agreed reasonable time-scale and not object to the making of the CPO or to withdraw any objection and allow it to be confirmed unopposed. This would mean that the Council cross-undertakes not to implement the CPO within the agreed time period, but if the owner fails to carry out works, then the CPO having been confirmed can move to possession. This negates the need for an Inquiry and all the costs involved in the Inquiry process.

- 9.8 Once the Orders are confirmed, and if there are no cross-undertaking (or the terms of the cross-undertaking are not adhered to by the owner), the Order can be implemented either by way of Notice to Treat or by General Vesting Declaration (GVD). The Notice to Treat procedure would enable the Council to take possession of the property very quickly. However, it would not give the Council ownership of the property. Ownership can only be transferred when compensation has been paid. If the level of compensation is disputed and the matter is referred to the Lands Tribunal for settlement, it may take up to two years for the Council to obtain ownership. Throughout this period it would not be possible to sell the property for refurbishment. The GVD procedure, which is the preferred route, enables possession to be obtained only three to four months after confirmation thus allowing prompt transfer and commencement of refurbishment without waiting for compensation issues to be settled. The owner can apply for 90% advance payment of the Council's valuation. The balance of the compensation (or the whole if no advance payment is claimed) is payable on completion of the transfer of ownership. Whether the Council proceeds by way of Notice to Treat or GVD, it will also have to pay interest on the compensation from the date of entry to the date of completion of the purchase. The rate of interest is prescribed by regulation made under the Land Compensation Act 1961.
- 9.9 Once the Orders are confirmed, the property would be sold with a mechanism to ensure that the house is brought back into repair and habitation.

Disposal of Properties Secured Through CPO

- 9.10 Properties "c" and "d" were purchased in January 2014. These have been valued at:

Property	Estimated Value in Present Condition
Property 'c'	£510,000
Property "d"	£550,000

- 9.11 Options for onward disposal are contained in Appendix 1 and 2.
- 9.12 Barnet Homes have been approached and are not interested in purchasing these properties.

10. LIST OF BACKGROUND PAPERS

- 10.1 The Council's CPO Procedure (Final Draft 28 March 2008).
- 10.2 Barnet's Empty Property Strategy 2013-14
- 10.3 Barnet's Housing Strategy 2010-2025
- 10.4 Development and Regulatory Services Enforcement Policy
- 10.5 Homes and Communities Agency "Empty Homes Tool Kit"
- 10.6 Mayor of London's Draft Revised Housing Strategy (currently in consultation)

10.7 Anyone wishing to inspect these papers should telephone Belinda Livesey on 020 8359 7438.

Cleared by Finance -JH	13th February 2014
Cleared by Legal -TD	14th February 2014

Appendix 1 - Property "c"

This is a three bedroom property which has an existing ground floor of 53m² and first floor of 50m².

It is in a poor condition with kitchen, toilet and bathroom stripped out. There is evidence of rising damp and roof leaks. There is a large unkempt garden to the rear.

The property could be remodelled and extended to provide a five bedroom property of ground floor 84m², first floor 70m² and roof space of 20m²

Options for disposal are:

Option 1 - Sell in its existing state of repair with planning permission. Sale at this stage has attracted costs for administration i.e. fees, and Stamp Duty. The property would be offered for sale immediately.

Option 2 - Refurbish the existing building to a habitable standard. This will incur costs for fees and Stamp Duty plus **£100,000** for -Repairs, Decoration, Improvements and Services to Compliance Standards.

Option 3 - Refurbish and maximise the potential of Existing Building. This will incur costs for fees and Stamp Duty plus £200,000 for construction, development, surveys and Professional Fees: **£200,000**. This option would be dependent on the required permissions being forthcoming.

A three bedroom neighbouring property sold in September 2010 for £562,500 (adjusted to £639,725 using the land registry index).

Whichever option is pursued the property will be sold on the open market.

Appendix 2- Property “d”

This is a three bedroom property which has an existing ground floor of 58m² and first floor of 54m².

The property is in a derelict condition with rear windows/door missing. The interior has been completely stripped out and floor boards removed. There is a large garden to the rear. The garage has been demolished.

The property could be remodelled and extended to provide a five bedroom property of ground floor 95m², first floor 72m² and roof space of 20m²

Options for disposal are:

Option 1 - Sell in its existing state of repair. Sale at this stage has attracted costs for administration i.e. fees, and Stamp Duty

Option 2 - Refurbish the existing building to a habitable standard. This will incur costs for fees and Stamp Duty plus **£110,000** for -Repairs, Decoration, Improvements and Services to Compliance Standards .

Option 3 - Refurbish and maximise the potential of existing building. This will incur costs for fees and Stamp Duty plus for construction, development, surveys and Professional Fees: **around £215,000**. This option would be dependent on the required permissions being forth coming.

A four bedroom neighbouring property sold in August 2013 for £762,000 (adjusted to £793,827 using the land registry index). A four bedroom property neighbouring property in an excellent condition sold in April 2010 for £820,275 (adjusted to £949,245 using the land registry index).

Whichever option is pursued the property will be sold on the open market.

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Meeting	Cabinet Resources Committee
Date	25 Feb 2014
Subject	Management Agreement with The Barnet Group
Report of	Cabinet Member for Housing
Summary	This report seeks approval for the extension of the current Management Agreement with The Barnet Group for the management of the Council’s Housing stock and provision of the Housing services for a period of one year.

Officer Contributors	Tim Campbell, Contract Manager
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	N/A
Contact for Further Information:	Tim Campbell, Contract Manager x3605 Tim.campbell@barnet.gov.uk

1. RECOMMENDATIONS

That Cabinet Resources Committee

- 1.1 **Approve the extension of the Management Agreement between the Council and The Barnet Group for the management of the Council's social housing stock and the provision of Housing Services for a period of one year to March 2015.**
- 1.2 **Authorise officers to develop a one year Delivery Plan with The Barnet Group for housing management and housing services from April 2014.**
- 1.3 **Approve that the Lead Commissioner Housing and Environment be appointed as the Council's representative for the purpose of liaison and consultation between the Council, The Barnet Group and Barnet Homes for the creation of a longer term arrangement from April 2015.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet approved the establishment of an Arm's Length (housing) Management Organisation (ALMO), Barnet Homes, on 19 January 2004 (Decision Item 8), and a formal 10 year Management Agreement was entered into from April 2004
- 2.2 The Housing Strategy was agreed by Cabinet on 12 April 2010 (Decision Item 8). This set out the Council's strategic context for its approach towards its ALMO:

"The Council views Barnet Homes as a potential vehicle for providing additional services on its' behalf, as well as extending its role as a provider of housing related services, and we will explore options for progressing this through the Future Shape programme."

- 2.3 On 24 May 2011, the Cabinet Resources Committee approved the Business Case for the Adults in-house Service Review project, allowing the set up of a local authority trading company (LATC) structure, incorporating Barnet Homes (Decision item 12).
- 2.4 Cabinet Resources Committee agreed on 16 January 2012 to transfer the Housing Needs Service to The Barnet Group, with Barnet Homes responsible for delivering the service (Decision item 6).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The inclusion of homelessness and housing advice services in the scope of services provided by Barnet Homes has enabled the provision of a more holistic and customer focused housing services for those who are most in need and support for young people and households to become more independent, a key element of the Corporate Plan 2013-16 priority *support families and individuals that need it – promoting independence, learning and wellbeing.*

The Council's Housing Strategy 2010 identified Barnet Homes as a suitable vehicle for providing additional services on its behalf, including an extension of its role as a provider of housing related services. The Barnet Group is

currently developing a prospectus for the provision of new build housing incorporating a range of delivery options for the Council.

Extension of the current 2004/14 Management Agreement with The Barnet Group will enable the Council to prepare the future formal framework to provide for the housing needs and aspirations of residents, and for the effective management of the regeneration estates and the building of new homes, in support of the key Corporate Plan (2013-2016) priority to promote responsible growth, development and success across the borough.

- 3.2 Extension of the current 2004/14 Management Agreement with The Barnet Group will additionally enable the Council to take into account the impact of Welfare Reforms on the delivery of Council services including Housing Management and Homelessness, and the range of delivery options being brought forward for new build.

4. RISK MANAGEMENT ISSUES

- 4.1 There is currently a risk that without a formal arrangement in place for the delivery of Housing Services, confidence will reduce in business planning for the medium to longer term. The extension of the current Management Agreement will enable stability while providing a platform for the development of longer term arrangements. A 2014/15 Delivery Plan will be put in place to ensure fit for purpose interim arrangements. Any new Management Agreement will be drafted so that it is sufficiently flexible to accommodate the emerging corporate commissioning, governance and contract/performance monitoring arrangements.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Equality Act 2010 introduced a public sector equality duty which obliges the Council to have due regard to the need to:
- a) eliminate unlawful discrimination, harassment, victimisation;
 - b) advance equality of opportunity between those covered by the Equality Act and those not covered, e.g. between disabled and non-disabled people; and
 - d) foster good relations between these groups.
- 5.2 The Council, in accordance with its statutory obligations, has considered the impact on equalities arising in its proposal to renew the Management Agreement with The Barnet Group for a further 10 years. A high level equalities risk assessment was undertaken by a Management Agreement project group in February 2013 and concluded that there is a low risk of any adverse equalities impact on any protected characteristic grouping arising from the renewal of the Management Agreement with The Barnet Group. In view of this, a full equalities impact assessment will not be required.
- 5.3 Under the Equality Act 2010, the public sector equality duty also applies to 'a person, who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty'. This means that The Barnet Group and Barnet Homes

will need to have regard to their general equality duty in the performance of their function under this management agreement.

- 5.4 Barnet Homes, as the operating subsidiary of The Barnet Group, are aware of and understand the obligations of the Act.

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

- 6.1 In April 2012 self-financing was introduced for council housing nationally. This included a one-off debt settlement of £102.6 million which was financed by long term borrowing. The financial ring-fence that separates the Housing Revenue Account (HRA) from the general fund remains in place which means that the cost of supporting the self-financing debt falls on the HRA and current projections indicate that this is sustainable in the short and long term.

- 6.2 The financial arrangements between the Council, HRA and The Barnet Group are defined in the existing management agreement and subsequent deeds of variation in relation to the Housing Needs Service. As the operating subsidiary, there will continue to be a management fee which relates to the operational and management activities of Barnet Homes (Revenue expenditure) and investment in existing homes and new development (Capital expenditure). This separation will help to ensure that financial decisions relating to operational issues do not directly affect major works and allows the Capital programme to remain flexible and able to adapt to future needs. However it must be recognised that all expenditure be it revenue , capital or debt financing is ultimately funded by tenants through rent and service charges and the need to maximise value for money within the resources available is a key requirement to deliver the aspirations of all stakeholders.

- 6.3 Barnet Homes has already delivered efficiencies. The management fee payment has reduced from £26.7m in 2010/11 to £25.38m in 2013/14, a difference of £1.32m. This management fee is in relation to the HRA service provision excluding Housing Needs Resources HRA elements. For 2014/15, there is an additional £300,000 efficiency saving. The HNR management fee in 2014/15 contains a £95,000 efficiency saving.

- 6.4 The Council's medium term financial strategy includes a further savings to the HRA of £200,000 in 2015/16 through reductions in the management fee relating to housing management services. Further savings are included in the Council's medium term financial strategy for the new housing services transferred to Barnet Homes in April 2012 of £340,000 in 2015/16 (£300,000 GF & £40,000 HRA). Barnet Homes has absorbed additional costs, rather than request a management fee variation from the Council.

7. LEGAL ISSUES

- 7.1 Section 27 of the Housing Act 1985, provides the power to allow another person to exercise housing management on behalf of the local housing authority. This power enables ALMOs to be set up. The approval of the Department of Communities and Local Government (DCLG) is necessary for such an agreement, and the variation or extension of a provision of a management agreement.

7.2 Pursuant to section 105 of the Housing Act 1985, there is a duty to consult secure tenants who are likely to be substantially affected by a matter of housing management i.e. which relates to the management of dwelling houses let by the authority under secure tenancies. This includes a change in the policy of the authority which is likely substantially to affect the tenants. As there are no changes in delivery of services it is not intended to consult further at this point other than that undertaken as part of the VfM review earlier in 2013.

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

8.1 The Constitution, Responsibility for Functions, section 4.6 sets out the terms of reference for the Cabinet Resources Committee.

9. BACKGROUND INFORMATION

9.1 Barnet Homes was established as an Arm's Length (housing) Management Organisation (ALMO) in April 2004, following a full stock options appraisal. The ALMO provided a delivery vehicle to improve the condition of the Council's housing stock through the Decent Homes programme and improve services to tenants and leaseholders.

9.2 The original Management Agreement dated 1st April 2004 with Barnet Homes received approval from the then Office of the Deputy Prime Minister under section 27 of the Housing Act 1985 to delegate responsibility for the housing management function to a third party, in this case Barnet Homes. Further approval was sought and granted from the Department of Communities and Local Government (DCLG) in 2012 for the transfer of Housing Needs and Resources into Barnet Homes.

9.3 Barnet Homes was successful in delivering the Decent Homes programme and improving tenant satisfaction, and in 2010 the Council's Housing Strategy confirmed that the Council wanted to keep the ALMO and explore the potential for Barnet Homes to provide more services.

9.4 In January 2012, Barnet Homes became part of The Barnet Group, a local authority trading company (LATC) wholly owned by the Council. As a consequence, by a Deed of Novation dated 1st February 2012, the Council agreed to release and discharge Barnet Homes from the original Management Agreement upon the terms of The Barnet Group undertaking to perform the Management Agreement, and be bound by the terms in the place of Barnet Homes. Subsequently, by an agreement between The Barnet Group and Barnet Homes, Barnet Homes, agreed to carry out the services under the Management Agreement. In March 2012, the Management Agreement was expanded to include homelessness and housing advice services that had previously been provided by the Council.

9.5 The relationship between the Council, The Barnet Group and Barnet Homes as set out in the Management Agreement is due to expire in April 2014.

- 9.6 A Project Group from November 2012 led by the Council's Director for Place, and including members of the Barnet Homes Board, worked on developing a new 10-year Management Agreement between the Council and The Barnet Group. The work included an independent Value for Money (VFM) Review, and consultation with tenants and leaseholders through independently facilitated workshops and an online survey.
- 9.7 The Value for Money (VFM) review was conducted by The Housing Quality Network, a specialist housing consultancy, during November and December 2012. The review focused on Quality and customer focus, performance, costs and concluded that overall Barnet Homes is currently high performing and providing value of money.
- 9.8 AUXO Limited undertook workshops with Council tenants and leaseholders in December 2012 and January 2013 to elicit their views on service priorities for inclusion in the management agreement. The outcome of the focus groups was generally positive, with participants highlighting that they felt Barnet Homes strived hard to be a good landlord that listens to its tenants and leaseholders, with a good repairs service. It was also noted that Barnet Homes has improved its relationship with customers and provided opportunities for people in their employment and training initiatives.
- 9.9 The Project Group continued until June 2013, when a draft Management Agreement and Cabinet paper was prepared but further work was postponed because of the need to prioritise management efforts on the more pressing issue of rising demand for homelessness and expenditure, and the need for the management agreement to be overseen by the Council's new Commercial Services.

Interim Delivery Plan

- 9.10 A new Project Board led by the Council's Lead Commissioner Housing & Environment, and including Barnet Homes and the Head of Commercial Services, is currently developing a one-year Delivery Plan from April 2014, between the Council and The Barnet Group, ensuring that it:
- reflects the Council's new organisational arrangements
 - addresses the issues raised by Internal Audit
- 9.11 The key features of the Delivery Plan are:
- Functions delegated by the Council (see **Appendix 1**)
 - Goals and objectives, setting out the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes for 2014/15 and the benefits expected.
 - Financial Resources
 - Governance Arrangements
 - Performance Management Framework – targets, monitoring arrangements and benchmarking
 - Issues, Risk and Change Management protocols
 - Payments mechanism

- SLA schedule

9.12 The Project Board will also oversee, from April 2014, the progress of an options appraisal and the development of the formal arrangements for the delivery of all services with The Barnet Group from April 2015.

Management Fee

9.13 As set out at 6 above, Barnet Homes has already agreed to deliver efficiencies as part of the Council's medium term financial strategy and HRA business plan and these will be incorporated into the 2014/15 Delivery Plan.

9.14 The Barnet Homes 2014-2015 HRA Management Fee Analysis (including Housing Options) is attached at **Appendix 2**.

10. LIST OF BACKGROUND PAPERS

10.1 None

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

APPENDIX 1: DELEGATION OF FUNCTIONS

Function	Barnet Council	Barnet Group	Shared
Housing Strategy and related functions	X		
Development and review of Allocations Scheme	X		
Development and review of Local Tenancy Strategy	X		
Maintaining the Allocations Scheme and Tenancy Strategy		X	
Stock condition (including house condition surveys)	X (Private sector housing)	X (HRA and applicable GF properties)	
Housing needs surveys and assessments	X		
Home Energy Conservation Acts and energy efficiency	X (Private sector housing)	X (HRA and applicable GF properties)	
Housing land and other assets	X		
Homelessness		X	X (Homelessness Strategy)
Development of new homes	X	X	
Private sector housing and related functions	X		
Co-ordination with corporate policy	X		
Making best use of the housing stock			X
Selection of tenants for vacant properties		X	
Granting new tenancies		X	
Signing up new tenants		X	
Transfer list management		X	
Succession		X	
Mutual exchange management		X	
National mobility scheme			X
Responsive repairs		X	
Planned maintenance		X	
Modernisation , improvements and major repairs		X	
Redevelopment and renewal			X
Regeneration estates			X
Terminations of tenancies		X	

Function	Barnet Council	Barnet Group	Shared
Inspection and repair of empty homes	X (Private sector housing)	X (HRA and applicable GF properties)	
Estate management		X	
Enforcement of tenancy conditions		X	
Evictions and court action		X	
Alterations to Conditions of Tenancy (Tenancy agreements)	X (Instigation)		X (Drafting)
Illegal occupation		X	
Housing fraud		X	
Anti social behaviour orders		X	
Caretaking		X	
Shared ownership staircasing and sales		X	
Environmental services		X on housing land	
Grounds maintenance		X on housing land	
Sheltered housing schemes		X	
Assist service (Sheltered call centres (Lifeline))*		X	
Supported housing schemes			X
Refuges	X		
Housing Advice, assessment and options		X	
Homeless accommodation		X	
Temporary accommodation (including hostels)		X	
Right to buy valuations	X		
Right to buy administration		X	
RTB approvals		X	
Leasehold management		X	
Rent setting	X		
Rent collection		X	
Recovery of arrears and other charges		X	
HRA business planning			X
Financial returns			X
Financial management		X	
Insurance and claims		X but depends on the nature of the claim	
Procurement policy			X
Letting of contracts in relation to delegated activities		X	

Function	Barnet Council	Barnet Group	Shared
resident engagement		X	
Tenant association development		X	
Information to tenants		X	
Consultation		X	
Reports to tenants		X	
Garages		X	
Shops and other buildings			X
Housing offices			X
Disposal of homes/estates	X		
Clearance of homes			X Decision Council and implementation ALMO
Decanting		X	
Complaints policy	X		
Complaints handling			X

***Barnet Group Assist Service**

A review has been undertaken on provision of Telecare and Assistive Technology through Adult Social Care in the borough. The council will now be considering how Telecare provision should be organised and delivered; this may include procurement of services which are currently undertaken by Barnet Group through the Assist service. Options that the council will be considering include formation of a partnership with a strategic implementation partner and Barnet Group would be expected to work closely with the council on further reviews and service design.

APPENDIX 2: BARNET GROUP 14/15 MANAGEMENT FEE ANALYSIS

Barnet Homes 2014/15 Fixed Management Budgets and Efficiency Savings				
	Year 13/14	Efficiency Savings	Inflationary Increase	Year 14/15
Barnet Homes Core Management Fee	17,585,327	(150,000)	0	17,435,327
Repairs & Maintenance Management Fee	7,800,000	(150,000)	0	7,650,000
Total BH excl. Housing Options	25,385,327	(300,000)	0	25,085,327
Housing Options HRA Mgt Fee	1,195,323	(40,000)	0	1,155,323
Housing Options GF Mgt Fee	3,065,627	(55,000)	0	3,010,627
Additional Finance and HR Support - HRA	5,959		0	5,959
Additional Finance and HR Support - GF	19,041		0	19,041
Total BH Housing Options Mgt Fee	4,285,949	(95,000)	0	4,190,949
Total Barnet Homes Management Fee incl. Housing Options	29,671,276	(395,000)	0	29,276,276
14/15 BH Mgt Fee Summary				
BH HRA Fee	26,246,609		GF *	3,029,668
BH GF Fee	3,029,668		HRA	1,161,282
Total	29,276,276		Total Housing Options	4,190,949
*includes £300K to be given as efficiency in Year 15/16				
Reconciliation to the HRA Model				
	HRA Model	- BH Mgt Fee		
RM	7,650,000	7,650,000	no inflationary increase and adjusted for £150K efficiency	
Housing Options	1,161,282	1,161,282	adjusted for £40K efficiency, no inflationary increase	
BH Core Mgt Fee - General	9,242,710		No inflationary increase and adjusted for £150K efficiency savings	
BH Utilities	1,400,000		No inflationary increase	
BH Assist	575,722		No inflationary increase	
BH Mgt Fee (S & M)	6,180,895		No inflationary increase	
BH Mgt Fee Other	36,000		No inflationary increase	
	17,435,327	17,435,327		
BH HRA Mgt Fee	26,246,609	26,246,609		
Difference		0		

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Meeting	Cabinet Resources Committee
Date	25 February 2014
Subject	Tendering for a local voluntary and community sector development partner
Report of	Cabinet Member for Customer Access and Partnerships
Summary of Report	<p>This report seeks authority to:</p> <p>i) Begin a competitive procurement for a local voluntary and community sector development partner</p> <p>ii) Extend funding to the current provider – Community Barnet - up to April 2015 as an interim measure pending conclusion of the tender.</p>

Officer Contributors	<p>Karen Ahmed, Lead Commissioner for Later Life</p> <p>Stephen Evans, Assistant Director, Strategy</p> <p>Dion Watts, Policy Officer, Commissioning Group</p>
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	None
Contact for Further Information:	Dion Watts, Policy Officer, Commissioning Group (ext. 2001)

1. RECOMMENDATION

- 1.1 That the committee authorise procurement of a local voluntary and community sector development partner, up to a maximum of 4 years (2 years plus the option to extend by 2 years) with a contract value of £900,000, to commence no later than 1 April 2015.
- 1.2 To ensure continuity of service during the procurement, that the committee authorise the extension of a grant of £95,775 to CommUNITY Barnet in principle for 2014/15 – apportioned as £60,128 for infrastructure support and £35,647 to underpin volunteering. There is provision in the 2014/15 budget for this.
- 1.3 That the committee authorise the requirements of Section 14 of the council Contract and Procedure Rules to be waived to allow for the extension of the current Family Services contract with CommUNITY Barnet from April 1 2014 up to 31 March 2015 at a value of no more than £116,550.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 CRC, February 2013, approval of a 1 year extension to the contract with CommUNITY Barnet for children's services.
- 2.2 CRC, March 2011: approval of two 3 year funding agreements with CommUNITY Barnet to cover the period from March 2011 until March 2014.
- 2.3 CRC, July 2008: approval of a Third Sector Commissioning Framework.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Corporate Plan, 2013/14-2015/16 includes the following strategic objectives:
 - To create the right environment to promote responsible growth, development and success across the borough
 - To support families and individuals that need it – promoting independence, learning and well-being
 - To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study
- 3.2 A strong and vibrant voluntary and community sector (VCS) is an important contributor to these objectives and will play an increasingly important role in the current financial climate.
- 3.3 In order to maintain and grow its robust VCS, Barnet needs a strong, dynamic local VCS development partner. This organisation will have the critical task of supporting individuals and communities to live independently and take responsibility for tackling issues which are important to them. This requirement goes beyond supporting traditional volunteering, and involves building capacity in the local community and encouraging everyone who lives, works or studies in Barnet to play their part and take responsibility for ensuring that the borough continues to be a success.

4. RISK MANAGEMENT ISSUES

- 4.1 The proposed re-commissioning is intended to address the risks that the necessary mechanisms are not in place to realise the council's objectives to promote independence. Re-modelling the service, and taking the opportunity for the Council to be clear about what it wants from a development partners, is necessary to support ongoing capacity building in the local VCS.
- 4.2 Changes to the support currently commissioned for networking and representation will be managed sensitively, anticipating and resolving the concerns of VCS organisations and preventing any unintended consequences. The risk of adverse publicity for the council as a result of opposition to change would be mitigated by remodelling the services incrementally in partnership with the sector.
- 4.3 Risks associated with the proposed procurement will be mitigated ensuring that provision to be procured is consistent with budget resources and savings targets; carrying out advance market-testing with potential providers; and requiring production of detailed service mobilisation and transition plans.
- 4.4 The risk that new contracts tendered out will not achieve value for money will be mitigated by designing service specifications which reflect best practice and experience; ensuring contracts are outcomes focused and related to Barnet's key indicators and objectives; and better use of council resources as a result of fewer contracts.
- 4.5 The proposal to extend the current grant funding arrangement with CommUNITY Barnet will link payment to clearly defined priorities and actions and the achievement of targets and outcomes, as it is currently.
- 4.6 All grants to VCS organisations are made subject to the council's Standard Conditions of Grant Aid. Amongst other things, the conditions cover how awards are spent, allowing council officers a right of access to proof thereof, and requiring notification of any change in an organisation's circumstances which significantly affect its grant entitlement. The council reserves the right to withhold payment of any approved grant, or to demand full or partial repayment, if it appears that the organisation has failed to comply with any of the conditions attached to the award. The risks around grant funding are also mitigated in this case by the arrangement being temporary to ensure there are no gaps in provision while a competitive procurement takes place.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The core provisions of the Equality Act 2010 came into force on 1 October 2010 and the public sector equality duty (section 149 of the Act) came into force on 5 April 2011. Under section 149, the council must have due regard to the need to eliminate discrimination, harassment and victimisation prohibited under the Act and to advance equality of opportunity and foster good relations between those with protected characteristics and those without.
- 5.2 The protected characteristics are age; disability; gender reassignment; pregnancy and maternity; religion or belief; sex; and sexual orientation. They also cover marriage and civil partnership with regard to eliminating discrimination.

- 5.3 Any organisation providing public sector services is subject to scrutiny by the council to ensure that delivery complies with the public sector equality duty.
- 5.4 The council's local VCS development partner plays an important role in helping engage and consult with protected characteristic groups including carers, people with disabilities and local faith and ethnic groups and this will need to be taken into account during the tender process.
- 5.5 The proposed services are intended to have a very positive equalities impact. An initial equality impact assessment of the change in service provision will be carried out during the tender process and will be updated in light of the outcomes achieved during the first year of operation.

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

- 6.1 The Council's current VCS development partner – CommUNITY Barnet – is funded through three council budgets:

Commissioning Group (Corporate)	Family Services	Section 75 funding	Total (2013/14)
£113,275	£116,550	£19,972	£249,979

- 6.2 The council's corporate grant funding of CommUNITY Barnet in support of its infrastructure role has declined year on year since the 2011-14 agreement as follows:

2010/11 * (£)	2011/12 (£)	2012/13 (£)	2013/14 (£)	3-year change
94,628	94,628	87,628	77,628	-18%

** final year of annual core grant*

The tapered reduction has reflected the constraints on public expenditure and the pursuit of more clearly defined outcomes.

- 6.3 The council's corporate grant funding of CommUNITY Barnet in relation to its volunteering role has remained constant over the period at £35,647 per annum, utilising ring-fenced provision for supporting Barnet Volunteer Centre, resulting in total combined funding under the two agreements of:

2011/12 (£)	2012/13 (£)	2013/14 (£)	2014/15 (£)
130,275	123,275	113,275	95,775

- 6.4 Funding for the Family Services contract with CommUNITY Barnet is currently £116,550 per annum. It is proposed that future funding will form part of an amalgamated core budget with contributions from the Commissioning Group and via a Section 75 NHS Act 2006 Agreement, so there will be no separate Family Services contract.
- 6.5 Barnet Clinical Commissioning Group's community contribution is commissioned on their behalf by the council, with CommUNITY Barnet the current provider, and funding for the service is transferred via the Section 75

Agreement. Commissioning of this service was previously amalgamated within the core budget.

- 6.6 The maximum proposed £225,000 per annum funding envelope for the new voluntary and community sector development partner (detailed in 9.23), which is subject to provisional investment of £40,000 from the Barnet Better Care Fund and £20,000 from Capita, represents an overall reduction of £7,325 on the council's current spend with CommUNITY Barnet (factoring in the £17,500 reduction described in 6.8). Within this, it is proposed that the corporate contribution should increase by £14,225 from £95,775 to £110,000.
- 6.7 The proposal for funding from Capita is described in more detail in 9.16 – 9.19, and proposals relating to the contribution to the commission from the Barnet Better Care Fund will be factored into the council's outline business case for prevention to support health and social care integration.
- 6.8 In order to ensure that there are no gaps in provision while allowing time for a competitive tender process to take place, it is recommended that the corporate grant to CommUNITY Barnet is extended at the current level for up to a maximum of 12 months, subject to adequate provision being made in the council's budget for that year, save for £17,500 apportioned for supporting the Big Society Innovation Bank (BSIB) which reflects the decision not to continue BSIB beyond the original 3 year commitment. The 3-month termination clause in the current grant funding agreement would allow the new contract to commence from January 2015 if a suitable bid is accepted (see indicative tender timetable in 9.26).
- 6.9 Similarly, it is recommended that the current Family Services contract with CommUNITY Barnet is extended for up to 12 months. The 2-month termination clause in the current contract would allow the new contract to commence from January 2015 if a suitable bid is accepted.
- 6.10 All of the above means that total funding required for 2014/15 is £232,297 and for 2015/16 and each subsequent year of the new contract is £225,000.

7. LEGAL ISSUES

- 7.1 Voluntary Community Services are part B Service under The Public Contracts Regulations 2006 (as amended). This means that the procurement will not be subject to the full EU tendering rules.
- 7.2 Re-commissioning arrangements may lead to the termination of existing contracts with some organisations and entry into new contracts for similar services to be operated by different providers. Any potential TUPE implications will be considered as part of the tendering process. Any termination of existing contracts must be done in accordance with the provisions of the relevant contract.
- 7.3 Section 75 of the NHS Act 2006 empowers health and social care organisations to make contributions to a common fund to be spent on agreed projects or used for delivery of specific or delegated functions. Regulations and Government guidance indicate how section 75 arrangements should be set up.

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

- 8.1 The Council's Constitution, Responsibility for Functions, paragraph 4.6 sets out the functions of the Cabinet Resources Committee, including the power to approve grants to voluntary and community sector organisations to the value of £20,000 or more.
- 8.2 Contract Procedure Rules – Appendix 1, Table A sets out the authorisation and acceptance thresholds for procurements with authorisation to commence a procurement process for values of £500,000 and over by Cabinet Resources Committee.
- 8.3 Section 14 of the council Contract Procedure Rules outline that contracts may only be extended or varied if all of the following conditions have been met:
- the initial contract was based on a Contract Procedure Rules compliant competitive tender or quotation process
 - the value of the extension or variation added to the value of the original contract does not exceed the original authorisation threshold as defined in Appendix 1, table A of the Contract Procedure Rules
 - the extension or variation has an approved budget allocation
 - the extension or variation is in accordance with the terms and conditions of the existing contract
 - if the initial contract was subject to EU tender procedure, extension option was declared within the OJEU notice and the original acceptance report
 - the contract has not been extended before
- 8.4 The council Contract Procedure Rules further outline that, in the event that any of the above conditions cannot be met, then a waiver of the Contract Procedure Rules must be sought in line with Section 15 of the rules.
- 8.5 Section 15 of the council Contract Procedure Rules state that in the event that the application of these rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors and Lead Commissioners may apply for a waiver. All applications for a waiver of the Contract Procedure Rules must be submitted to Cabinet Resources Committee specifically identifying the reason for which a waiver is sought.
- 8.6 In relation to the Family Services contract with CommUNITY Barnet, the second and sixth of the conditions in 8.3 cannot be met, so a waiver is sought to extend the contract for up to a further 12 months to allow a competitive tendering process to take place. This will bring together all local infrastructure support funding across the council, which the recent rebalancing of commissioners' aspirations for the services away from representation and networking and towards community capacity building has made possible.

9. BACKGROUND INFORMATION

9.1 Sharing Responsibility

- 9.2 The continuing squeeze on Government spending means that Barnet Council will need to save a further £72m (approximately 25% of its budget) over the period 2016/17 to 2019/20. This is in addition to the £70m that the Council will have saved between 2011/12 and 2015/16.

- 9.3 Changing demographics will place even more pressure on council resources meaning that, by the end of the decade, the council's spending power will be around 45% lower than at the start.
- 9.4 Given this scale of reduction, residents and communities will be required to be more independent and provide local solutions to local challenges.
- 9.5 **The need for a development partner**
- 9.6 Barnet has a large and diverse VCS. There were estimated to be 1,400 organisations in Barnet including 858 registered charities operating in November 2013. The sector is estimated to contribute around £250 million to the local economy.
- 9.7 Small organisations make up a significant part of the VCS, many of which are constituted groups rather than registered charities. Just under one in three have an income of less than £5,000, employ no staff, and rely solely on volunteers. Seven out of ten organisations employ fewer than 10 staff. There is also a wide range of medium and large organisations operating in the borough, but proportionally very few with a substantial income; only 47 registered charities in Barnet have an income over £1m.
- 9.8 The council does not have the capacity or networks to engage with a sector so large (and yet composed of many small organisations), and many may not wish to engage directly with the council. There are also many groups considered hard to reach (young people, carers, faith groups, etc) who require additional support and encouragement in order to participate in their local areas.
- 9.9 Therefore, engagement with the VCS and interrelated strategies for unlocking the potential of Barnet's communities need to be framed in the right way. The council needs a VCS development partner with the ability to develop and maintain networks, the skills to develop and use local knowledge to build capacity in the sector, and the expertise to encourage communities to participate and share responsibility for tackling local challenges.
- 9.10 The council wants a local VCS development partner to deliver the dual aims of: a) building capacity in the local community and encouraging everyone who lives, works or studies in Barnet to play their part and take responsibility for ensuring that the borough continues to be a success; and b) supporting VCS organisations to increase their support to local residents through leveraging in additional resources to the borough and delivering council services differently.
- 9.11 **Going out to tender / developing the market**
- 9.12 The council's current funding agreements with its local VCS development partner, CommUNITY Barnet, expires on 31 March 2014, presenting a key opportunity to re-shape the nature of the service and to ensure that the commissioning process enables the council to enter into a partnership which will deliver on the aspirations described in this report.

- 9.13 It is apparent from soft market testing that there is a need for the council to put in place a market stimulation plan to encourage a range of providers to bid for the contract.
- 9.14 The commissioning of a VCS development partner is important, given that the successful tender, as a key strategic partner, would be responsible for helping the council achieve its Corporate Plan ambitions.
- 9.15 Risk will therefore need to be managed throughout the procurement process. The contract may therefore be commissioned as separate 'lots', in which case the council would ensure that the 'lots' were not made so small as to:
- (a) Lose economies of scale; and
 - (b) Render the opportunities available insufficient to attract bidders and generate a competitive market.
- The council would go into the process flexibly and assess the market response to determine whether tendering as a single contract may be preferable.
- 9.16 **How our partnership with Capita will help us with this agenda**
- 9.17 The council entered into a strategic partnership with Capita in 2013 to deliver a new Customer and Support Service Group (CSG). Some core mandates of this partnership are:
- to build the capacity of the VCS to deliver services on behalf of and in lieu of the council
 - to develop the capability and capacity of the VCS to provide services more effectively and efficiently to the council, as well as public sector and private sector partners
 - for Insight gathered from engaging the VCS to inform commissioning decisions taken by the council and services provided by Capita
- 9.18 To achieve this, Capita proposes to work with the council's VCS development partner to:
- To build and maintain an electronic database of all VCS providers in the borough. Capita would help to design and optimise the database; and the partner would host, maintain and update it regularly, while allowing Capita access for analysis purposes.
 - To undertake qualitative research on behalf of Capita when commissioned to do so.
- 9.19 Capita proposes to invest up to £25,000 in designing and establishing the database in partnership with the VCS development partner, and will consider investing an additional £20,000 per year in purchasing additional services (as described above) from the successful provider. It is proposed that the council should tender for delivery of the data portal as a separate 'lot', in order to ensure that an appropriately qualified partner is appointed.
- 9.20 **The funding required**
- 9.21 The proposed tender comes at an opportune time in terms of the enhanced partnerships that the council is developing to meet the financial challenge, e.g. with Capita and the NHS. In addition, these partnerships bring with them shared requirements for an increased response from the community both in

terms of recognising individual responsibility (rather than an automatic default to the state) and in developing alternatives to services.

9.22 It is therefore proposed that the new service is funded through a mixture of work streams:

- an amalgamated core budget (Corporate / Family Services / S75)
- the Better Care Fund (in response to the guidance and a renewed emphasis on prevention to support health and social care integration)
- and Capita

It is further suggested that financial incentives are offered for key areas of work.

9.23 The council has benchmarked the proposed budget envelope against other boroughs and identified the funding required for each work stream:

Aspiration	Strategic fit	Funding
<p>Community capacity building – promoting and supporting community empowerment and development opportunities including Community Right to Bid etc.</p> <p>CCG’s community contribution (commissioned on their behalf by LBB)</p>	<p>PSR, MTFS and Capita ecosystem, Better Care Fund</p>	<p>LBB - £50k Core Funding (including £20k S17 funding)</p> <p>Incentive up to £20k from Better Care Fund for initiatives to support health and social care prevention. Payable where there is an agreed evidence base with deliverable savings based on a prototype</p>
<p>Promoting a shift from traditional voluntary and community sector models and functions – procurement savvy sector.</p> <p>- Expert fundraising advice - Support for SMEs - Develop social investment approach and set up community trust (with council) to support capacity and new initiatives - Supporting good quality voluntary sector offer, strong governance, participation, and training (including safeguarding)</p>	<p>PSR, MTFS and Capita</p> <p>Support through Capita for procurement and additional capacity for fundraising from LBB</p> <p>Additional requirement to build in social investment and set up community trust to support VCS initiatives</p>	<p>LBB - £30k Core Funding</p> <p>Incentive of £10k to set up a Barnet community fund with local philanthropy support of at least £10k to support VCS initiatives</p>
<p>Building capacity around early intervention and safeguarding children and young people –</p> <p>Supporting good quality voluntary sector able to play an active role in safeguarding children and young people, including through the CAF</p>	<p>Building capacity in voluntary sector</p> <p>Developing early intervention – MTFS</p>	<p>LBB - £35k Core Funding</p>
<p>Communication – developing shared approach across wide voluntary sector networks and public and business sector to meeting key challenges</p> <p>Managing database, evaluation and some consultation</p>	<p>PSR – joined up approach</p>	<p>LBB - £20k Core Funding</p> <p>Capita - £25k one-off investment for development of database</p>

Representation – proactive and reactive representation and consultation, facilitating dialogue with residents, securing voluntary sector representation at strategic meetings. E-network consultation included in communication.	Part of Capita, part of PSR	LBB - £30k Core Funding
Volunteering – enhanced volunteering / matching offer for all ages.		LBB - £30k Core Funding Better Care Fund - £20k linked to delivery of health and social offer.
TOTAL FUNDING ENVELOPE = £225k	LBB - £195k Core Funding + £10k incentive payment Better Care Fund (NHS / ASC) - £20k Core Funding + £20k incentive payment (provisional) Capita - £20k Core Funding (+ £25k one-off investment)	£195k Core Funding £30k one-off incentives

9.24 The proposed funding envelope, which is subject to provisional investment of £40,000 from the Barnet Better Care Fund and £20,000 from Capita, represents an overall reduction of £7,325 on the council's current spend with CommUNITY Barnet.

9.25 **Indicative timetable for procurement**

9.26 Subject to approval by CRC, the timetable for procurement of the service will run as follows:

Activity	Duration	To be commenced / completed
Prepare for procurement (underway)	6 weeks	January 2014 / Feb 2014
Obtain authorisation to tender	1 week	25 Feb 2014 (CRC) / March 2014
Expressions of interest received and PQQs sent	2 weeks	March 2014 / March 2014
Finalise specification	3 weeks	April 2014 / April 2014
Questionnaires returned Evaluate questionnaires Take-up references Undertake financial evaluations Complete long listing	3 weeks	April 2014 / May 2014
ITTs sent out Tenders returned	4 weeks	May 2014 / June 2014
Tender evaluation Contractors presentations Complete tender report and select shortlisted bidders	4 weeks	June 2014 / July 2014
Negotiate on technical and commercial issues and request BAFOs	1 week	July 2014 / August 2014
Select preferred bidder	1 week	August 2014 / August 2014
Acceptance (assuming DPR) Call-in (5 working days)	2 weeks	August 2014 / September 2014

Scrutiny (next committee)		
Contractors appointed 10 day cool off period	2 weeks	September 2014 / September 2014
Contract start		January 2015

10. LIST OF BACKGROUND PAPERS

10.1 None

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

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Meeting	Cabinet Resources Committee
Date	25 th February 2014
Subject	Friary House, Friary Park, Friary Road, London, N12 – 9PQ Proposed change of lay out and re-fit of the vacant first floor within Friary House and letting of the accommodation to Community Focus Inclusive Arts
Report of	Cabinet Member for Customer Access and Partnerships
Summary of Report	To seek CRC approval for: 1) Expenditure to enable a change of the internal lay out and a re-fit of the vacant first floor area of Friary House (currently in a shell condition); 2) To note the proposed letting of the refurbished first floor, vacant top floor office and an external store to Community Focus Inclusive Arts

Officer Contributors	Emma Francies, Building Services George Church, Property Services
Status (public or exempt)	Public
Wards Affected	Coppetts
Key Decision	No
Reason for urgency / exemption from call-in	Not Applicable
Function of	Executive
Enclosures	Drawings 23263-6-3 and 23263-14
Contact for Further Information:	George Church, Property Services, 020 8359 7366, Emma Francies, Building Services, 07765 220883

1. RECOMMENDATION

- 1.1 That Cabinet Resources Committee note the proposal to grant an agreement for lease and lease between the Council and Community Focus Inclusive Arts of the vacant first floor and one of two offices on the top floor of Friary House, plus an external store, following completion of the works required to make the first floor space useable. Once agreed, the letting will be authorised via a Delegated Powers report.
- 1.2 That, subject to completion of the agreement for lease referred to at 1.1 above, the Committee approve the fit-out works to the first floor of Friary House in order to facilitate the occupation of Community Focus Inclusive Arts. The total cost of the works will not exceed £100,000, towards which Community Focus Inclusive Arts will make a contribution of £10,000.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 28th July 2004 (Decision 4) – that, having given proper consideration to representations received, it be agreed that the appropriation of Friary House and the adjoining car parking land from open space to the general purposes of the council should proceed and that the appropriate Chief Officer be instructed to complete the matter in forms to their approval.
- 2.2 Cabinet Resources Committee, 25 March 2008 (Decision 6) – 1. That Friary House be renovated for use as a resource benefiting the voluntary and community sector, subject to satisfactory business plans being signed off by the Executive Director of Resources. 2. That if the project proceeds, the four voluntary organisations currently based at the Friern Park Centre, 1 Friern Park N12, be offered space at Friary House on terms to be agreed.
- 2.3 Cabinet Resources Committee, 23 February 2010 (Decision 8) – 1. That an agreement for lease between the Council and The Metropolitan Police Authority (MPA) of part of the first floor of Friary House will be completed on the terms set out in this report and the exempt section. 2. That, subject to completion of the agreement for lease referred to at 1.1 above, the tender for the refurbishment of Friary House which scored highest on quality and price combined submitted by T&B (Contractors) Ltd in the sum of £497,851.00 plus VAT be accepted and a form of contract be entered into between the Council and the Contractor subject to the approval of the Head of Legal. 3. That the estimated overall cost of the construction project in the sum of £699,000 including fees, set out in this report be noted.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council's Corporate Plan for 2013/14 - 2015/16 includes the following strategic objectives:
 - To create the right environment to promote responsible growth, development and success across the borough
 - To support families and individuals that need it – promoting independence, learning and well-being

- To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

3.2 A strong and vibrant community and voluntary sector is an important contributor to these objectives. Community Focus Inclusive Arts (Community Focus) provides support to residents with disabilities. The proposal to bring Friary House, which has the potential to be a vibrant community asset back into full usage and to use it to continue the operations of Community Focus, will help the council to meet its objectives as set out in the Corporate Plan.

4. RISK MANAGEMENT ISSUES

4.1 All possible risks associated with the proposed works to Friary House, such as: working within an occupied premises, fire risk and evacuation procedure, asbestos risk, car park and access for disabled people etc., will be addressed prior to the construction phase on site; through documents such as risk assessment, method statement, fire risk / occupancy assessment, DDA report etc. All measures will be taken during the construction phase to mitigate / eliminate all risks.

4.2 The risk of the fitting out work being carried out and Community Focus not completing the lease will be addressed by a legally binding agreement for lease including the lease, being completed before the building contract is entered into.

5. EQUALITIES AND DIVERSITY ISSUES

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

5.2 The Council is committed to improving the quality of life for all and wider participation in the economic, educational, cultural, social and community life in the Borough. The Equality Act 2010 also requires the provision of reasonable adjustment to meet the needs of a disabled person where they are different from the needs of non-disabled people in order to provide equal access and equal treatment.

5.3 This commitment can be implemented at Friary House because the 2009/2010 refurbishment of the building included the provision of a platform riser lift for wheelchairs and disabled access from the park into Friary House which will be an important facility for Community Focus. The proposed fitting out work and the letting of the premises to Community Barnet will significantly improve a council property asset to enable it to be used for the benefit of the council and the community, including its disabled members in the future.

- 5.4 Community Focus's wish to take a lease of the accommodation will be beneficial to the community because they are an inclusive multi-arts centre based in Barnet and the premises to be provided will be attractive and appealing for them. Community Focus work to encourage members of the community of all ages, backgrounds and abilities to participate in the arts, to gain confidence and to challenge barriers through integration and innovation. The proposed letting will enable an inclusive organisation to provide education to the local community using principally using the medium of art.

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

- 6.1 The refit is estimated to cost in the region of, but not exceeding, £100,000. This will be funded from the 2013/14 underspend on Big Society Innovation Bank and £55,000 from the 2013/14 service priorities fund.
- 6.2 Tenders for the proposed works are to be invited from suitably experienced specialist contractors under the restricted procedure of the Councils Contract Procedure Rules. Any tenders received will be subject to an evaluation in both quality and price, which is based on a set criterion, to be agreed prior to tendering. The contract period will be 8 weeks from possession of the site by the contractor.
- 6.3 A medium term commercial lease of the premises has been agreed in principle at a rent of £10 per square foot of net lettable floor area. The detailed terms of the agreement for lease and lease will be authorised by a Delegated Powers Report.

7. LEGAL ISSUES

- 7.1 The Council has power to grant leases of land and buildings for the best consideration that can reasonably be obtained under section 123 of the Local Government Act 1972

8. CONSTITUTIONAL POWERS (RELEVANT SECTION FROM THE CONSTITUTION, KEY/NON-KEY DECISION)

- 8.1 The Council's Constitution Responsibility for Functions, paragraph 4.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

9. BACKGROUND INFORMATION

- 9.1 Friary House is a Victorian gothic house situated in Friary Park, nearest to the Friary Road entrance to the park. The building is owned freehold by the Council. The terms of the gift of the park and Friary House were that the property should be retained by the Council in perpetuity and that a café be provided in the house for the park users and that rooms be available for the public to meet in the house.

- 9.2 A suite of offices at first floor level was to be let to the Metropolitan Police following the refurbishment of the building in 2010. The police were to fit out the offices at their expense. Immediately prior to the lease being completed, the police decided not to proceed. The offices were left in shell condition, with new services run to the floor but with floors, walls and ceilings left bare of finishes
- 9.3 Following the eviction of Community Focus from their current accommodation at the Arts Depot in Finchley, the Council has been working with the organisation to find alternative premises for them to continue their activities. The Council has agreed drafts heads of terms for Community Focus to move into Friary House – occupying the vacant first floor (following the re-fit), one of the two offices on the top floor and an external store. The proposal for Community Focus to occupy vacant areas within Friary House will not impact other organisations that currently use the building.
- 9.4 The proposed arrangement with Community Focus provides the opportunity to bring Friary House back into full use. Refurbishment work is required to bring the first floor shell into a usable state - new heating, lighting; fire alarm etc equipment and floor finishes need to be installed. To enable a large area to be provided for teaching purposes, two substantial internal walls need to be demolished. This will provide more efficient space, attractive to occupiers into the future. The use of the existing platform lift will be required and therefore the existing entrance/exit door from the lift will require re-opening since it was sealed off during the refurbishment works previously carried out in 2010.
- 9.5 The meeting rooms and kitchen at ground floor level, the two offices at mezzanine level and one office at second floor level will be used by the current occupiers, with the ground floor meeting rooms remaining available for use by the public and the occupiers of the building outside usual office hours. At these times the meeting rooms are available for hire on payment of a hire fee and a charge for the attendance of security personnel.
- 9.6 One office at second floor level is currently vacant and this, together with an external store will also be let to Community Focus.
- 9.7 The total cost of the refit of the first floor – including the reconfiguration of two internal walls – will not exceed £100,000. It has been provisionally agreed with Community Focus that the Council will carry out the principal fitting out work in the Community Focus space for them, at the Council's expense, with Community Focus paying a £10,000 contribution towards the work, including the Council's fees incurred in this regard. This will also help to guard against possible damage to the common parts of the building during the construction phase.

- 9.8 The Council will charge Community Focus a rent of £10 per square foot and service charge of £6 per square foot from the first day of occupancy, through the proposed term of the lease which is 20 years. The detailed lease terms will be authorised under Delegated Powers. This means that the arrangement will provide certainty for Community Focus following their eviction from the Arts Depot and that the upfront cost to the Council will be repaid through the rental after little more than 5 years.
- 9.9 Planning consent for change of use of the offices for educational purposes and building regulation approval will be applied for.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer's initials)	AD
Cleared by Legal (Officer's initials)	IDG

KEY:

- Access from Friary Road to Friary House
- Friary House

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Revision and Date	Description	Initials

Lesley Meeks,
Assistant Director of CSG

London Borough of Barnet,
North London Business Park,
Oakleigh Road South,
New Southgate,
London, N11 1NP
Tel. 020 8359 2000



SCHEME:

FRIARY HOUSE, FRIARY PARK,
FRIARY ROAD, LONDON, N12 9PQ

TITLE:

COMMUNITY FOCUS LOCATION PLAN

Scales:	1:1250	Date:	03/02/14
Initiated:	CC	Drawn:	K.E.B.
DRAWING NO.:	23263/6/3	Checked:	GC



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NOTES:

Revision and Date	Description	Initial

Lesley Meeks,
Assistant Director of CSG

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VALUATION SECTION

SCHEME:

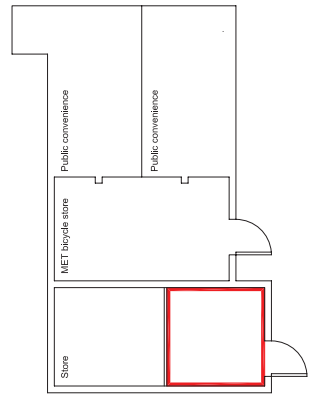
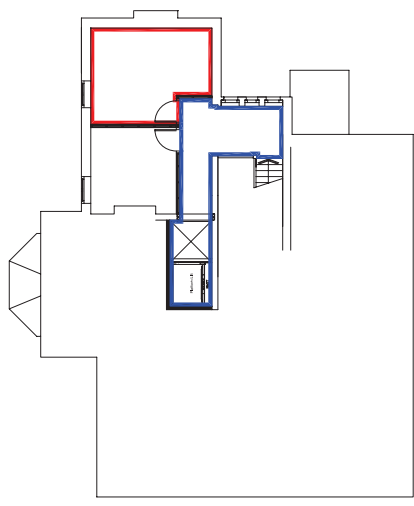
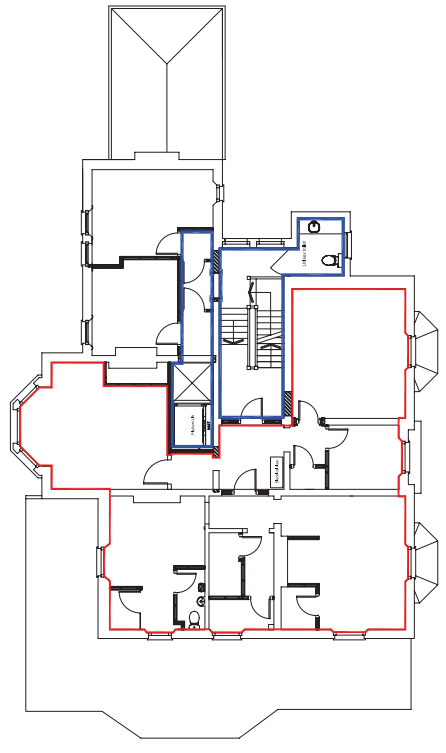
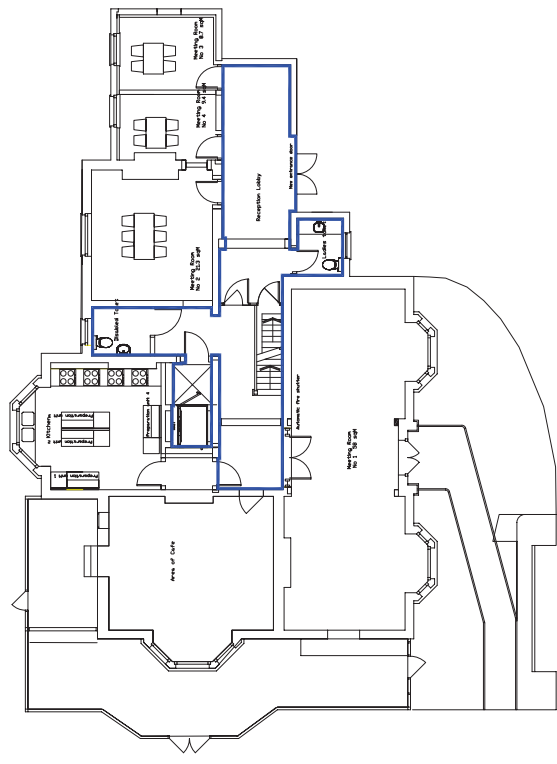
FRIARY HOUSE, FRIARY PARK,
FRIARY ROAD, LONDON, N12 9PQ

TITLE:

COMMUNITY FOCUS
LEASE PLAN

Scales:	1:200	Date:	03/02/14
Initiated:	GC	Drawn:	K.E.B.
DRAWING NO:		Checked:	GC

23263/14



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Meeting	Cabinet Resources Committee
Date	25 th February 2014
Subject	Annual update report on the Growth and Regeneration Programme
Report of	Leader of the Council
Summary of Report	This report seeks to update the Committee on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes since December 2012, as well as expected activities in 2014/15

Officer Contributors	Pam Wharfe, Strategic Director for Growth and Environment Cath Shaw, Lead Commissioner Enterprise and Regeneration Martin Cowie, Assistant Director Strategic Planning and Regeneration Tony Westbrook, Head of Regeneration
Status (public or exempt)	Public
Wards Affected	All wards
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Appendix 1 – Growth and Regeneration Programme Annual Report
Contact for Further Information:	Tony Westbrook, Head of Regeneration, tony.westbrook@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee endorse and/or comment on the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes from November 2012 as well as expected activities in 2014/15.
- 1.2 That the Committee note the Forward Plan of Decisions for 2014/15.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 14th September 2011 (Decision item 7) – approved the Regeneration Strategy, which provides an overview of current regeneration in the borough and sets out the strategic objectives for successful future delivery of the regeneration schemes.
- 2.2 Cabinet Resources Committee, 28th February 2012 (Decision item 17) – agreed the findings of the Regeneration Review and the proposed next steps (as set out in the detailed Action Plan).
- 2.3 Cabinet, 20th June 2012 (Decision item 6), agreed the Skills, Employment and Enterprise (SEE) Plan. As part of this, Cabinet agreed a £1m package of support for the NEET Platforms Programme. It was agreed that the Leader of the Council be authorised to agree any minor changes to the Skills, Employment and Enterprise Action Plan and proposed support package in order to ensure effective delivery.
- 2.4 Council, 11th September 2012 (Decision item 4.1) - approved the Local Plan Core Strategy and Development Management Policies for adoption.
- 2.5 Cabinet Resources Committee, 17th December 2012 (Decision item 11) – endorsed the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.
- 2.6 Health Overview and Scrutiny Committee, 12th December 201 – Agenda item 10, noted the update on GP Services in Barnet and referred the issue to refer this issue to the Health and Well-Being Board to consider alongside the refresh of the Joint Strategic Needs Assessment
- 2.7 Business Management Overview and Scrutiny Committee, 6th January 2014 – Agenda Item 8, considered the Interim Update Report on the Growth and Regeneration Programme.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The regeneration schemes and skills and enterprise activities that comprise the Growth and Regeneration Programme contribute to the delivery of the Corporate Plan 2013-2016 outcome 'to maintain the right environment for a strong and diverse local economy'. The four priorities under this outcome are: regenerating priority areas; improving skills and employment opportunities; engaging with businesses; and providing infrastructure to support growth.
- 3.2 The estate regeneration programmes and skills and enterprise activities also support the 'A Sustainable Community Strategy for Barnet 2010–2020' through the following objectives:
1. A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and those in the wider community. The skills and enterprise agenda focuses on equipping residents and businesses with the tools and support to prosper and grow in Barnet.
 2. A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the programmes.
 3. A relentless drive for efficiency - the Council is working with development partners to ensure that the programmes are delivered in the most cost effective way.
- 3.3 Barnet's Core Strategy sets out a 15 year 'vision', helping to shape the kind of place that Barnet will be in the future. It contains the most fundamental, cross-cutting objectives and policies that the local authority and its partners will seek to deliver. Barnet has been set the challenge of meeting the 4th highest housing target in London. Over 28,000 new homes are expected to be delivered across the Borough by 2026. Local Plan Core Strategy sets out when, where and how this growth will be delivered. Over half of these are expected to be delivered in the Regeneration and Development Areas of Brent Cross, Mill Hill East and Colindale together with the Priority Estates of Dollis Valley, Grahame Park, Granville Road, and West Hendon. Barnet's Infrastructure Delivery Plan is the vehicle for highlighting infrastructure needs. It sets out key infrastructure programmes and projects to support the housing growth outlined in the Local Plan Core Strategy.
- 3.4 The regeneration schemes and skills and enterprise activities comply with strategic objectives in the Council's Housing Strategy 2010-2025 which include:
1. Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents
 2. Promoting mixed communities and maximising opportunities available for those wishing to own their home
 3. Supporting residents into employment.

- 3.5 Furthermore, the regeneration schemes and skills and enterprise activities support the strategic objectives in the Council's Regeneration Strategy (September 2011), including:
1. 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
 2. Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
 3. 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
 4. Promote economic growth by encouraging new business growth while supporting local businesses and town centres
 5. Help residents to access the right skills to meet employer needs and take advantage of new job opportunities
- 3.6 Finally, the regeneration schemes and skills and enterprise activities are a key component of 'A Growth Strategy for Barnet'. The Strategy sets out the Council's commitment to mitigating the impact of continued austerity by creating the environment for growth in the local economy. The regeneration and enterprise activities are key drivers for growth as they bring significant investment in infrastructure, create new jobs and homes, support residents into work, reinvigorate communities, improve living standards and support local town centres.

4. RISK MANAGEMENT ISSUES

- 4.1 Despite the challenging economic climate over the past five years, the Council has continued to progress the physical regeneration schemes. Risks are monitored across the programme as well as at project level.
- 4.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. Delays to the delivery of the schemes could result in reduced resident satisfaction levels. To help mitigate this, continual monitoring of the local housing market and housing delivery takes place with the development partners. Economic sensitivity measures review mechanisms have been included in the Development Agreements.
- 4.3 In 2001 the Department for Transport, Local Government and the Regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standards. In response to the need to address problems around heating, condensation and general structural repairs, as well as the modernisation requirements for the homes on these estates, the Council decided to embark on the programmes to regenerate these estates to provide well designed, high quality and efficient homes. If the estate regeneration schemes do not complete, the Council will be required to bring the remaining properties up to Decent Homes Standard.

- 4.4 The Council's development partners are currently responsible for a substantial proportion of Council costs in delivering the regeneration schemes. These costs include, but are not limited to, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance Payments to secure tenants required to move, qualifying staff costs, Resident Independent Advisors and cost consultancy advice. The Principal Development Agreements set out the framework for these costs being recovered. It is the responsibility of Regional Enterprise (Re) to manage the reclaim of these costs on behalf of the Council, however if the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council may not be able to recover all the costs incurred. To mitigate this risk, anticipated costs are agreed with the Development Partners in advance of expenditure wherever possible.
- 4.5 The Council also has obligations under the Principal Development Agreements and Regeneration Agreements. If the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's development partners. It is the responsibility of Regional Enterprise (Re) to support the Council in meeting its obligations under the Development Agreements.
- 4.6 The Outer London Fund Town Centres projects required the Council to take on a level of financial risk by undertaking a grant agreement and the subsequent delivery of the works included in the project. The Council is obliged to fund the costs of delivering the project objectives prior to being reimbursed by the Greater London Authority (GLA) by the end of 2013/14.
- 4.7 There is a risk that the delivery of physical and socio-economic regeneration could be endangered due to restrictions in the availability of third party funding. This could lead to reputational issues for the Council and resident dissatisfaction. The Council and Regional Enterprise (Re) will maintain close working relationships with development partners, the Greater London Authority and other government bodies to ensure a flexible approach to future problems that may threaten individual projects. The Council and Regional Enterprise (Re) will also keep residents well informed through appropriate communications and will work with development partners to undertake continual value engineering of development proposals.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protracted characteristics and those without. The 'protected characteristics' are ages, race, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation. The 'protected characteristics' also include marriage and civil partnership, with regard to eliminating discrimination.

- 5.2 The Regeneration and Growth Programme will follow the principles set out in the London Borough of Barnet Equalities Policy (revised January 2014).
- 5.3 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough's regeneration areas. This will benefit all sections of society and the Borough's diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.
- 5.4 The regeneration schemes will deliver a mix of approximately 15,000 new affordable, intermediate and private sale flats and houses (excluding Colindale). The developments will also provide new community facilities and commercial units for business to rent or lease. The Council will have 100 per cent nomination rights to the new affordable housing on the housing estate regeneration schemes and re-housing offers will be made to all the existing secure tenants on the existing housing estates who live in a property to be demolished. Thus the regeneration schemes will provide new areas of mixed tenure housing that will make these parts of the borough better place to live and contributing to improved community cohesion in areas with highly diverse populations.
- 5.5 The Skills, Employment and Enterprise Action Plan has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business and employment growth.
- 5.6 Also included in the Skills, Employment and Enterprise programme is our work on town centres. The Outer London Funded town centre projects support Barnet's aspiration to create the right environment for vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them. The actions aim to deliver economic uplift to the area, the benefits of which can be shared by all those who live, work and use the North Finchley and Cricklewood town centres. Work is also underway on other Priority Town Centres.
- 5.7 On 12th December, Health Overview and Scrutiny Committee considered an interim update report on GP services, from NHS England and the Council's Regeneration. The Committee resolved that health provision across the Borough is monitored by the Health and Well-being Board. An Estates Working Group had been established with representation from Barnet Clinical Commissioning Group, NHS England, NHS Property Services and the Council to improve joint working on NHS estates issues.
- 5.8 Work is also underway in partnership with the public health team, to understand the health challenges faced by communities in Barnet and identify the health priorities when designing places.

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

6.1 Finance

- 6.1.1 The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition. The Principal Development Agreements and Regeneration Agreements allow the Council to recover its costs at certain stages of the regeneration projects.
- 6.1.2 On each scheme, the Council's costs are budgeted and recorded on a monthly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner. It is the responsibility of Regional Enterprise (Re) to manage the project budgets and manage the reclaim of costs on behalf of the Council.
- 6.1.3 In order to receive the Outer London Funding for Cricklewood and North Finchley, the Council was required to provide an element of match funding. Details of this were set out in the Delegated Powers Report, 30 August 2012 (number 1,773).
- 6.1.4 Funding for the Platforms Programme was approved up to 31 March 2014. Platforms Phase 1 is now complete. Phase 2 contains two projects which are based on payment-by-results for completion of 3 month work placements through Internships and Voluntary Sector placements. The completion of some of these placements will be beyond 31 March 2014. Approval is being sought by a separate DPR to roll the funding into the financial year of 2014/15 to allow payments of this committed spend to the outcomes being completed.
- 6.1.5 The implications in relation to funding the regeneration programme have been included in the Council's Capital Programme 2014/15 where appropriate.

6.2 Performance and Value for Money

- 6.2.1 The Council and its development partners have obligations within the respective Principal Development Agreements to maintain a transparent and open book approach to the management and monitoring of each development. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.

6.3 Property

- 6.3.1 The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land will be disposed of at nil value. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders),

then all costs incurred by the Council in these acquisitions will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.

6.4 Procurement, Staffing, IT and Sustainability

6.4.1 The Growth and Regeneration Programme is now delivered for the Council by Regional Enterprise.

6.4.2 Procurement requirements for technical experts and professional support services will be identified in the Council's Procurement Forward Plan as appropriate.

6.4.1 There are no issues to report around Procurement, Staffing, IT and Sustainability.

7. LEGAL ISSUES

7.1 All of the Council's regeneration schemes are regulated and governed by Development Agreements. Each of these Development Agreements are long term, legally binding agreements, under which, all parties, usually made up of the Council, a Private Sector Limited Company and a Registered Provider as well as any Special Purpose Vehicles or subsidiaries of the development partners required for the delivery of the schemes, have obligations and responsibilities which in the event they are not fulfilled, could give rise to legal liabilities.

7.2 Most of the Development Agreements and ancillary documents were made pursuant to the now defunct, "wellbeing power" under Section 2 of the Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011. In entering into disposal, appropriation and acquisition arrangements, the Council is also relying upon its powers to deal with land contained in the Local Government Act 1972, the Housing Act 1985 and the Town & Country Planning Act 1990.

7.3 Regional Enterprise (Re) is responsible for supporting the Council in meeting its obligations under the Development Agreements.

7.4 The Outer London Fund projected in Cricklewood and North Finchley required the Council to enter into legally binding agreements with the Greater London Authority for the period of the two year Grant.

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

8.1 Council Constitution, Responsibility for Functions – Section 4.6 details the functions of the Cabinet Resources Committee which includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

9. BACKGROUND INFORMATION

- 9.1 An external review of the Council's Regeneration Service was undertaken in 2011. At its meeting on 28 February 2012, Cabinet Resources Committee agreed the findings of the Regeneration Review and the proposed next steps which included a recommendation for reporting on the regeneration schemes and skills and enterprise activities by way of an annual progress report. The rationale for an annual report was to provide momentum and an opportunity to report success, rather than the minutiae of delivery.
- 9.2 The first annual Regeneration Report was considered by Cabinet Resources Committee on 17th December 2012. The Committee endorsed the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.
- 9.3 From 1st October 2013, the Council's Regeneration Service was outsourced, as part of the development and regulatory services, to Re, the joint venture between Capita and the Council. The timing of the Annual Report has been altered to match the contractual cycle.
- 9.4 An interim update report on the Growth and Regeneration Programme was considered by Business Management Overview and Scrutiny on 6th January 2014. This report updated the Committee on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes in the last twelve months as well as expected activities to end March 2014.
- 9.5 The Growth and Regeneration Programme Annual Report attached in appendix one, provides a detailed analysis on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes since the report of November 2012, as well as expected activities for 2014/15.

10. LIST OF BACKGROUND PAPERS

- 10.1 None

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

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Growth and Regeneration Programme

Appendix 1 | Annual Regeneration Report

November 2012 – March 2014 update

April 2014 – March 2015 forward plan

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PROGRAMME OVERVIEW

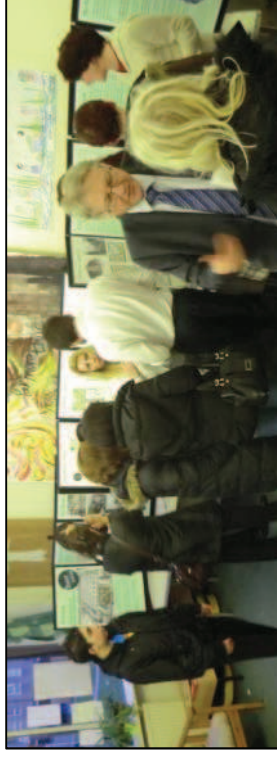
The London Borough of Barnet's Growth and Regeneration Programme combines an ambitious programme of physical regeneration schemes and economic development initiatives. The overarching aim of the Programme is to create cohesive communities that will meet the needs of all that live within them and that people are proud to be a part of. In partnership with key stakeholders and local residents, the growth and regeneration programme will provide greater choice for all by:

- Creating a mix of high quality, affordable and private homes and more mixed communities.
- Creating new school places to meet the needs of the growing younger population.
- Ensuring services are available to support our increasing older population.
- Increasing the prospect of better paid employment by generating new jobs and providing residents and businesses with the tools and support to prosper and grow in Barnet.
- Providing new and replacement community, leisure, health and education facilities and open spaces for all residents to use.
- Enhancing public transport, road networks and local cycle and pedestrian networks to provide improved accessibility for those who live in the regeneration areas and for the wider community.

Working with local people through transition

The Council, Regional Enterprise (Re) Ltd and the Development Partners are committed to working with local people to ensure appropriate consultation, support and communications during all stages of project development, delivery and evaluation. Some of the ways in which we work with residents include:

- Consultation with residents during the design phase of the scheme to ensure schemes respond, where possible, to local needs and priorities.
- The appointment of Independent Tenants and Resident Advisors to support local communities.
- The establishment of Partnership Boards consisting of local residents, development partners and the Council.
- Quarterly newsletters to keep affected residents, and those adjoining the estates informed.
- Public meetings and regular engagement with Ward Councillors.
- The formation of Community Trusts to ensure that community facilities continue to meet local needs in the future.



Key Facts¹

Barnet is generally an affluent borough, but this can mask the pockets of deprivation located mostly along the west of the borough. Ensuring the sustainable renewal of these areas and promoting economic growth is the focus of our regeneration. The newly established Re Strategic Partnership will contribute toward this on-going transformation.

6.9%
UNEMPLOYMENT
RATE

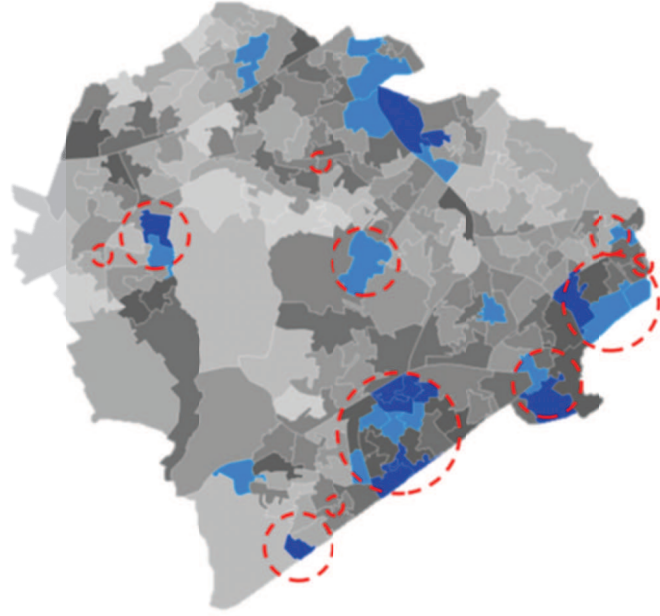
Barnet has low unemployment rates, but because it is a large borough the absolute numbers affected are relatively high.

89.9%
MICRO BUSINESSES
IN BARNET

The economy is dominated by microbusinesses, mainly offering business to business services though the number of business to consumer businesses is growing.

49.9%
ADULTS QUALIFIED
TO LEVEL 4 OR HIGHER

The population is generally highly skilled with a high proportion of professionals.



¹ Index of Multiple Deprivation, ONS LSOA, 2012;
Percentage of microbusinesses: ONS Annual Business Inquiry workplace analysis, 2010.
Unemployment Rate & Skills level, NOMIS, 2012-13 <http://www.nomisweb.co.uk/reports/mp/1946157261/report.aspx>;

Regeneration Strategy

The strategic objectives for the Growth and Regeneration Programme, as set out in the **Regeneration Strategy**² are:

- 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 Regeneration Strategy was approved by Cabinet on 14th September 2011.

The delivery of outputs across the regeneration programme supports these objectives across the following themes:



Corporate objectives

The Growth & Regeneration Programme supports the strategic objectives of the **Corporate Plan 2013-2016**³ and particularly 'to maintain the right environment for a strong and diverse local economy' by promoting growth and development, and supporting enterprise and employment across the borough. Barnet's Growth & Regeneration Programme supports the four priorities of: regenerating priority areas; improving skills and employment opportunities, engaging with business; and providing infrastructure to support growth.

² Approved by Cabinet 14 September 2011, <http://barnet.moderngov.co.uk/Data/Cabinet/201109141900/Agenda/Document%205.pdf>

³ http://www.barnet.gov.uk/download/downloads/id/1803/corporate_plan_2013

The Growth & Regeneration Programme also supports 'A Sustainable Community Strategy for Barnet 2010–2020'⁴, through the following objectives:

- A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and those in the wider community. The skills and enterprise agenda focuses on equipping residents and businesses with the tools and support to prosper and grow in Barnet.
- A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the programmes.
- A relentless drive for efficiency - the Council is working with development partners to ensure that the programmes are delivered in the most cost effective way.

The Growth & Regeneration Programme also complies with strategic objectives in the Council's **Housing Strategy 2010-2025**⁵ which include:

- Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents.
- Promoting mixed communities and maximising opportunities available for those wishing to own their home.
- Supporting residents into employment.

Finally, the Growth & Regeneration Programme is a key component of 'A Growth Strategy for Barnet'⁶. The strategy sets out the Council's commitment to mitigating the impact of continued austerity by creating the environment for growth in the local economy. The regeneration and enterprise activities are key drivers for growth as they bring significant investment in infrastructure, create new jobs and homes, support residents into work, reinvigorate communities, improve living standards and support local town centres.

⁴ http://www.barnet.gov.uk/downloads/id/1812/one_barnet_a_sustainable_community_strategy_2010-2020

⁵ http://www.barnet.gov.uk/downloads/download/343/barnet_housing_strategy

⁶ <http://barnet.moderngov.co.uk/documents/s6246/Appendix%20Growth%20document%20-%20MASTER%20formatted.pdf>

Regeneration & the Local Plan

Barnet's **Core Strategy**⁷ sets out a 15 year 'vision', helping to shape the kind of place that Barnet will be in the future. It contains the most fundamental, cross-cutting objectives and policies that the local authority and its partners will seek to deliver.

Barnet has been set the challenge of meeting the 4th highest housing target in London. Over 28,000 new homes are expected to be delivered between 2011 and 2025/26. The Local Plan Core Strategy sets out when, where and how this growth will be delivered. Over half of this target is expected to be delivered in the Regeneration and Development Areas of Brent Cross Cricklewood, Mill Hill East and Colindale together with the Priority Estates (Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road and West Hendon). Much of the remainder of housing delivery will be focused on development opportunities in our priority town centres. Barnet's Infrastructure Delivery Plan is the vehicle for highlighting infrastructure needs. It sets out key infrastructure programmes and projects to support the housing growth outlined in the Local Plan Core Strategy.

Linkage between the Core Strategy and the Regeneration Programme

Core Strategy Objectives	How the Regeneration Programme contributes?
To manage housing growth to meet housing aspirations	<ul style="list-style-type: none"> New housing provision in the priority housing estates as well as through the regeneration of Colindale, Mill Hill East and Brent Cross Cricklewood.
To meet social infrastructure needs	<ul style="list-style-type: none"> The provision of new and improved primary and secondary schools. The provision of new and improved community facilities.
To promote Barnet as a place of economic growth and prosperity	<ul style="list-style-type: none"> Supporting the improvement and expansion of further and higher education. Encouraging new business growth while supporting local businesses. Delivering new jobs across the regeneration areas. Initiatives to help residents access the right skills to meet employer needs and take advantage of new job opportunities. Supporting existing town centres and creating a new town centre at Brent Cross Cricklewood.
To provide safe effective and efficient travel	<ul style="list-style-type: none"> Delivery of high quality transport systems in regeneration areas. Improvements to the road network, new strategic road linkages, local roads, pedestrian and cycle routes. A new Thameslink mainline and bus station at Brent Cross. Improvements to Brent Cross, Mill Hill East and Colindale underground stations. Replacement bus station at Brent Cross Shopping Centre.

⁷ http://www.barnet.gov.uk/info/940162/core_strategy

Linkage between the Core Strategy and the Regeneration Programme

Core Strategy Objectives

How the Regeneration Programme contributes?

	<ul style="list-style-type: none"> • Bus service enhancements. • Promoting sustainable travel via improvements to cycle and pedestrian routes.
To promote strong and cohesive communities	<ul style="list-style-type: none"> • Programme of community events delivered as part of the Outer London Fund projects. • New and improved community facilities. • Establishment of resident partnership boards and community trusts.
To promote healthy living and well-being	<ul style="list-style-type: none"> • Promoting cycling and walking through new and improved routes. • Improved open spaces. • New health facilities at Colindale, Mill Hill East and Brent Cross Cricklewood.
To protect and enhance the suburbs	<ul style="list-style-type: none"> • The regeneration schemes seek to respect local context and distinctive local character. • Developments should address the principles, aims and objectives set out in the following national design practices: By Design, Secured by Design, Safer Places, Inclusive Design, Lifetime Homes and Building for Life.
To ensure efficient use of land and natural resources	<ul style="list-style-type: none"> • New energy centres in regeneration areas. • Sustainable design and construction of new developments. • Integration with Welsh Harp Reservoir at West Hendon.
To enhance and protect our green and natural open spaces	<ul style="list-style-type: none"> • The creation of new and enhanced public open spaces including at least 18 ha in Brent Cross Cricklewood, Colindale and Mill Hill East. • Integration with Welsh Harp Reservoir at West Hendon.

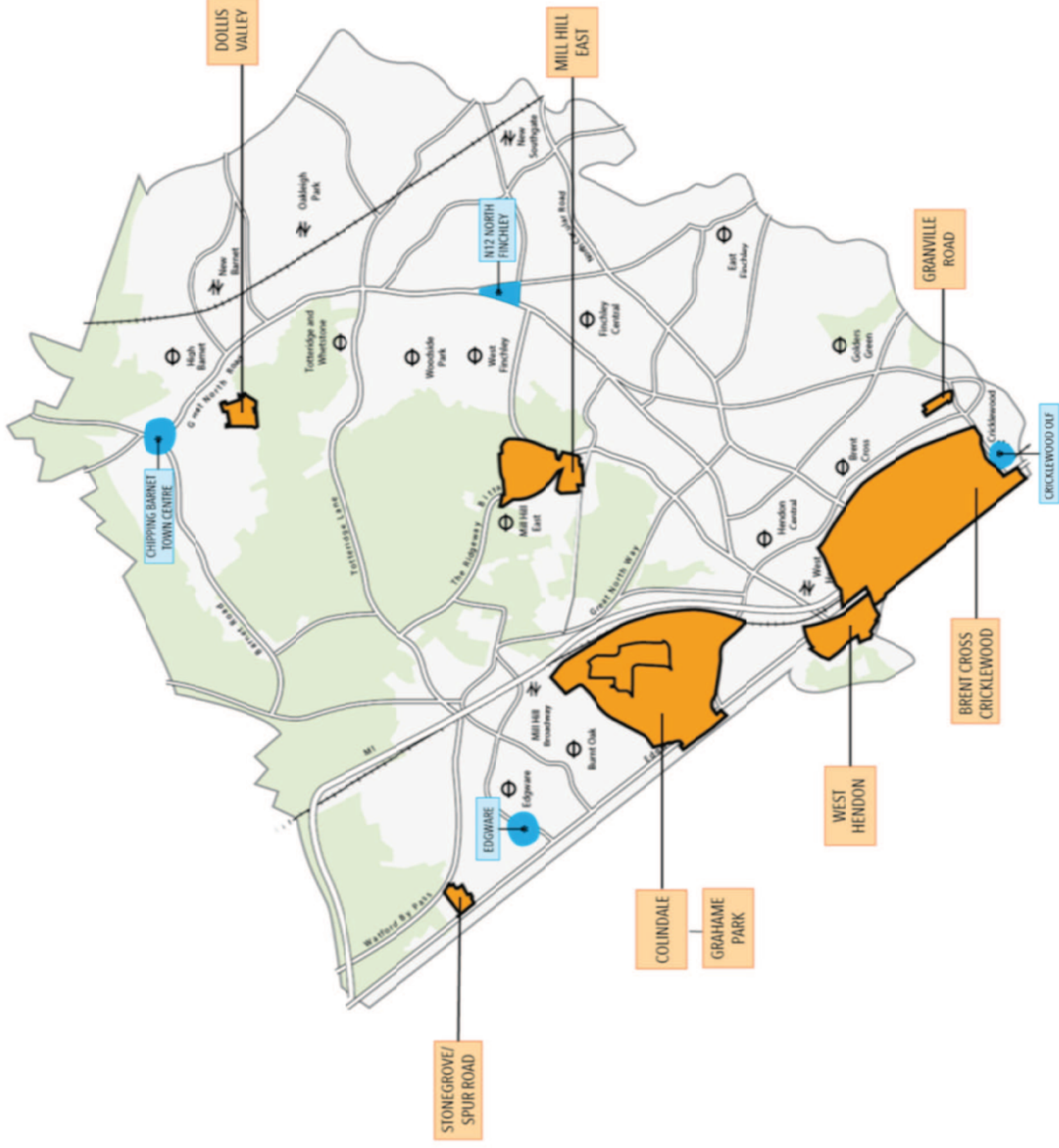
15,000+
NEW HOMES BUILT IN THE
REGENERATION ESTATES

450
NEW JOBS IN
NEXT 5 YEARS

10
SCHOOLS ACROSS
PRIMARY, SECONDARY &
HIGHER EDUCATION LEVELS

+91,509
SQM OF RETAIL & COMMERCIAL SPACE
DELIVERED IN BRENT CROSS SHOPPING CENTRE

c£25m+
NEW HOMES BONUS

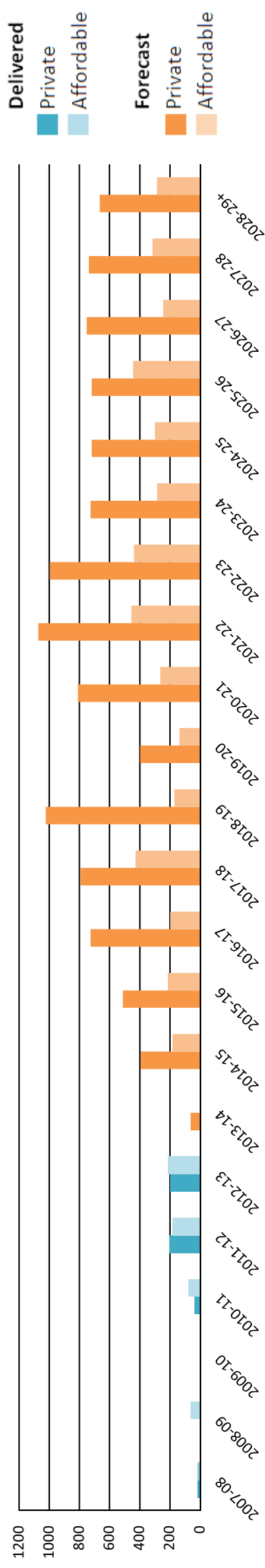


Housing Growth

The total number of net housing completions for the whole Council in 2012/13 was 1,374 new homes. Barnet has one of the top 3 highest figures in London, with Hillingdon and Lewisham. The expected figure for net completions for the whole Council in 2013/14 is 920 new homes.

The Regeneration programme is due to contribute a significant part of housing delivery over the next few years, as illustrated in the graph below.

Housing delivery: Priority Estates, Brent Cross Cricklewood & Mill Hill East



The 2012/13 housing target for completions on the Regeneration Estates was 404 units of housing. By March 2013, the number of completions for the year was 469 units, of which 212 were affordable.

Housing delivery in 2012/13

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	2012/13 Totals
Private	129	20	0	108	257
Regeneration Estates	129	20	0	108	257
Mill Hill East (Millbrook Park)	0	0	0	0	0
Affordable	39	8	0	165	212
Intermediate	3	3	0	28	34
Rented	36	5	0	137	178
Total	168	28	0	273	469

The 2013/14 housing target for completions on the Regeneration Estates⁸ is 39 private housing units and 0 affordable housing units, plus 24 units of housing at Mill Hill East (Millbrook Park). Most projects are currently in planning or site preparation stages.

Housing delivery in 2013/14					
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4 (target)	2013/14 Totals
Private	10	0	0	53	63
<i>Regeneration Estates</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>39</i>	<i>39</i>
<i>Mill Hill East (Millbrook Park)</i>	<i>10</i>	<i>0</i>	<i>0</i>	<i>14</i>	<i>24</i>
Affordable	0	0	0	0	0
<i>Intermediate</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Rented</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total	10	0	0	53	63

2014/15 will see a significant increase in housing completions, with a forecast of 256 private and 183 affordable homes across the Priority Estates.

The above figures exclude housing delivery in Colindale, as this is not managed by the Regeneration Team with the exception of Grahame Park. To the end of March 2014, 2696 private and 1001 affordable homes will have been delivered in Colindale. It is expected that 291 private and 39 affordable homes will be delivered in the Colindale area in 2014/15.

⁸ Regeneration Estates: Dollis Valley, Grahame Park, Granville Road, Stonegrove Spur Road, West Hendon

Regeneration Programme Key Outputs

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
Over 15,000 new homes, of which at least 4,000 (not including Colindale) will be affordable or shared ownership;	10 new and replacement schools across borough at Primary, secondary and higher education levels;	New mainline station and bus interchange at Brent Cross; improvements at Brent Cross, Mill Hill East and Colindale tube stations;	c116,500 sqm of retail space, including 91,500 sqm in Brent Cross.	New and replacement community facilities;	Provision of at least 4 new and replacement health care facilities across borough;	Sustainable homes in regeneration areas	New town centres & improvements to existing town centres;
c799 new homes will be delivered by c2017, in the current phases of the schemes;	Enable access to employment & apprenticeship Opportunities;	Infrastructure improvements across borough;	450 new jobs in first 5 years; up to 20,000 jobs over lifetime of projects (inc. construction);	Re-provision of Library and Religious space;	All new homes built to Lifetime homes standards & energy efficient;	New waste handling facility & re-location of Council's depot; joint refuse & recycling street bins;	New and improved public and green spaces across borough, including a new town centre at Brent Cross, a panoramic park at Mill Hill East and a new public square at Colindale;
629 units of private housing and 479 units of affordable housing have been delivered to 2012/13.	Skills training programmes in regeneration areas.	New strategic road linkages;	New and improved town centres, incl. business engagement initiatives;	Day and children activity centres across borough;	Provision and improvement of pedestrian and cycle routes.	New energy centres in regeneration areas ;	Place-making strategies and initiatives across borough.
		New pedestrian and cycle routes.	325 workplace and training opportunities for young people through the NEET Platforms project.	Resident partnership boards established on all Regeneration Estates;		Sustainable Urban drainage.	Improve accessibility of Town Centres.
			Community trusts to help deliver local community benefits.				

PROGRAMME PROGRESS: 2012-2014

Brent Cross Cricklewood

Once planning permission is granted, the delivery of the Brent Cross North will begin, which includes Brent Cross Shopping Centre and major infrastructure delivery to the North Circular Road & junctions with the A5/M1/A41.

- Section 73 application to modify a number of planning conditions to reflect the evolution of the scheme was approved by Planning & Environment Committee on 30th January 2014.
- Cabinet Resources Committee approval of the amended terms of the Brent Cross Principal Development Agreement and commencement of market testing to inform the delivery strategy for Brent Cross Cricklewood South, enter into negotiations with landowners to acquire land in advance of any CPO and to continue the design and development work in respect of the Thameslink Station; January 2014. The Cabinet Resources Committee approval is a significant milestone toward delivery of the area south of the North Circular and the Thameslink Station.

Colindale, including Grahame Park

The Council's work to ensure implementation of the Colindale Area Action Plan 1 through delivery of Stage A of Grahame Park, and continues through feasibility planning and delivery of infrastructure, as well as on-going monitoring of housing delivery. In addition, a review of Grahame Park Stage B is currently underway.

- Completion of delivery of Phase 1a, 108 housing units in Grahame Park, including 38 affordable homes.
- Start on site, Phase 1b(i) and Phase 0 extension.
- New stakeholder information group established; first meeting January 2014.
- Completion of Colindale Station square.
- Open Space Strategy and step-free access feasibility study for Colindale Avenue completed.

Dollis Valley

Phase 1 will deliver 108 housing units, including 45 affordable units. The first units are due to be completed in 2015.

- Detailed planning consent and S106 agreement signed, Ph.1; October 2013.
- Start on site, Phase 1; January 2014.

Granville Road

The project will deliver 149 units of housing, including 42 affordable homes. Planning application for Phase 2 is expected in 2014.

- Revised master plan submitted to the Council; July 2013.
- Development agreement signed; December 2013.

Mill Hill East

Delivery of key infrastructure, such as the East-West Link road continues. Phase 3a is due to complete in April 2014.

- Completion of gardens and 10 units of housing at Officer's mess.
- Approval of application by Planning and Environment committee for 3-FE school, which has now started on site and is due to open in September 2014.
- Successful exchange of contracts on Phase 3 to Linden Homes.

Stonegrove Spur Road

Delivery of the scheme continues. By the end of March 2014, 450 homes will have been delivered, including 314 affordable homes.

- Scheme achieved Gold in Barratt's Q17 Annual Design Award; 2013.
- Construction work commenced on phase 5 (Academy Lane) and Phase 6B (Kings Mews); September 2013.
- Stonegrove Spur Road Shadow Community Trust Board established.

West Hendon

159 private and 35 affordable homes (Pilot phase and Phase 2a) have been completed to date.

- Completion of Phase 2a (151 private, 35 affordable), March 2013.
- S106 Agreement signed and planning consent for Phase 3a received; November 2013.
- Resident Partnership Board is being established and due to start operating in 2014.
- Deed of Variation to amend the terms of the Principal Development Agreement agreed and executed, January 2014.
- Phase 3a started on site in January 2014.

Skills and Enterprise Programme

The Skills and Enterprise Programme promotes benefits for the Council's residents and businesses by promoting growth and opportunity in Barnet through the following programmes:

Town Centres

The projects are delivering public realm improvements, community events and business support initiatives to revitalise Town Centres. Each of the Outer London Fund (OLF) schemes has established a Town Team, which is tasked with ensuring the legacy of the improvements and initiatives beyond their completion in 2014. Main works for all the projects below are due to complete in Spring 2014.

- North Finchley OLF – Appointment of Design team; 2012. North Finchley Town Team established; April 2013.
- Cricklewood OLF – Cricklewood Town Team established; January 2014. Appointment of contractors for major public realm paving project and shop-front improvements, November 2013.
- Chipping Barnet town centre strategy & town centre framework for Edgware adopted; June 2013.

NEET Platforms, Phase 1

By the end of July 2013 Platforms Phase 1 had engaged with over 290 young people, with over 160 young people actively participating over the 8 projects.

NEET Platforms, Phase 2

From July 2013, Phase 2 of Platforms has been underway with an additional 30 placements and 15 voluntary sector three-month work placements.

The extension of the Internships Programme will also see the delivery of 40 3-month internships (10 within the council and 30 with SMEs).

Regeneration Estate Developer Employment & Training Obligations

Skills audits were undertaken in 2012/13 in Stonegrove Spur Road and Dollis Valley. The development and delivery of c58 apprenticeships is being supported on the Regeneration Estates, Colindale, Millbrook Park and smaller development sites such as 931 High Road, North Finchley (old Furnitureland site). The Colindale Employment and Training Plan is now being delivered with a focus on creating opportunities for residents in Grahame Park..

Apprenticeship Employer Engagement

The project has a target to create 80-100 Apprenticeship opportunities by February 2014.

To Jan 2014, we have generated over 100 opportunities with a significant interest from local employers.

Business and Enterprise

Delivery of 4 pilot Business Start Up workshops , a Business Leaders Breakfast, a Business Expo, two Procurement Events ('How to do business with the council') and an event dedicated to Apprenticeships, with a combined attendance of over 200 businesses. A baseline assessment of Barnet's Economy was produced in January 2013, with a Business Needs Survey to 2,200 SMEs completed in October 2013.

Regeneration Programme

- Audit Committee gave Regeneration Programme green rating; October 2013.
- Commencement of delivery of the Regeneration Service by Re (Regional Enterprise) Ltd, a joint venture delivery unit established between Capita plc and the London Borough of Barnet.
- Representation on the Estates Working Group of the Barnet Clinical Commissioning Group, to improve joint working on NHS estates issues.
- Establishment of the Growth & Regeneration Operations Board, including regular links and reporting to the Strategic Commissioning Board, Assets & Capital Board, Business Management Overview and Scrutiny Committee, and Health and Well-Being Board.
- Implementation of Gateway Review Process for new and on-going projects.

Key Programme Outputs November 2012 – March 2014

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
Completion of 39 affordable homes in Grahame Park.	On-going delivery of Orion School at Colindale and 3 form of entry school at Mill Hill East.	Highway improvements and access roads at Stonegrove.	100+ apprenticeship opportunities.	Community buildings in Fairview.	Doctor's surgery at Mill Hill East.	On-going delivery of sustainable drainage/ storage tank at Mill Hill East.	Open Space strategy for Colindale.
Completion of 14 private homes in Mill Hill East.	Apprentice programme at North Finchley to train young people.	New bus stop along Colindale Avenue, outside the underground station.	Creation of Business Leaders breakfast and Business Expo; Business needs survey to 2,200 SMEs.	Establishment of - North Finchley Town Team - Cricklewood Town Team	Increased cycle parking in town centres to promote sustainable travel.		Park outside officer's mess at Mill Hill East.
Completion of West Hendon Phase 2A (151 private and 35 affordable homes).		On-going delivery of minor pedestrian improvements at Aerodrome Road, Colindale Station canopy.	On-going activation of vacant units and shop-front improvements at North Finchley and Cricklewood.	- Stonegrove Spur Road Shadow Community Trust.			Station Square at Colindale.
Colindale: 2,696 private and 1,001 affordable homes will have been completed to March 2014.		First half of East-west link road at Mill Hill East complete.	New monthly Food market at North Finchley.	Introduction of way finding to promote Barnet Town Centre's assets and community.			De-cluttering at North Finchley and Cricklewood.
		Infrastructure Delivery Plan refresh on-going		Community events in town centres.			On-going public realm improvements at North Finchley and Cricklewood.

Case Study: Stonegrove Spur Road Regeneration

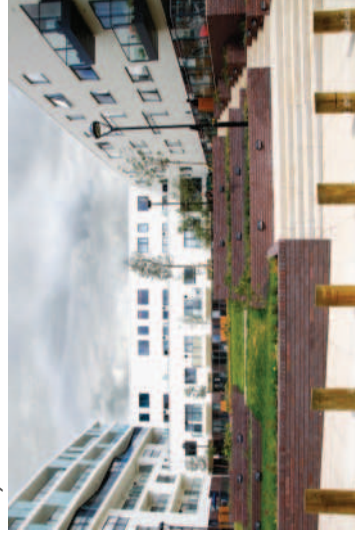
The Estates, built in the 60s and 70s, are situated on the edge of the green belt at the very northern edge of the London Borough of Barnet, close to Stanmore tube station and adjoining the London Borough of Harrow. Due to the poor state of repair of the buildings and their high energy costs, the council resolved to regenerate the estates in order to provide modern homes, and take the opportunity to reconnect this 11.5 hectare site with the surrounding community and the existing landscape.

To date, Peniwell Close, Canons Court, Academy Court, Sterling Court and Sterling Green have been completed. Together, these have delivered 450 new homes, including 314 affordable. These are now occupied by secure tenants decanted from Goldsmith, Collinson and Powis Courts.



“What can I say. My one bedroom flat is wonderful and I am very happy. 3 weeks on and I continue to get excited [from the moment] when I open my eyes to this new environment in the morning to when I turn the key to the door on my return from work... I have had a few minor problems and it gives me great pleasure to say that they have been dealt with promptly and staff members have all been very professional.”

Janice B., tenant
Moved into new home July 2013



Above: Academy Court, completed 2013; Credit: Barratt Homes

Left: Stonegrove Spur Road Estate; Credit: Barratt Homes

Right: Cannon's Court, completed 2010; Credit: Ruta Mackelaite, Stonegrove Spur Road resident

Case Study: Apprenticeship Employer Engagement

The project's main objective is to identify and create apprenticeship opportunities, as well as link potential apprentices to take advantage of these opportunities.

109
Vacancies created by January 2014

44%
of recruits are 16-18 years old

“I feel that I have matured as a person as I am motivated by my daily work and I feel I have progressed very fast. I am ready to tackle further [training] units.”

Holly, apprentice at PRANASPA, 2014

86%
of employers located in Barnet

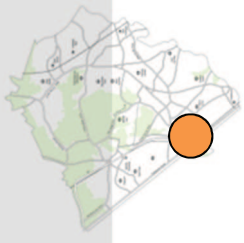
2,068
Businesses contacted through activities

“We are very keen to make use of the high level of skills that exist within our local community. The local interest generated by Barnet Council has been amazing. We've worked closely with staff who've taken the time to understand our business. We will be looking to repeat this experience next year.”

SQS Ltd, offered 8 apprenticeships as part of the programme, 2014

PROGRESS BY PROJECT & FORWARD PLAN

Comprehensive regeneration of 250 acres to create a vibrant mixed use and accessible community; a key element of the Borough's regeneration and growth strategy. Outline planning consent was granted in 2010.



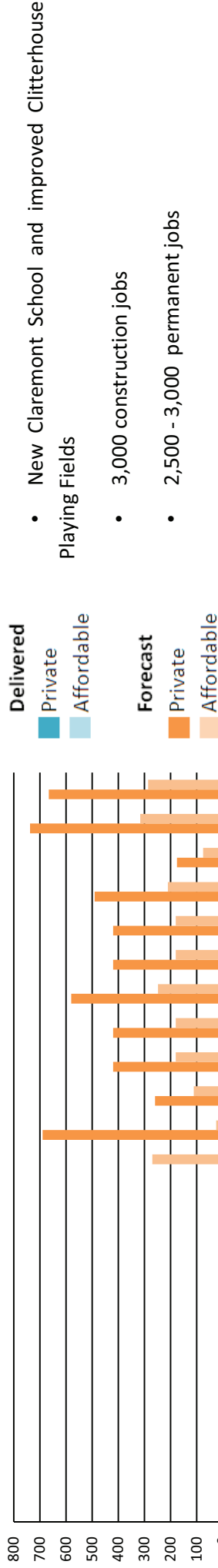
DELIVERY PARTNERS

Hammerson UK PLC; Standard Life Investments; Cricklewood Regeneration Limited

KEY DELIVERABLES – Next 10 years

- Doubling Brent Cross Shopping Centre (91,509 additional sqm of retail and leisure space)
- Creation of a new town centre, spanning the North Circular Road
- 1300 new homes⁹
- New landscaped pedestrian bridge connecting Brent Cross and Cricklewood communities
- New bus station and improved link to Brent Cross Tube station

- Major highway improvements e.g. A5/M1/A41 junction improvements



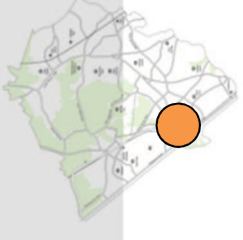
⁹ Timing of delivery of future phases subject to change.

BRENT CROSS CRICKLEWOOD: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
Provision of 7500 new homes over the scheme's duration.	New Claremont Primary school. Improvements to Clitterhouse Playing fields; Replace Whitefields Secondary and Mapledown Schools.	New bus station at Brent Cross shopping centre. Improved linkages between northern and southern developments. New Thameslink mainline station and public transport interchange. New pedestrian and cycle routes.	Double Brent Cross shopping centre. Up to 27,000 new jobs. In 2010, an amendment to the Brent Cross head lease has helped to regularise the ground rent received from the shopping centre.	New community facilities. Re-provision of Claremont Park.	New healthcare facilities.	New waste handling facility. Combined heat and power plant. New homes built to sustainable standards.	New town centre. New and improved public spaces. New landscaped pedestrian bridge.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							

- Formalised governance and monitoring procedures.
- April 2013: Report to Cabinet on scheme progress.
- January 2014: Cabinet Resources Committee approved: the amended terms of the Brent Cross Principal Development Agreement and the terms of the Co-operation Agreement; the commencement of market testing to inform the delivery strategy for Brent Cross South; the Council to enter into negotiations with landowners to acquire land in advance of any Compulsory Purchase Order; continuation of the design and development work in respect of the Thameslink Station.
- 30th January 2014: Planning & Environment Committee approved the "Section 73" Planning Application to modify a number of planning conditions to reflect the evolution of the scheme since outline planning permission was granted.

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
CURRENT STAGE							
<ul style="list-style-type: none"> The Section 73 application has been referred to the Secretary of State. Work will now continue to negotiate and sign off the S106 agreement. Following agreement by Secretary of State and the signing of the S106 agreement, planning permission will be issued subject to the 6 week judicial review period. Developing a robust advanced acquisition strategy. Commencement of market testing for procurement of Brent Cross South Developer/Registered Provider. Developing a business case and funding strategy for the Thameslink Station. Section 106 Agreement negotiations. 							
Key Milestones:							
<ul style="list-style-type: none"> Signing of S106 agreements. Development Agreements, February 2014. Funding Capital Bid Cabinet approval, February 2014. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> Publishing PIN Notice, April 2014. Delivery strategy for Brent Cross South agreed, July 2014. Brent Cross Thameslink Station Proposal agreed, October 2014. Potential CPO Phase 1 Resolution submission, November 2014. [N.B. If CPO is not made and submitted by the end of 2014, it will trigger a review of planning framework for BXC]. 							



Colindale has been identified as an area for significant strategic growth via the Colindale Area Action Plan¹⁰ and is one of the largest growth and regeneration areas in the Borough. Colindale represents an opportunity to deliver sustainable housing growth and a new compact neighbourhood centre which will be well served by both improved public transport service and high quality public open space.

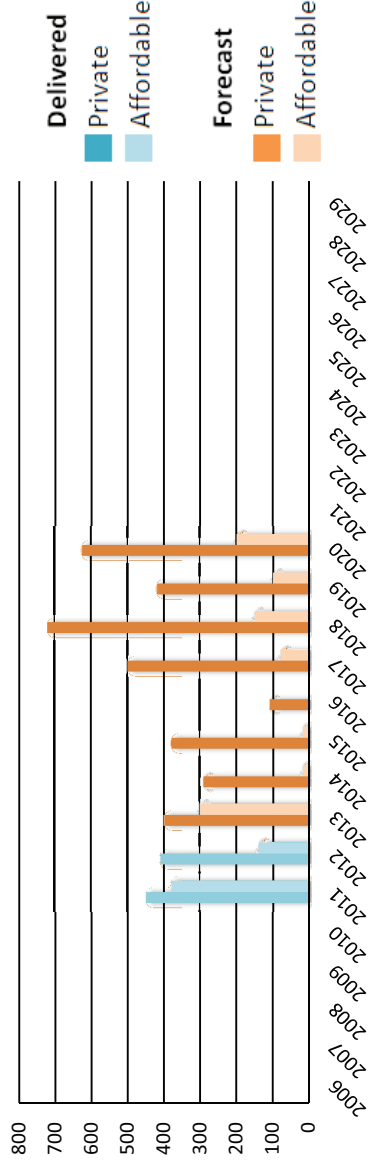
KEY DELIVERABLES

- 10,170 new homes & 1,200 student units
- New schools (primary, secondary, higher & further education)
- Infrastructure & public realm strategy and improvements
- Community & health facilities



KEY SITES

- ‘Pulse’ / ‘Rhythm’, Fairview New Homes
- British Library Site, Fairview New Homes
- New Hendon Village, Genesis Housing Association
- Beaufort Park, St. George PLC
- Middlesex University Site
- Peel Centre Site, Redrow
- Barnet College Site
- Zenith House
- Oriental City (Brent)



¹⁰ http://www.barnet.gov.uk/downloads/download/774/colindale_area_action_plan

COLINDALE: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
10,170 new homes across various sites. 1,200 units at Student Village.	Primary, Secondary, Higher and Further Education Schools. Middlesex University student village.	AAP Phase 1 highways package. Colindale tube station improvements; Improved Peel Centre Link Road. New pedestrian /cycle bridge to the Hospital site.	New retail, including a supermarket, on Grahame Park. New retail, pub & business centre at Beaufort Park.	Relocation of library and centre for independent living in Barnet College Building. Community Centre, Children's activity centre, Community meeting rooms and Day centre.	Health centre re-provision at Grahame Park. A health centre could possibly be provided on the British Library (Fairview) site.	Energy Centre. New homes built to sustainable standards.	Improvements to Rushmore, Colindale, Montrose and Silkstream parks. Public realm improvements at Colindale Ave and Grahame Park Way.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
c700 units currently on site. Since Colindale AAP adoption in 2010, 2696 private and 39 affordable units have been delivered.	Orion school in delivery stages.	A5 junctions study & Colindale Avenue visualisation.		Commencement of signage programme.			Open spaces strategy. Montrose, Silkstream & Rushmore park – approved plans & appointed contractors.
<ul style="list-style-type: none"> Colindale Area Action Plan update commissioned. Peel centre parameters document agreed. Commencement of signage programme. Beaufort Park S106 amended. New Colindale Stakeholder information group established; first meeting January 2014. 							

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
CURRENT STAGE							
<ul style="list-style-type: none"> • Significant infrastructure being planned & major housing growth underway (c700 units currently on site). • The Metropolitan Police have announced Redrow as their preferred developer for the former Peel Centre site. • Grahame Park Way site planning application submission by February 2014. • Working closely with Major Applications (Strategic Planning) team on new developments, e.g. Peel Centre site. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> • Energy Masterplan, May 2014 • Facilitate Peel Centre planning submission, July 2014. • Grahame Park Way site land transfer to Barratts, July 2014. • Agree strategy for Health Provision on A5 Corridor, June-September 2014. • Agree plans with Montrose Park start on site, February 2015. 							

The regeneration of the Dollis Valley estate aims to create a new integrated community by replacing the existing system built multi-storey homes on the estate with new mixed tenure housing development of 631 homes. The scheme also includes re-provision of community facilities and children’s day care provision.

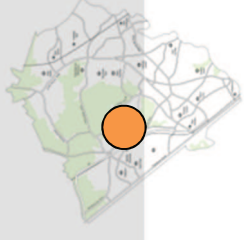
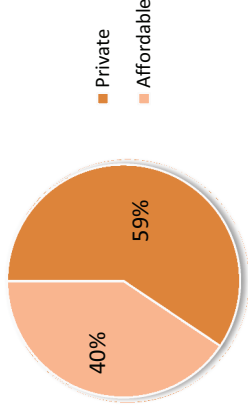


DELIVERY PARTNERS

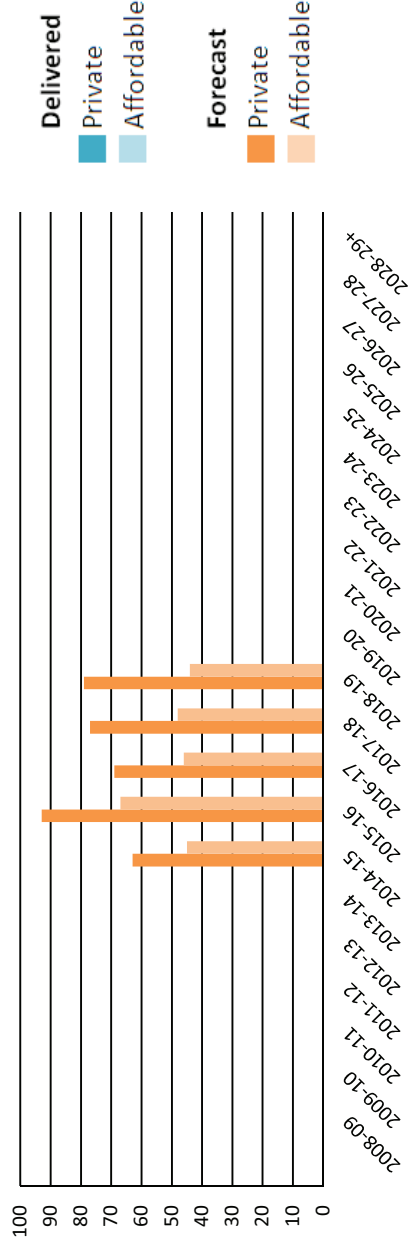
- Countryside Properties UK; L&Q

KEY DELIVERABLES

- New suburban area – 50% houses / 50% apartments
- 631 new homes
- Apprenticeships initiatives
- New nursery & community space



Housing delivery: Dollis Valley



DOLLIS VALLEY: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
631 new homes. Outputs from Phase 1 will include: 108 units housing (40 affordable, 68 private sale)	New nursery (25 nursery places for under 5s). 10 total apprenticeships over the duration of the scheme.	A new extended bus service for the Dollis Valley locality. At least one parking space for each new home plus visitor parking.	Access to apprenticeships, work tasters, placement days, non-construction training, ESOL classes.	New multi-purpose community space.	Provision of children day care.	New homes built to Sustainability Code Level (4) and to Lifetime Homes Standards.	Re-landscaping of the old public and private spaces that adhere to the Secure by Design guidelines.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
<ul style="list-style-type: none"> S106 Agreement signed Oct 2013. Vacant possession of Phase 1 secured. CPO approval received from LBB CRC Sept 2013. Phase 1 start on site, January 2014. Phase 1 land transfer complete and initial land payment received by the Council, February 2014. 							
CURRENT STAGE							
<ul style="list-style-type: none"> Planning application approved by P&E on 17th June 2013. S106 Agreement signed Phase 1 demolition works are progressing well. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> Anticipated receipt of consent from Secretary of State for CPO, subject to the need for an enquiry, August 2014. Phase 2 detailed planning decision expected, August 2014. Completion of Phase 1 show house, September 2014. First residential units completed – Phase 1, January 2015. 							

Grahame Park



The Regeneration of the Grahame Park estate will lead to the creation of a new mixed tenure urban area within Colindale. The new area will comprise around 2,000 new private homes, around 1000 new affordable homes and 463 retained homes. The area will also include a wide range of new, high quality facilities including health, education, library, community and retail.

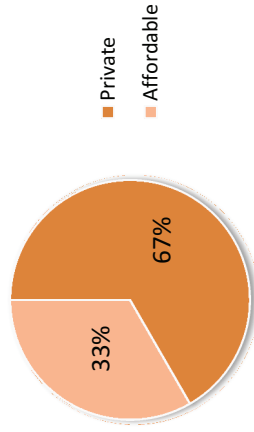
By the end of 2012/13 there had been a net gain of 249 new homes. Delivery of new homes is expected to complete in 2026/27.

DELIVERY PARTNERS

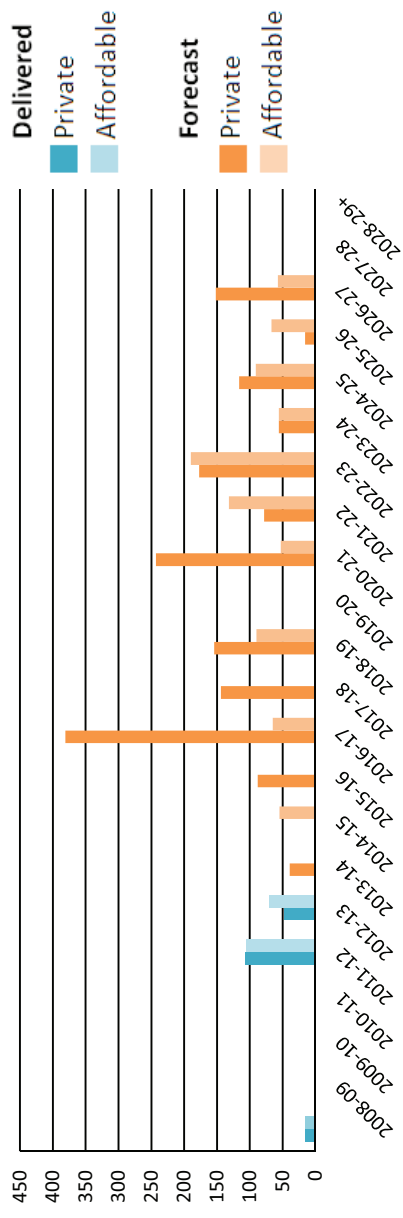
- Genesis Housing Group

KEY DELIVERABLES

- 3,440 new homes
- Barnet college re-location
- Major highways and infrastructure works
- Replacement library & centre for independent living

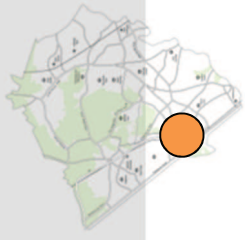


Housing delivery: Grahame Park



GRAHAME PARK: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
3,440 number of homes, 1000 new affordable, 2000 new private sale. 351 homes (180 affordable) completed.	Barnet College to be relocated to Plot A8.	New road network including the diversion of Lanacre Avenue.	Retail and commercial floorspace as part of Phase 1b & Stage B.	Replacement Library, Community centre & Children's Activity Centre (Greentop Centre).	Health Centre to be re-provided.	All new homes built to sustainable code 4.	Heybourne Park already delivered in July 2011.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
Planning permission granted for 16 affordable homes on Chandos Lodge site. Start on site sub-phase 1b(i) & Phase 0 extension.	Agreed Heads of Terms with College for College relocation.	Phase 1b(i) - completion of early highway infrastructure.	Launch of community and economic development strategy.			All new homes built to sustainable code 4.	
CURRENT STAGE							
<ul style="list-style-type: none"> • Council is working with Genesis Housing Group to develop proposals for Phase 1b(iii) and Stage B. • Phase 0 extension (39 homes, to be completed March 2014) and Phase 1b(i) (143 homes) are currently on-site. • Land swap deal on GPW school site about to complete. • Final negotiations to commence Lanacre Avenue. Shift and site A8 preparation. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> • Stage B proposals review, July 2014. • Phase 1b(ii) start on site, October-December 2014. • Phase 1b(i) completion (143 homes), December 2014. • Lanacre shift completion, January 2015. 							



Following the completion of Phase 1 in 2012, phase 2 is tasked with the improvement the estate environment and public realm through the creation of a mixed tenure, balanced community with new homes for sale and shared ownership, a coherent sense of place and integration with the surrounding areas.

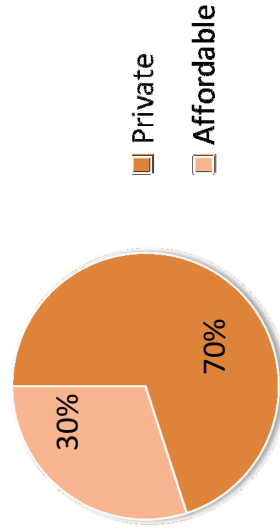
Development is expected to start with demolitions in 2013/14 and new homes available from 2015/16.

DELIVERY PARTNERS

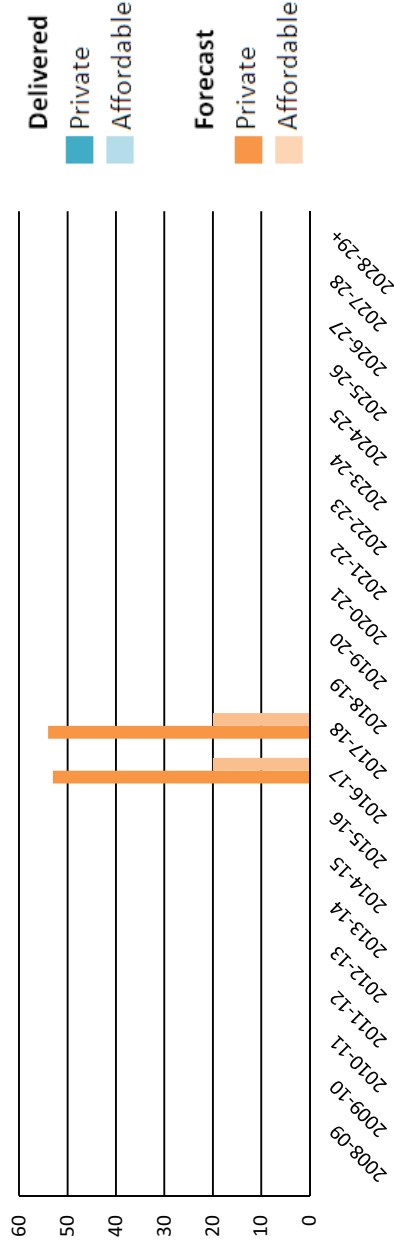
- Mullalley
- One Housing Group

KEY DELIVERABLES

- 149 new homes
- Provision of construction jobs
- Public realm improvements



Housing delivery: Granville Road



GRANVILLE ROAD: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
HOUSING							
149 new homes (30% shared ownership).		Designated parking for each block.	Creation of jobs during the construction (no. to be agreed).	Integration with existing communities.		Design employs sustainable construction techniques.	Improved public realm.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
<ul style="list-style-type: none"> • Selection of Development Partner. • Consultation took place with residents living on the estate and in the surrounding area. • First Granville Road Residents Association meeting took place on 8th August. • Development Agreement signed with Development Partners, December 2013. 							
CURRENT STAGE							
<ul style="list-style-type: none"> • On-going consultation with residents. • Revised Masterplan received July 2013. • Discussions on submission of planning application on-going. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> • Revised Masterplan, May 2014. • Submit planning application, June 2014. • Decant Beech Court, March 2015. • Leaseholder acquisitions, March 2015. • Development Agreement unconditional, June 2015. 							



The regeneration of Mill Hill East, in line with the Mill Hill East Area Action Plan¹¹, will create a sustainable ‘suburban’ village with a new mixed use high street, primary school, health and community facilities, open space and improved transport links.

DELIVERY PARTNERS

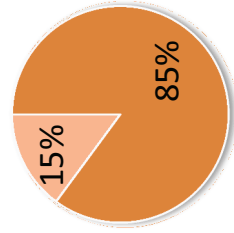
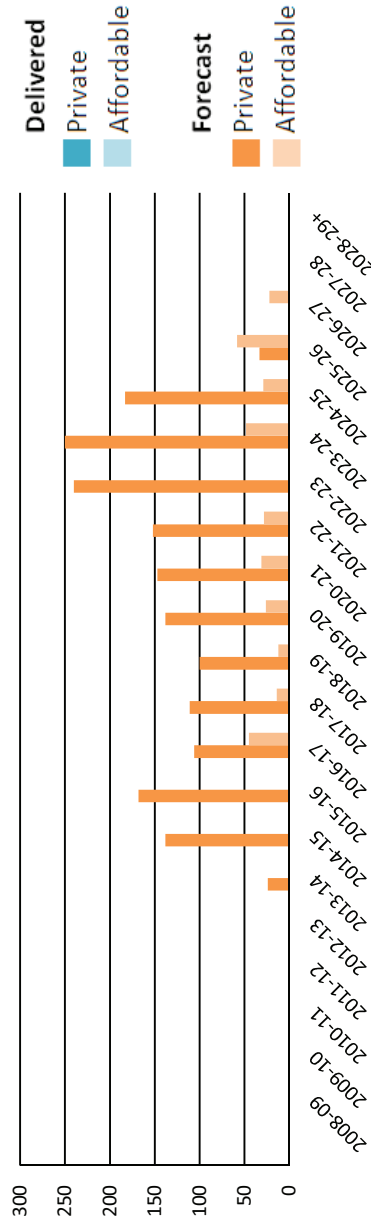
- Inglis Consortium LLP

KEY DELIVERABLES

- 2,174 new homes
- New primary school and health facility
- Upgrades to tube station & strategic East West Link route
- New employment space, parks and open spaces, inc. a “Panoramic Park”



Housing delivery: Mill Hill East

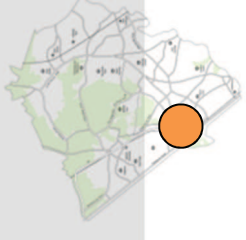


¹¹ http://www.barnet.gov.uk/downloads/download/504/mill_hill_east_area_action_plan

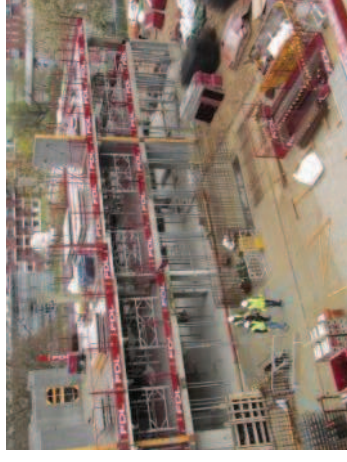
MILL HILL EAST: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
2,174 new homes (1850 private sale, 324 affordable).	A new three-form entry primary school.	Upgrades to Mill Hill East tube station & enhanced bus services. East-West link route; junction improvements at Bittacy Hill / Frith Lane and Holdars Hill Circus. Access roads for individual plot development.	3,470 sqm employment; 1,100 sqm town centre retail. Conversion of the historic former officers' mess building to mixed uses. Creation of 500 jobs.	Community facilities and new park.	New health facility including a 530sqm GP surgery.	New energy centre of 630sqm Sustainable Urban Drainage. Relocation of the Council's Depot and Recycling facilities. Practical Code Level 4 for new homes. BREEAM Excellent for commercial buildings.	New parks and open spaces including a "Panoramic Park" providing excellent views across London. A new public piazza opposite the station.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
<ul style="list-style-type: none"> The Inglis Consortium successfully exchanged contracts on Phase 3 to Linden Homes; to date, 3 parcels of land have either been sold or exchanged. The Council's P&E committee approved the application for a 3-form entry school which is due to open in September 2014. Officer's mess and gardens have been refurbished, includes 10 housing units. These were sold in the first two days of launch. 							
CURRENT STAGE							
24 units of housing on site.	Construction of primary school on-going.	Primary Link Road under construction.					
<ul style="list-style-type: none"> Free land sales on-going. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> Phase 3a land sale, May 2014. Station forecourt completion, August 2014. Completion of East-West link road and associated junction at Bittacy Hill Rise, July 2014. 							

Stonegrove Spur Road



The regeneration of the Stonegrove Spur Road estates aims to create a new integrated community by replacing the existing homes on the estates with a new mixed tenure housing development of 999 homes. The scheme also includes improved transport links, a new academy, a community hall and church buildings, improved parking and open space.



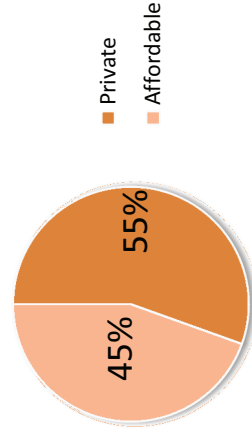
In 2012/13, 107 affordable homes were completed. By end of March 2014 there will be 388 new homes. Delivery of new homes is expected to complete in 2018/19.

DELIVERY PARTNERS

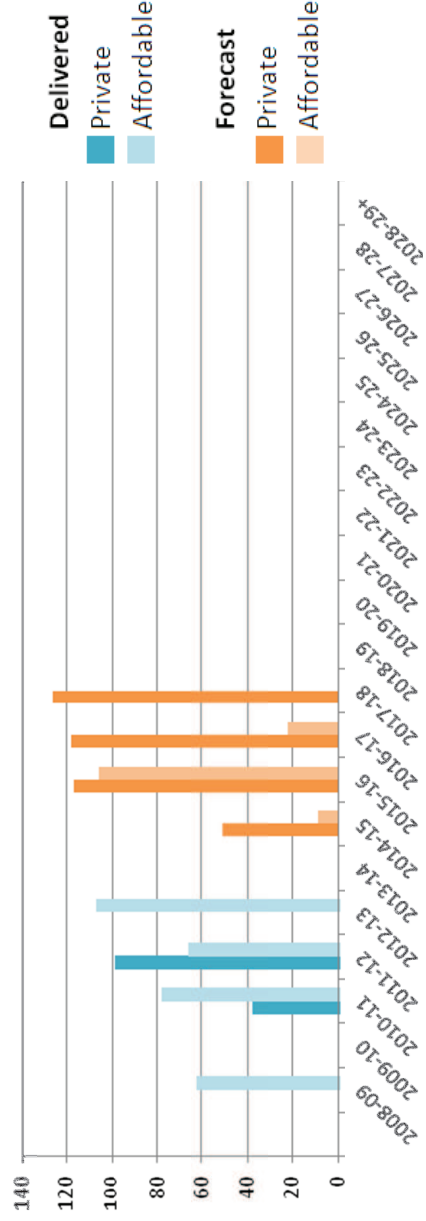
- Barratts Evolution Limited; Family Mosaic

KEY DELIVERABLES

- 937 new homes, plus pilot phase of 62 affordable homes (Peniwell Close)
- Provision of school & sport facilities (finished – London Academy)
- New roads and improvements
- Joint Community/church replacement facility
- New open spaces



Housing delivery: Stonegrove Spur Road



STONEGROVE SPUR ROAD: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
937 new homes (417 affordable, 520 private sale (an additional 62 affordable units were provided in Phase 0 – Peniwell Close).	Re-provision of school and sports facilities (London Academy) as part of phase 0 (prior to PDA).	New roads and improvements to junctions between Spur Road and Green Lanes, Spur Road and Stonegrove.	Skills and job training for residents.	Re-provision of a joint church and community centre, together with ancillary buildings. Establishment of Community Trust.		All homes built to Decent Homes and energy saving standards.	Improvements to existing play facilities and open space.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
<ul style="list-style-type: none"> • Completion of 169 new homes, including, 107 affordable. • Scheme awarded 'Gold' in the Barratt's Q17 Annual Design Awards 2012, NHBC Award 2012 for Quality and Seal of Excellence for Sterling Court. • Shadow SGSR Community Trust Board established. • Development Partner agreed a 'Deed of Variation' which now commits them to completing the entire scheme. 							
CURRENT STAGE							
<ul style="list-style-type: none"> • Phase 5 (Academy Lane), and Phases 6a/6b (Kings Lane Mews) have started on site and will deliver 212 units of housing. • Planning application for community centre to be submitted in February 2014. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> • Academy Lane completion, December 2014. • Community Centre construction start (currently gaining planning consent), June 2014. • 4a Cannons Court construction starts, September 2014. • The Lanes construction starts, December 2014. 							



The regeneration of the West Hendon estate aims to create a new integrated community by replacing the existing homes on the estate with new mixed tenure housing development of 2,194 homes, a net gain of 1,553 over a 17 year period. The scheme also includes improved transport links and creation of a commercial hub. Delivery of new homes is expected to complete in 2029/30.

DELIVERY PARTNERS

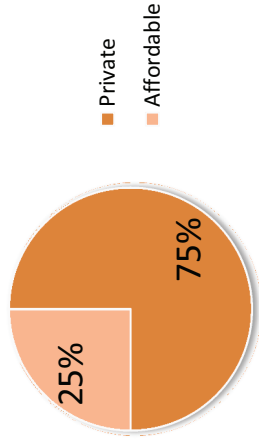
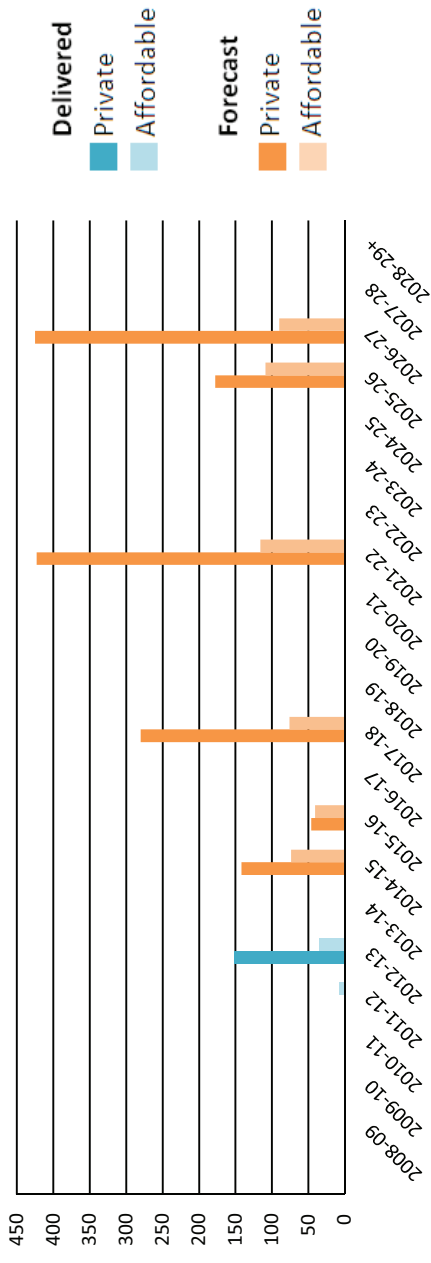
- Barratt Metropolitan Limited Liability Partnership

KEY DELIVERABLES

- 2,000 new homes; 1,600 car park spaces
- A new town centre & commercial hub
- 2 new bridges & creation of a vista
- Integration to the Welsh Harp Reservoir
- Three-form community school



Housing delivery: West Hendon



WEST HENDON: OUTPUTS & OUTCOMES

HOUSING	EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	HEALTH & WELL-BEING	SUSTAINABILITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME							
Up to 2,000 new homes (25% affordable).	3-form community school for around 400 pupils. Nursery.	2 new bridges. Improvements along the A5 and Station Road & removal of the gyratory system. Improved A5 crossings and pedestrian links to Hendon train station.	A new town centre and commercial hub with new shops and restaurants. 1000 full time construction job, 126 non-construction full time jobs.	Community use facilities.	Lifetime homes standards and better quality homes will lead to improved health and living conditions for the residents on the estate.	Code Levels 4 and above for new homes. BREEAM Excellent for commercial buildings.	Improvements to York Park. Integration to the Welsh Harp Reservoir.
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)							
<ul style="list-style-type: none"> Approval of Heads of Terms at Cabinet Resources Committee on the 18th of April 2013. Approval of planning application at Planning & Environment Committee on 23rd July 2013. Planning Application Stage 2 Approval from GLA was obtained on 8th August 2013. Completion of 151 private and 35 affordable homes (Phase 2a). January 2014: start on site Phase 3A (216 units, including 74 affordable). Deed of Variation to Principal Development Agreement signed, January 2014. 							
CURRENT STAGE							
<ul style="list-style-type: none"> Phase 3a has started on site, works are on-going. Commencement of Ground 10A & CPO work, February 2014. 							
FORWARD PLAN (April 2014 – March 2015)							
<ul style="list-style-type: none"> Agree and sign off estate management strategy, June 2014. Conditions Precedent cleared, PDA goes live, 2013-14 cost will be claimed back approximately August 2014. Completion of 74 affordable units as part of Phase 3a, March 2015. 							

The Skills and Enterprise Programme is currently comprised of the following projects:

NEET Platforms

Platforms Phase 2 continues the most successful elements of Platforms to support 16-24 year olds who are Not in Employment, Education or Training (NEET) into employment and further training. The focus is on Internships, voluntary sector work placements and Princes Trust programmes.

Apprenticeship Employer Engagement Project

The project is focused on employer engagement activity which will lead to quality apprenticeship vacancies, with as many of these vacancies as possible being filled by 16-18 year old learners.

Town Centres

Work in North Finchley and Cricklewood Town Centres is being delivered through the Mayor of London's Outer London Fund (OLF) and managed through the Regeneration Service. In addition, a number of infrastructure projects are currently being delivered in the Council's other Priority Town Centres.

- Cricklewood Town Centre & North Finchley Town Centre are being delivered via the Outer London Fund, which is a two year initiative helping to increase the vibrancy and growth of high streets across London. By March 2014, these will have delivered over £2m of public realm improvements, community events and support for local businesses.
- Edgware Town Centre was awarded £10,000 as part of the government's Mary Portas Review. The aim of the project, which will also be completed by March 2014, is to address the key issues faced by businesses and to revive Edgware Station Road's prosperity and the wellbeing of its diverse communities.

SKILLS AND ENTERPRISE PROGRAMME: OUTPUTS & OUTCOMES

EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	PUBLIC REALM & SENSE OF PLACE
PROJECT LIFETIME				
Enable access to apprenticeships and support people into employment in the Regeneration Estates, Town Centres and through the NEETS and Workfinder programme	Infrastructure improvements and feasibility studies in the Council's Priority Town Centres, including over £2m improvements through the Outer London Fund	Business engagement and support through the creation of business forums and events	Establishment of Town Teams to ensure the legacy and on-going improvements to Town Centres	Public realm improvements, including de-cluttering and provision of new trees, cycle stands and wayfinding elements
KEY OUTPUTS AND ACHIEVEMENTS (November 2012 – March 2014)				
NEET Platforms Phase 1 engaged with 290+ young people, and 160+ young people are actively participating over the 8 projects Colindale (including Grahame Park) Employment and Training Plan 2012/13 delivered Skills Audit at Stonegrove Spur Road Estate YES Project delivered in Cricklewood to support 10 young people into Apprenticeships and 4 young people into business incubation space	Infrastructure improvements and feasibility studies in Whetstone Town Centre Traffic modelling in North Finchley commissioned New high quality granite paving in Cricklewood	4 pilot business start-up workshops 3 Business leaders breakfasts Business expo, 100+ attendees Business 1-to-1 support to 20 retailers in Cricklewood Grant to North Finchley Town Team to enable the re-activation of vacant units at the Grand Arcade Business needs survey to 2200 SMEs complete, October 2013 Grand Arcade business plan completed	North Finchley Town Team, April 2013, website created Cricklewood Town team, January 2014, website created Mobile 'Town Square' programme of events in Cricklewood, Summer 2013 Christmas and Summer Festivals held in Cricklewood and North Finchley "North Finchley Feast" market in North Finchley, December 2013 and January 2014	20 trees planted in North Finchley Town Centre De-cluttering of redundant street furniture in North Finchley Improvements to open space at B&Q (Cricklewood) on-going Playful wayfinding at North Finchley Town Centre commissioned

EDUCATION	HIGHWAYS & TRANSPORT	COMMERCE & EMPLOYMENT	COMMUNITY	PUBLIC REALM & SENSE OF PLACE
CURRENT STAGE				
<p>NEET Platforms, Phase 2: has been underway since July 2013 with an additional 30 placements and 15 voluntary sector three-month work placements. The extension of the Internships Programme will also see the delivery of 40 3-month internships (10 within the council and 30 with SMEs)</p> <ul style="list-style-type: none"> • 3 Apprenticeship opportunities are currently being developed in Grahame Park. • The development and delivery of 14 apprenticeships is being supported at Beaufort Park. • Barratt Homes opened up their Apprenticeship Programme for residents on Stonegrove Spur Road as a result of the Skills Audit carried out, whilst 4 apprenticeships were negotiated as part of the s106 for Dollis Valley. • In addition to the large regeneration estates, circa 40 apprenticeships have been negotiated as part of the s106 from other developments (for example at Millbrook Park and Colindale Hospital). 				
<p>North Finchley Outer London Fund: the project is currently in the final stages of commissioning and delivery by 31 March of:</p> <ul style="list-style-type: none"> • De-cluttering and improvements to the high street, Nether Street and Lodge Lane car park. • Re-activation of 3 vacant units and refurbishment of the Grand Arcade. • “North Finchley Feast” trial markets delivered in December and January. One further market in February. • Wayfinding and signage scheme around the Town Centre. 				
<p>Cricklewood Outer London Fund: the project is currently in the final stages of commissioning and delivery by 31 March of:</p> <ul style="list-style-type: none"> • De-cluttering and improvements to Cricklewood Broadway, Cricklewood Lane and a new public space outside B&Q. • Extensive refurbishments to the shop and building facades of 12 properties along Cricklewood Broadway. • Agreeing a legacy for the newly design Star of Cricklewood town centre festive lighting decorations. • YES Project: Supporting young people into employment and apprenticeships and help for business start-ups. <p>Edgware Town Centre:</p> <ul style="list-style-type: none"> • New tree planting in Edgware along Station Road. • Exploring other greening opportunities in Edgware such as planters and hanging baskets. <p>Supporting the Town Team with the development of an action plan.</p>				
FORWARD PLAN (April 2014 – March 2015)				
<ul style="list-style-type: none"> • Develop framework for monitoring apprenticeships and local labour on the Regeneration Estates and embed in new s106 where appropriate, May 2014. • Lead and facilitate Skills and Employability Partnership Group, set up partnership structure, June 2014. • Deliver Platforms Round 2 internship project, July 2014. • Creation of 6 apprenticeships via s106, September 2014. 				

PROGRAMME OBJECTIVES & FORWARD PLAN OF ACTIVITIES FOR 2014-15

<p>1. Better connections between business and education</p>	<ul style="list-style-type: none"> • Deliver three business engagement events, December 2014. • Develop linkages with the retail and construction sectors.
<p>2. Address unemployment and support young people</p>	<ul style="list-style-type: none"> • Delivery of Platforms Round 2. • Commission a jobs brokerage service to support unemployed residents back into work focused on the regeneration areas. • Monitor and support development partners in the delivery of their employment and training obligations, throughout 2014 focusing on producing draft Employment and Training Strategies. Work with developers to create additional apprenticeship opportunities. • Produce Skills, Employment and Training Supplementary Planning Document to secure future planning contributions.
<p>3. Better coordination of business engagement, advice and support</p>	<ul style="list-style-type: none"> • Support local business hubs for entrepreneurial support and networking. • Produce Options Paper and explore feasibility of a Social Enterprise in Barnet. • Develop local procurement and supply chain opportunities.
<p>4. Encourage growth and inward investment</p>	<ul style="list-style-type: none"> • Produce a draft Economic Strategy with policy options for the council to consider.
<p>5. Support for town centres</p>	<ul style="list-style-type: none"> • Support Barnet's Town Teams. • Improve the promotion and physical appearance of our town centres through opportunities, such as the Mayor's Outer London Fund. • Share best practice to mentor other town centres in improving their vitality.

FORWARD PLAN OF DECISIONS

Following the proposed implementation of the committee system of governance, decisions will be progressed in accordance with the new systems. For the physical regeneration schemes, once there is a signed Principal Development Agreement or Regeneration Agreement, Committee will be only be required to make decisions by exception.

The Council's Constitution states that every disposal of land and real property made by the Council will comply with the Management of Assets, Property and Land rules set out in Part 4 of the Constitution.

The Council's Constitution also states that any procurement undertaken by the Council will comply with the Contract Procedure Rules set out in Part 4 of the Constitution.

Project	Short Description	Type of Decision
Grahame Park, West Hendon, Dollis Valley	To seek authority to re-introduce a hardship/advance purchase scheme on the Dollis Valley, Grahame Park and West Hendon regeneration schemes. This scheme will be for homeowners on these estates who are wishing to sell their properties, but are unable to do so as a result of the Regeneration Scheme.	Committee
Stonegrove Spur Road	Changes to the PDA in relation to cost recovery.	Committee
Grahame Park	Update report on Stage B.	Committee
Brent Cross Cricklewood	Delivery strategy for Brent Cross Cricklewood South.	Committee
Brent Cross Cricklewood	Brent Cross Thameslink proposal.	Committee
Brent Cross Cricklewood	Possible Compulsory Purchase Order for Phase 1.	Committee
Growth & Regeneration Programme	Annual Regeneration Report updating on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key achievements and successes since April 2014, as well as expected activities in 2015/16.	Committee

Meeting	Cabinet Resources Committee	AGENDA ITEM 10
Date	25 February 2014	
Subject	West Hendon Regeneration Project	
Report of	Leader of the Council	
Summary of Report	<p>Prior to the transfer of land required to deliver Phase 3a of the West Hendon Regeneration Scheme, the Principal Development Agreement requires the Council to appropriate the land to a planning purpose. Because of the short time available to complete the appropriation, between the receipt of Secretary of State consent to the disposal and handover of the phase this appropriation was completed through a Leader DPR. The land appropriated is shown shaded blue on the plan at Appendix 1. Such resolution is being reported to the Cabinet Resources Committee for information only.</p> <p>Members are also asked to note that the resolution to make CPO1 of the West Hendon Regeneration Scheme was granted by the Leader on 11 February 2014.</p>	

Officer Contributors	Peter Bays, Regeneration Property Officer and Abid Arai, Regeneration Manager, Strategic Planning & Regeneration	
Status (public or exempt)	Public	
Wards Affected	West Hendon	
Key Decision	No	
Reason for urgency / exemption from call-in	Not applicable	
Function of	Executive	
Enclosures	<p>Appendix 1 - Plan 716_00_SK_099 attached to Leader decision of 12 September 2013 authorising the appropriation of land required for Phase 3a transfer to the Developer.</p> <p>Appendix 2 – Secretary of State consent under Section 25.</p>	
Contact for Further Information:	Peter Bays Regeneration Property Officer, Strategic Planning & Regeneration Tel: 02083597960	

1. RECOMMENDATION

1.1 That the Committee note the decisions, taken by the Leader of the Council on 12 September 2013:

- (i) That in accordance with the provisions of S.122 of the Local Government Act 1972, the land shown coloured blue on the attached plan, excluding the area shown coloured blue hatched red is hereby appropriated to planning purposes; and**
- (ii) That in accordance with the provisions of S.122 of the Local Government Act 1972, the land shown coloured blue hatched red on the attached plan shall be appropriated to planning and that delegated power is given to the Strategic Director Growth and Environment (formerly the Director for Place) to complete the appropriation upon implementation of the highway closure.**
- (iii) Subject to Secretary of State consent the transfer of the land shown coloured blue on the attached plan to Barratt Metropolitan LLP in accordance with the relevant provisions of the Principal Development Agreement**

1.2 That the Committee note that the Leader of the Council made the following decision on 11th February 2014:

- (i) The granting of the resolution to make CPO1**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Planning and Environment Committee, 27 July 2005 (Decision item 8); Outline planning consent for the West Hendon Regeneration Scheme (W13937/04), subject to an agreed Section 106 Agreement.
- 2.2 Cabinet, 30 August 2005 (Decision item 5); West Hendon Regeneration Scheme – Approval to enter into a Principal Development Agreement.
- 2.3 Cabinet, 11 October 2005 (Decision item 7); West Hendon Regeneration Scheme – resolved that the final arrangements for entering into the Principal Development Agreement be subject to approval by the Leader of the Council.
- 2.4 Planning and Environment Committee, 25 January 2006 (Decision item 7) - approved amendments to Outline Planning Consent (W13937/04), to vary the Section 106 Agreement Heads of Terms by inclusion of additional planning obligations relating to Energy Strategy and Accessibility and Inclusive Design.
- 2.5 Cabinet, 3 April 2006 (Decision item 8) – approved the final arrangements for entering into the Principal Development Agreement for the West Hendon regeneration project.
- 2.6 Cabinet Resources Committee, 28 November 2006 (Decision item 15) – resolved to make a Compulsory Purchase Order for the acquisition of all non-Council owned property and other proprietary interests in the West Hendon

regeneration area as shown on the attached plan and that the appropriate Chief Officers be authorised to take all necessary action to secure the confirmation and implementation of the Compulsory Purchase Order.

- 2.7 Planning and Environment Committee, 19 March 2008 (Decision item 8) - approved amendments to Outline Planning Consent (W13937/04) to vary phasing; reconfigure the central square; make general changes to the alignment of building blocks and vary the layout of block 'L' and surrounding road layout.
- 2.8 Planning and Environment Committee, 22 December 2008 (Decision item 8) - approved Reserved Matters Application to develop Phase 2A of the development.
- 2.9 Delegated Powers Report, 7 August 2009 (number 870) – the Leader of the Council approved and agreed a Deed of Variation to extend the expiry date on the Principal Development Agreement and to make amendments to the provisions for the TUPE agreement and information on the Master plan.
- 2.10 Delegated Powers Report, 15 February 2010 (number 993) – the Leader of the Council approved the extension of the Principal Development Agreement expiry date by four months to 15 June 2010, and to enter the Deed of Variation to the Principal Development Agreement for commencement of the Initial Phase (Pilot and Phase 2A).
- 2.11 Delegated Powers Report, 16 June 2010 (number 1092) – the Leader of the Council approved the extension of the Principal Development Agreement expiry date by six months to 15 December 2010.
- 2.12 Cabinet Resources Committee, 30 November 2010 (Decision item 7) - approved the extension of the Principal Development Agreement by twelve months to 15 December 2011 and authorised officers to grant a further extension of up to twelve months to 15 December 2012 (which has now been granted – see paragraph 2.13).
- 2.13 Delegated Powers Report, 3 October 2011 (number 1444) – the Interim Director of Environment, Planning and Regeneration approved an extension of the West Hendon Principal Development Agreement expiry date by 12 months to 15 December 2012 to review feasibility options.
- 2.14 Delegated Powers Report, 22 December 2011 (number 1524) – the Leader of the Council authorised that officers can undertake a mini tender competition to select external legal advisers for the West Hendon Regeneration Scheme. DLA Piper were the external legal advisors appointed under this tender exercise.
- 2.15 Cabinet Resources Committee, 28 February 2012 (Decision item 19) – approved that the Deputy Chief Executive be authorised to negotiate revised terms for the West Hendon Principal Development Agreement to enable the West Hendon regeneration scheme to progress with a new master plan that guarantees scheme viability, consulting relevant stakeholders as necessary and to report back to the Committee later this year on the result of these negotiations and any proposed changes.

- 2.16 Cabinet Resources Committee, 7 November 2012 (Decision item 7) – approved the extension to the Principal Development Agreement for a period of 6 months to June 2013.
- 2.17 Cabinet Resources Committee, 18 April 2013 approved the recommendation to conclude the Heads of Terms to the Principal Development Agreement and delegate authority to the Director of Place in consultation with the Leader for final approvals.
- 2.18 Planning and Environment Committee 23 July 2013; Approved Outline consent for construction of 2,000 homes, a two form entry primary school, nursery and new community facilities and detailed approval to phase 3a for the regeneration project.
- 2.19 On 12 September 2013, the Leader authorised the following action:
1. The appropriation of the land shown coloured blue on the attached plan 716_00_SK_099, (excluding the area shown coloured blue with hatched red) to planning purposes in accordance with the provisions of S.122 of the Local Government Act 1972;and
 2. The delegation of authority to the Strategic Director Growth and Environment (formerly the Director for Place) to appropriate the land shown coloured blue and hatched red on plan 716_00_SK_099 for planning purposes following the closure of the highway in accordance with the provisions of S.122 of the Local Government Act 1972; and
 3. Subject to Secretary of State consent the transfer the land shown coloured blue on plan 716_00_SK_099 to Barratt Metropolitan LLP in accordance with the relevant provisions of the Principal Development Agreement.
- 2.20 Cabinet Resources Committee 16th December 2013 resolved the following:
1. The making of 4 Compulsory Purchase Orders and necessary General Vesting Declarations to acquire all non-Council owned property and other proprietary interests (including as appropriate new rights over land) in the West Hendon Regeneration Scheme within phase 3a
 2. Delegated authority for that the Director for Place or other officer as delegated by the Director for Place be authorised to transfer all properties and proprietary interests acquired pursuant to CPO1 to the relevant development partners in accordance with the terms of the Principal Development Agreement dated 11 August 2006 (or such variation to that Agreement as may be agreed between the Council and the Development Partners)
 3. Delegated authority for the Director for Place or other officer as delegated by the Director for Place to take any further necessary actions to secure the making, confirmation and implementation of CPO1
 4. Delegated authority for the Director for Place or other officer as delegated by the Director for Place to approve the service of demolition

notices to suspend and/or terminate the exercise of the Right to Buy on properties due for demolition (as required for the delivery of the regeneration scheme) within the West Hendon Regeneration Scheme, pursuant to sections 138A and 138B and schedules 5 and 5A of the Housing Act 1985 (as amended)

5. Delegated authority for the Director for Place or other officer as delegated by the Director for Place to appropriate to planning purposes any parcel of land within the red line planning application boundary for the scheme and/or the CPO Plan which is held by the Council for another purpose subject to obtaining any necessary statutory consents required and/or compliance with any statutory procedures for such appropriation.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The regeneration of the West Hendon estate supports the Corporate Plan 2013-2016

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

3.2 The regeneration of the West Hendon regeneration estate also supports the Sustainable Community Strategy for Barnet 2010–2020 through the following objectives:

- A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and to other people in the wider community.
- A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the schemes.
- A relentless drive for efficiency - the Council is working with development partners to ensure that the scheme is delivered in the most cost effective way.

3.3 The regeneration scheme also complies with strategic objectives in the Council's Housing Strategy 2010-2025 which include:

- Increasing housing supply, including family sized homes

- To improve the range of housing choices and opportunities available to residents
- Promoting mixed communities and maximising opportunities available for those residents wishing to own their own home.

4. RISK MANAGEMENT ISSUES

- 4.1 Works to implement Phase 3a of the West Hendon Regeneration Scheme are due to commence this month with a proposed completion date in October 2015. In accordance with the Principal Development Agreement dated 11 August 2006 (“the PDA”) as varied on 5 February 2014, the Council is required to appropriate land to a planning purpose in advance of transferring the land requirement to the Developer. Most of the land required for the Phase 3a transfer has already been appropriated (pursuant to the Leader action of 12 September 2013). Authority to appropriate the land shown hatched red on the attached plan was delegated to the Director of Place – it is envisaged that this land will be appropriated to a planning purpose upon confirmation of an order authorising the stopping up of the Telford Road. The stopping up process will not be confirmed until the reconfigured Telford Road is complete and open to the public.
- 4.2 Officers have considered the issues involved and do not believe that they are likely to raise significant levels of public concern or give rise to policy considerations.
- 4.3 The decision to appropriate the land to a planning purpose was taken in order to enable the extinguishment of any private rights (once works are implemented on the appropriated land) that may exist.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, and social and community life of the Borough. The West Hendon Regeneration Scheme will provide a mix of affordable and private sale properties. The new mixed tenure housing will improve the community cohesion in an area with a highly diverse population. It will provide increased choice and opportunity for Barnet residents. This supports the overall aim of the Council’s Equalities Policy and the Council’s duties under the Equality Act 2010.
- 5.2 The public sector equality duty under section 149 of the Equality Act 2010 (“PSED”) requires the Council to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. ‘Protected characteristics’ are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.

- 5.3 The Council will promote equalities and address the impact of inequality and discrimination on persons regardless of gender, sexual orientation, race, religion/brief, age, their social or economic status. We will offer a translation service when sending out our CPO literature; additionally we will advise all owners to seek independent legal advice so they fully understand the CPO process.
- 5.4 All residents but especially elderly people living on the estate may be sensitive to empty properties on the estate in fear of crime that empty properties can generate; this negative impact will be managed by using Guardians to occupy properties until demolition is necessary
- 5.5 Consideration has been given to the provisions of the Human Rights Act 1998 including Article 8 (respect for private and family life and home) and Article 1 of the First Protocol (right to peaceful enjoyment of possessions). A decision to make Compulsory Purchase Orders must strike a fair balance between the public interest in the regeneration of the land and interference with private rights
- 5.6 Extensive consultation has and will continue to be undertaken with the community to ensure that the scheme reflects local needs. In this regard, the Council and the Development Partners appointed an Independent Resident Advisor to work with the residents on the estate & a Partnership and homeowners board/group has been established who meet on a regular basis. Residents have had consultation bi monthly over the past 12 months.
- 5.7 As part of the planning application for the West Hendon regeneration programme an Environmental Statement dated March 2013 was submitted. Following consideration of the submission by the Council an addendum to the Environmental statement document was provided in June 2013. The equalities implications will be regularly reviewed and updated during the life of the project with the submission of Reserved Matters planning submissions.
- 5.8 Of particular relevance to Equality and Diversity issues is the chapter on Socio-economic factors and the Health impact assessment within the Environmental Statement.
- 5.9 The assessment established the baseline socio - economic conditions for the application site and its surroundings, in order to identify possible receptors that may be impacted by the development proposals. This review highlighted a number of possible socioeconomic receptors, including the housing market, labour market and social infrastructure (for example: GP/dental surgeries, education facilities, community facilities).
- 5.10 The assessment identified the likely impacts of the development proposals on these receptors. Moderate adverse impacts were identified in relation to housing demolition during the construction stage, and provision of primary school and open space infrastructure in the operational stage. Mitigation measures have been proposed to alleviate the possible adverse impacts associated with these receptors during operation including the provision of a primary school on the site. The proposals will provide a number of beneficial impacts for other receptors, through an increase in affordable housing supply and opportunities for wider regeneration.

- 5.11 The aim of the health impact assessment was to assess the potential effects on the physical, social and mental health of current and future residents of the West Hendon estate, and the distribution of the health effects within those residents.
- 5.12 The baseline information shows that the health of people in Barnet is generally better than the England average. However, there are significant pockets of deprivation within Barnet and about 15,700 children live in poverty, which is significantly worse than the England average. The West Hendon estate is one of the most deprived areas of Barnet and this deprivation has an influence on health.
- 5.13 The assessment showed that there are likely to be negative health effects for some future residents of the estate, for example, related to the existing poor air quality and noise disturbance during construction and demolition. However, these will be effectively mitigated through the implementation of good site management during construction.
- 5.14 The health impact assessment found that there would be uncertain health effects on existing residents that will have their homes demolished as part of the redevelopment, with some people more content with their new accommodation than others. Existing residents who are secure tenants will be re-housed on-site, whereas non-secure tenants will be re-housed elsewhere in the Borough. However, continued communication with residents throughout the redevelopment should help to minimise any negative health outcomes.
- 5.15 The redevelopment is expected to have many positive health outcomes. Indoor housing conditions are likely to significantly improve from current conditions and there will be improvements to the communal areas, footpaths and road safety, in particular the removal of the current high traffic use of Perryfield Way. There will also be significant improvements to the quality of recreational and play space and much improved access to nearby recreation areas, such as the Brent Reservoir and West Hendon Playing Fields. A new on-site primary school, nursery and community centre and increased retail provision will help maintain or improve social networks, provide job opportunities and increase the opportunities for walking and cycling.

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

- 6.1 On the 11 August 2006, the Council entered into a Compulsory Purchase Order Indemnity Agreement with Barratt Metropolitan Limited Liability Partnership. Under the terms of the Compulsory Purchase Order Indemnity Agreement Barratt Metropolitan Limited Liability Partnership is required to cover all of the Council's costs in relation to the making and implementation of the Compulsory Purchase Order. This agreement was revised in 5 February 2014, to ensure that the terms of cost recovery applied to the making of up to four separate CPOs (the principal points on cost recovery remain the same). Relevant costs include the purchase price or any compensation for any land or interest which the Council has to acquire either pursuant to the Compulsory Purchase Order or in consequence of the service of valid blight notices, including all payments made pursuant to the Compulsory Purchase Act 1965

and the Land Compensation Acts 1961 and 1973; any statutory interest payable and the Council's reasonable and proper internal and external costs including legal and surveying and other professional costs covered by the indemnity agreement.

- 6.2 Officers have taken into consideration the obligations that are set out in the Principal Development Agreement which require the land to be appropriated for planning purposes. In order to facilitate the land disposal and obtain Secretary of State Consent the land needs to be valued as the Council will dispose of the land for less than best consideration. The land for the first development phase 3a was valued in July 2013 at £9,215,000. The Council will transfer the land across for nil value this was approved by the Secretary of State in October 2013.
- 6.3 The property implications are set out in paragraph 9 below
- 6.4 The Council and Barratt Metropolitan Limited Liability Partnership have agreed to adopt a transparent and open book approach to the management of the West Hendon Regeneration Scheme. The Council has the right to access management accounts and other relevant documentation to ensure that information being provided in connection with financial matters is accurate and accords with 'Value for Money' criteria.
- 6.5 The original Principal Development Agreement allows for the Council to appoint monitoring consultants to ensure performance and Value for Money of the regeneration project. This function will also be provided for in the Deed of Variation to the Principal Development Agreement dated 5 February 2014. A new monitoring consultant will be appointed through a procurement exercise when the new masterplan enters the implementation phase.

7. LEGAL ISSUES

- 7.1 Section 122 of the Local Government Act 1972 empowers a local authority to appropriate land held by it from one statutory purpose to another if the considers that the land is no longer required for the purpose for which it is currently held.
- 7.2 The Council has carried out an internal consultation with respective departments regarding the use and requirement of the land as Housing land, highways and public open space and has decided that the land is no longer required for these purposes and should now be appropriated to planning use.
- 7.3 On 4 July 2013, the Council made a Stopping-up Order (pursuant to section 247 of the Town and Country Planning Act 1990) to extinguish all public rights over the Perryfield Way car park land in order to enable the development of Phase 3a. This was advertised in the London Gazette and local press on 04 July 2013 from which a six week period commenced for appeals, if any, to be made via the Courts. No applications were made.
- 7.4 The Council is required to advertise its intention to appropriate the public open space at York Park. A Notice of intention to appropriate public open space under Section 122(2A) of the Local Government Act 1972 was placed on site and in the local press for a period of 2 weeks commencing 11th July 2013

requesting any representations by 25th July. No representations were received. The Council also advertised its intention to dispose of the public open space, subject to the consent of the Secretary of State.

- 7.5 The consent required from the Secretary of State for the disposal of the land pursuant to s233 of the Town and Country planning Act 1990 was received on 25th September 2013 and consent under s25(2) of the Local Government Act 1988 (financial assistance) was received on the 21st October 2013.
- 7.6 Planning permission (hybrid) for the regeneration scheme was granted on 20 November 2013.

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

- 8.1 Appropriation of land from one purpose to another is a function of the Council's Executive. Constitution, Part 3, Responsibility for Functions, paragraph 4.2 states the functions allocated to individual Cabinet Members and provides that "The Leader may discharge any function of the Executive"..
- 8.2 A Leader decision to appropriate the land to a planning purpose was required due to the time constraints which existed at the time. The appropriation needed to occur in advance of seeking Secretary of State's consent.

9. BACKGROUND INFORMATION

- 9.1 As reported to Committee in February 2012, the original masterplan for the West Hendon Regeneration scheme was not financially viable. With the agreement of the Council, Barratt Metropolitan Limited Liability Partnership undertook a review of the masterplan, led by a professional team appointed in September 2011. The team was appointed to produce a strategy that could be supported by the Council for the viable and complete regeneration of the West Hendon Estate.
- 9.2 The masterplan review considered five options, of which Option '3' was recommended as the favoured option to be taken forward. This option included 1,977 new homes, retention of Ramsey Close, minimum Compulsory Purchase Order costs, creating a new town centre focus (but not redeveloping The Broadway commercial space) and highways junctions, highways capacity and pedestrian improvements. Following the Committee meeting, a public consultation event was held on 27 March 2012 on Option '3', whereby approximately 70 local residents, business owners and community group members attended the exhibition. The details of this proposal were also presented to members of the West Hendon Residents' Regeneration Forum.
- 9.3 Since February 2012 the professional team, in consultation with the Council, developed the design further which enabled the submission of a hybrid planning application for the regeneration of the West Hendon estate comprising a detailed planning application for the next phase of the development (approximately 358 new homes) and an outline planning application for the remainder of the West Hendon Regeneration Scheme

(approximately 1,642 new homes). On the 15 March 2013 the Council received the hybrid planning application for the West Hendon estate REF H/01054/13

- 9.4 The 'Initial Phase' of the development as well as Phase 2, which will deliver 194 new dwellings including 43 affordable and 151 private homes, is nearing completion. The next phase, phase 3a, will deliver 216 new homes including 74 affordable units on land shown coloured blue on the attached plan 716_00_SK_099.
- 9.5 Planning permission (hybrid) for the scheme was granted on 20 November 2013, with a detailed consent for this phase 3a and all other phases receiving outline permission.
- 9.6 The required statutory consents (pursuant to s233 of the Town and Country Planning Act 1990 and s25 of the Local Government Act 1988) required in order to effect the transfer of land required to implement Phase 3a to the Developer have been granted by the Secretary of State (See Appendix 2).
- 9.7 The development partner may now serve the Council Notice calling for transfer of the land in accordance with the terms of the PDA and, prior to this transfer the Council must appropriate the land to planning which will extinguish any private rights over the land.
- 9.8 The land in phase 3a forms part of the West Hendon Housing Estate other than: (i) the area shown edged green which was formerly currently used as a public and commercial car park at Perryfield Way; (ii) the land edged in bold blue which is known as York Park open space; and (iii) the land edged red which is an area of amenity land and private car park associated with a Council owned commercial property known as the Marquine Centre.
- 9.9 The Marquine Centre land is subject to a commercial lease granted by the Council to Trustees for the Hanuman Community Centre with a formal break option to enable the area needed for phase 3a(iii) to be transferred. A break Notice was served on 13th January 2014. The land at the Marquine Centre required for phase 3a is an area of grass land not used by the lessee and the lessee have been offered the opportunity to vary the existing lease of the Centre without this grassed area on commercial terms so that they may remain in occupation. It is envisaged that negotiations to vary the terms of the lease will be concluded by June 2014.
- 9.10 Pursuant to the provisions of Section 247 of the Town and Country Planning Act 1990, as amended, the Council advertised its intention make the Stopping-up Order needed to close the highway areas in phase 3a (commonly known as Perryfield Way Car Park) and the Stopping-up Order was made on 4th July 2013. A replacement public car park has been created on the estate in Warner Close to ensure that public parking will be maintained at all times throughout the development of this phase.
- 9.11 A draft stopping up order in respect of Telford Road was published in August 2013. Telford Road provides access to some commercial units and must be maintained until a new access is created through part of phase 3a(i), which is one of the first elements of work to be undertaken. This strip of land shown hatched red will be appropriated to a planning purpose once all the highway

rights have been stopped up in accordance with the relevant statutory provisions.

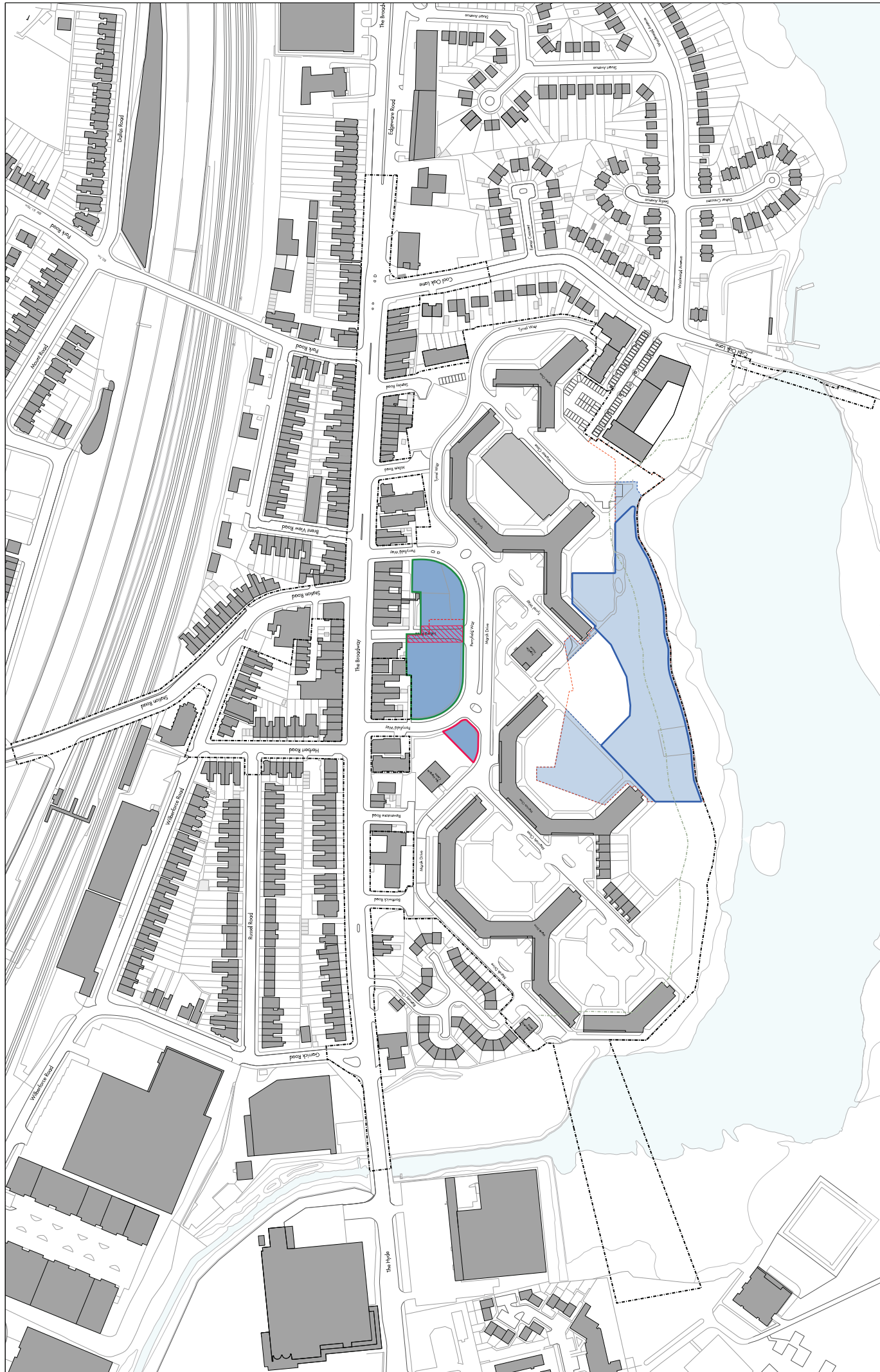
- 9.12 The proposals for the development of this phase, approved by the Planning and Environment Committee on 25th July, include the redevelopment of a substantial part of York Park. The overall scheme includes the re-provision of open space in a later phase, but not in the current location. In compliance with sections 122 and 123 of the Local Government Act 1972 the council has consulted on its intention to both appropriate and dispose of the York Park public open space through advertising on site and in the local press and no representations were received during the consultation period.
- 9.13 The appropriation of land is a property matter which would ordinarily be addressed at Cabinet Resources Committee. If the Council cannot hand over the land with vacant possession on program there is a risk that the development partner will be unable to meet the delivery program agreed for the grant funding of the affordable units in the phase.
- 9.14 In order to mitigate this risk, and so that the Council was able to transfer the land as soon as the outstanding conditions under the PDA had been met and Secretary of State approval received, the appropriation was completed under a DPR signed by the Leader of the Council on 12th September 2013.
- 9.15 At its meeting of 16 December 2013, the Cabinet Resources Committee resolved in principle the making of up to four separate Compulsory Purchase Orders (CPOs) to secure the delivery of the West Hendon Regeneration Scheme. It also delegated authority to the Leader for the approval of the resolution for the making of the first such CPO required to deliver Phases 3b and 3c (CPO1). The Leader approved the resolution to make CPO1 on 11th February 2014.

10. LIST OF BACKGROUND PAPERS

- 10.1 Leader Action Report dated 12 September 2013
- 10.2 Leader DPR dated 11 February 2014

Cleared by Finance (Officer's initials)	AD
Cleared by Legal (Officer's initials)	KH

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WEST HENDON MASTERPLAN
SECRETARY OF STATE LAND DISPOSAL PLAN
SKETCH
716_00_SK_099

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 85 Southwark Street
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 Telephone 020 7921 0100
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 A&M JOB NO: 716

SCALE 1:1250 @A1 1:2500@A3

02
 Revision

REV	DATE	DESCRIPTION
01	11/02/2011	1st Issue
02	11/02/2011	2nd Issue
03	11/02/2011	3rd Issue
04	11/02/2011	4th Issue
05	11/02/2011	5th Issue
06	11/02/2011	6th Issue
07	11/02/2011	7th Issue
08	11/02/2011	8th Issue
09	11/02/2011	9th Issue
10	11/02/2011	10th Issue
11	11/02/2011	11th Issue
12	11/02/2011	12th Issue
13	11/02/2011	13th Issue
14	11/02/2011	14th Issue
15	11/02/2011	15th Issue
16	11/02/2011	16th Issue
17	11/02/2011	17th Issue
18	11/02/2011	18th Issue
19	11/02/2011	19th Issue
20	11/02/2011	20th Issue

LEGEND
 - - - - - Culture planning application boundary
 - - - - - Full planning boundary
 - - - - - Secretary of State Land Disposal
 - - - - - (where possible to be transferred)
 - - - - - (where possible to be transferred)
 - - - - - (where possible to be transferred)
 - - - - - (where possible to be transferred)

113

On our work we shall always give priority to the client's requirements and shall be held to be working on the basis of the client's instructions. We shall not be held responsible for any errors or omissions in the drawings or any other documents prepared by us or on our behalf. We shall not be held responsible for any errors or omissions in the drawings or any other documents prepared by us or on our behalf. We shall not be held responsible for any errors or omissions in the drawings or any other documents prepared by us or on our behalf.

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Department for
Communities and
Local Government

Peter Bays
Regeneration Officer
London Borough of Barnet
Property Services & Valuation
Building 4, North London Business Park
Oakleigh Road South
London N11 1NP

Our Ref: HAPF 3/1/26 Part 1
Your Ref:

21 October 2013

Dear Mr Bays

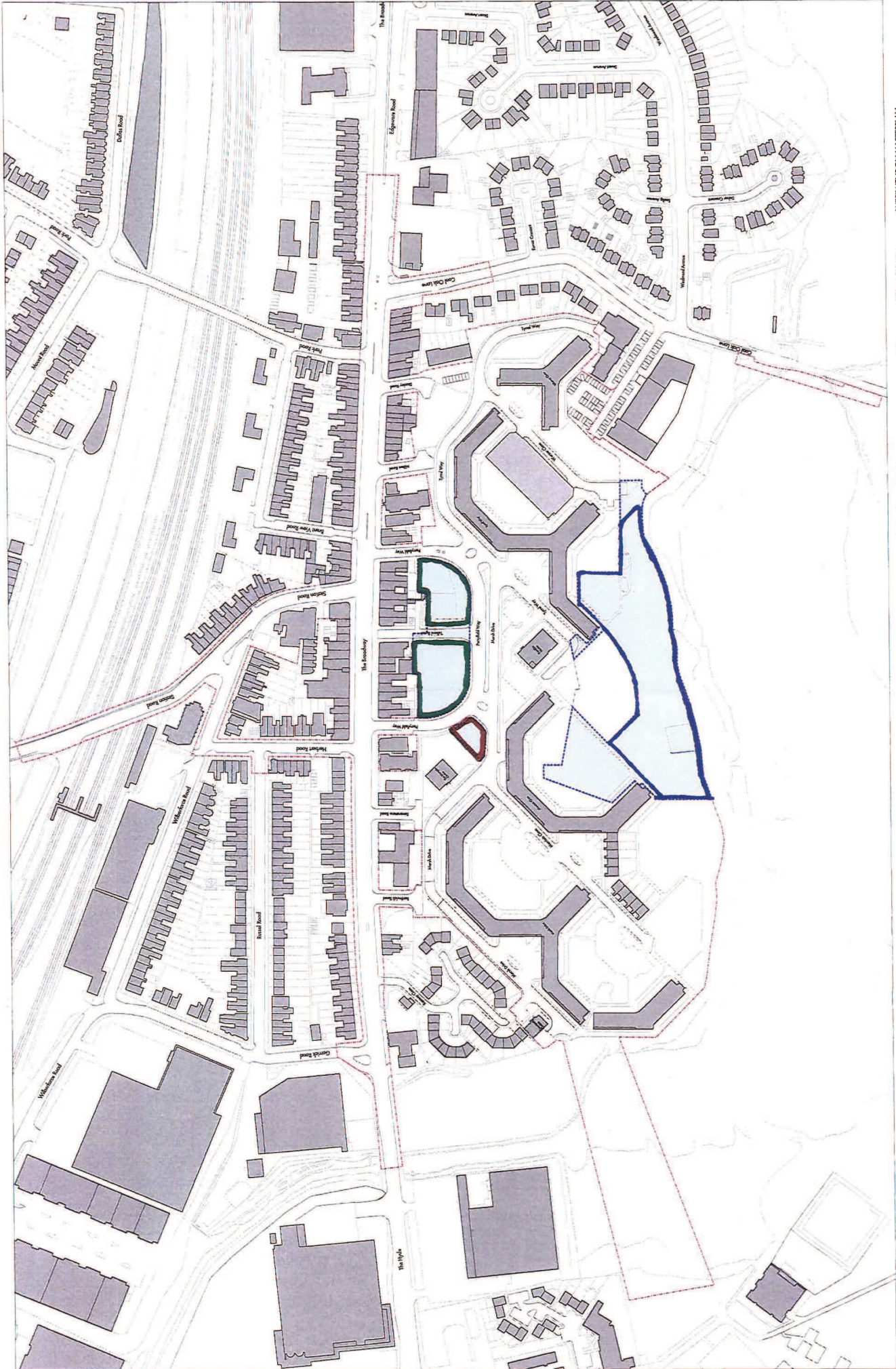
SECTION 25 OF THE LOCAL GOVERNMENT ACT 1988
RE: LAND AT THE WEST HENDON ESTATE

1. I refer to your email of 25 September 2013 (and attachments).
2. In exercise of his powers under section 25 of the Local Government Act 1988 and after consultation with the Homes and Communities Agency, the Secretary of State for Communities and Local Government hereby consents to the London Borough of Barnet ("the Council") disposing of its freehold interest in Land at the West Hendon Estate (as highlighted in red on the attached site plan) to Barratt Metropolitan Limited Liability Partnership (BMLLP), in accordance with the Principle Development agreement dated 11th August 2006 and Deed Variation dated 29th April 2010 and on or substantially on, the terms and conditions outlined in the Council's correspondence with this Department including all attachments and on condition that any dwelling on the land be demolished before disposal.
3. No further consent of the Secretary of State to the disposal of the land which is the subject of this consent is required under any of the enactments mentioned in section 26(5) of the Local Government Act 1988.
4. The consent is numbered LGA 13-14/04. Please quote this reference, along with the reference above, in any future correspondence relating to this document.
5. If you have any further queries regarding this matter please contact Henry Boye on 0303-444-3728.

Yours sincerely

Cynthia Brathwaite

Affordable Housing Management and Standards
Department for Communities and Local Government
1st Floor, Zone 1/E2
Eland House
Bressenden Place
London
SW1E 5DU
Tel 0303 444 3728
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WEST HENDON MASTERPLAN
 SECRETARY OF STATE LAND DISPOSAL PLAN
 SKETCH
 716_00_SK_099
 SCALE: 1:1250 @A1 1:2500@A3

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NO	DATE	DESCRIPTION	BY	CHK	APP	REV	DATE	REVISION

Do not scale from this drawing. All figures are approximate only. If you require more detailed information, please refer to the relevant drawings and specifications. The information on this drawing is for information only and is not intended to be used as a basis for any construction or other work. The information on this drawing is for information only and is not intended to be used as a basis for any construction or other work. The information on this drawing is for information only and is not intended to be used as a basis for any construction or other work.

LEGEND
 --- Office planning application boundary
 --- M10 application boundary
 --- Secretary of State Land Disposal

AGENDA ITEM 11

Meeting	CABINET RESOURCES COMMITTEE
Date	25 February 2014
Subject	Quarter 3 Monitoring 2013/14
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 3 Monitoring 2013/14 report and instruct officers to take appropriate action
Officer Contributors	Phil Brown – Assistant Director, Financial Services Paul Thorogood – Head of Finance, Financial Services
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 Appendix G – Prudential Indicator Compliance Appendix H – Investments outstanding as at 31 December 2013 Appendix I – Virement for Insurance Charges 2013/14
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Paul Thorogood – Head of Finance, Financial Services, 07725

652910

1. RECOMMENDATIONS

That Cabinet Resources Committee:

- 1.1 note the Performance in Paragraph 9.1 and Appendix A;
- 1.2 instruct Directors to take appropriate action to ensure costs are kept within budget and income targets are met (Paragraph 9.3.2);
- 1.3 instruct Directors to take appropriate action to improve performance against those corporate performance, Human Resources (HR), project, and risk measures where quarter three performance remains a challenge (Paragraphs 9.1 and Appendix A).
- 1.4 instruct Directors to 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 9.3.17).
- 1.5 approve the proposed 2013/14 capital additions/deletions totalling £4.852m and slippage of £22.583m as set out in Table 3 (Paragraph 9.3.16) and Appendix C and the related funding implications summarised in Table 4 (Paragraph 9.3.13).
- 1.6 note the Agency Costs for the third quarter (Paragraph 9.5.1).
- 1.7 note the Corporate Risk Register at Appendix E.
- 1.8 note the One Barnet Programme (Paragraph 9.10 and Appendix F).
- 1.9 approve the following virement for this financial year:
 - £0.381m to Central Expenses in respect of insurance charges made to Directorates for 2013/14. This is required to realign the Directorate budgets to reflect the insurance charges made for 2013/14. There is a nil impact on budgets. (Paragraph 9.4.1)
- 1.10 approve the following transfers from contingency for this and subsequent financial years, as set out in paragraph 9.6:
 - £0.500m into R_e in respect of reactive road maintenance; and
 - £0.916m into the Barnet Group in respect of temporary accommodation pressures as outlined in the quarter two monitoring report.
- 1.11 approve the following allocation from the Risk and Litigation reserve in 2013/14 only, reflecting the delayed savings and increased costs arising from the judicial review, as set out in paragraph 9.3.12:
 - £0.878m into R_e
- 1.12 approve a total of £1.163m of transfers from the Transformation Reserve as set out in paragraph 9.10.4.

- 1.13 note the Treasury position in 9.8.
- 1.14 note that the change in benefit rates payable from the Department for Work and Pensions will be used on all financial assessments carried out for Adult Social Care from 7th April 2014 set out in paragraph 9.7.1 and 9.7.2.

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.
- 2.3 Cabinet Resources Committee, 24 September 2013 (Decision item 6) – approved quarter 1 monitoring 2013/14.
- 2.4 Cabinet Resources Committee, 16 December 2014 (Decision item 6) – approved quarter 2 monitoring 2013/14.
- 2.5 Action taken by the Leader under Executive Powers, 20 January 2014 – sale of Claim in LBI.

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 paragraph 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 In response to the public sector Equality Duty (as specified in the Equality Act 2010), quarter 2 data for the Corporate Plan equalities measures is used to assess whether there are any notable gaps between different groups. This is published on our website at:

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.4 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 £2.228m is forecast to reduce General Fund balances from £15.830m to £13.602m. 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 4.6 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 1, Financial Regulations Part 4 section 4.4.13 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.

8.3 The Council’s Constitution, Part 1, Financial Regulations Part 4 section 4.4.3 states virements can only be made after following the rules in the table below:

Approval by Cabinet or Cabinet Resources Committee is required if any of the following:
The virement affects any of the following budget types: Financing charges Rates and other taxes Recharges Insurances
The virement is for contingent budgets for amounts over £250,000 (as determined by the Section 151 Officer in consultation with the appropriate Chief Officer)
The virement would cause the total budget head to be exceeded in the current year or increase the commitment in future years
The virements are to be financed from savings arising from competitive tendering
Approval by Cabinet Member is required if any of the following conditions exist:

The virement will transfer funds for the creation of new staff posts
If none of the above conditions apply, then the following approval levels apply:
Virements within a service that do not alter the staffing by more than 10% are approved by Service Director
Virements up to a value of £50,000 must be approved by the relevant Chief Officer
Virements over £50,000 and up to £250,000 must be approved by the appropriate Cabinet Member
Virements over £250,000 and up to £2,500,000 must be approved by Cabinet or Cabinet Resources Committee
Virements over £2,500,000 or over 10% of the net service budget must be approved by Full Council

Capital Virements
Cabinet or Cabinet Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage) between approved capital programmes i.e. as per the budget book. The report must show the proposed:
<ul style="list-style-type: none"> i) budget transfers between projects and by year ii) funding transfers between projects and by year and iii) a summary based on a template approved by the Section 151 Officer
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

9. BACKGROUND INFORMATION

9.1 Summary of Financial and Performance Monitoring

9.1.1 Revenue Monitoring

The Council's overall position has declined since quarter two. The quarter three forecast has resulted in a projected overspend of £2.228m, assuming the recommendations set out in 1.10 and 1.11 are approved. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.602m.

9.1.2 Capital Monitoring

The Council's 2013/14 Capital Programme is showing slippage of £22.436m and additions/deletions of £17.583m against a budget of £133.141m at the end of quarter three.

9.1.3 Successful Service Changes

- Mobilisation and commencement of the R_e joint venture (1 October)
- Commencement of new in-sourced recycling service (14 October)

9.1.4 Value for Money Benchmarking

The London Councils' value for money assessment has not been updated since quarter 4 2012/13, where 50% of services were rated as high performance, low spend. Only two other authorities had a higher percentage of services in the high performance, low spend category.

9.1.5 Areas of Concern

There are three areas of concern identified during officer challenge sessions. Further detail is provided in section 9.2.3:

- Street Scene projected year end revenue overspend, see table 3 for more detail;
- Delivery of Parking project to improve parking services; and
- Agency staffing levels.

9.1.6 Programmes Update

One Barnet

The programme progressed Wave 2 and the Corporate Change projects. Cabinet Resources Committee (CRC) approved the CCTV Full Business Case, a fully outsourced solution to go-live on 1 April, the Full Business Case to enter into a shared Registration and Nationality Service with the London Borough of Brent, from 1 April onwards, and an Outline Business Case for the review Sports and Physical Activity. One project, the review of the Mortuary Service, was still flagged as red at the end of quarter three with risks related to the delivery of the project within the agreed schedule.

Capital

Projects are mostly on track and Phase 2 Primary Schools contract has been signed and Orion Primary school will be ready to handover in April 2014. However, there are three red-rated projects. The most critical of which is the Copthall Secondary School expansion project, the planning issues have now been resolved however this has resulted in time delays and is thus a red rating. The council are currently working on securing temporary accommodation for one class of children from September 2014 until February 2015. The Osidge Primary Expansion project is red-rated as the feasibility stage has been extended to take into account local factors.

Regeneration

There are 10 open projects of which none are red-rated. The Dollis Valley is rated as amber due to slight delays in satisfying the Conditions Precedent and making the

Regeneration Agreement unconditional, although this should not affect the total project timeframe. The size and complexity of individual projects, and dependencies external development partners result in amber ratings for the majority of the projects. In January, detailed proposals to extend Brent Cross shopping centre were approved by planning committee. The council were given permission to launch the development of Brent Cross south side commencing with market testing to inform the delivery strategy.

Children's

The programme carried out initial preparation work in December with the initial programme board meeting on the 29 January 2014. The objectives of the programme:

- The Children's Services continue to deliver the required level of performance as well as meet legislative requirements and statutory obligations.
- To reduce the social care placements bill.
- To develop sustainable services that meet current need.
- To identify and appraise a range of potential alternative delivery models.
- To identify, drive and prioritise service transformation opportunities.
- To deliver efficient processes and structures across Children's Services.
- To ensure services work together as effective systems.
- To have efficient and effective information management systems that support staff to deliver services.
- To ensure that Barnet works effectively with its key partners.
- To be a strategic framework for where savings can be made within Children's Services.

Street Scene

The project to deliver a new waste and recycling service and in-source the contract from May Gurney is still active pending confirmation that the project has achieved the expected financial benefits. Work has commenced on the "Green Streets" project, seeking to delivery efficiency savings within parks and street cleaning.

9.1.7 Human Resources (see Section 2.7 of Appendix A)

The establishment has continued to reduce, by a further c.100 to 2,142 full-time equivalents (FTE). This change is as a result of the deletion/ reassignment of vacant posts during quarter two. The current occupancy rate is 84%.. Absence rates are projected to be around 7.5 days for the full year, above the corporate target of 6 days, although this is better than Chartered Institute for Public Finance and Accountancy (CIPFA) benchmark.

There has been an increase in the agency staff, with the number of Managed Service Provider agency numbers at over 490. Due to budget reductions and service changes, agency staff have been used to manage these changes. However, areas with high agency numbers will now commence work to bring the levels down and a long-term initiative to request internal Delivery Units to create workforce plans to set in context of their usage of the agency staff from April 2015.

9.1.8 Customer Experience

The proportion of calls answered within 20 seconds was 70% in quarter three. The service finished the quarter in December with 75% of calls answered within 20 seconds. The overall customer satisfaction of the contact centre increased from 53% to 60.8%.

During quarter three, there is a disparity of initial waiting times at the Council's face to face customer service locations, with an initial average wait time of 12.31mins at Burnt Oak compared to 2mins at Barnet House.

Quarter 3 Performance Monitoring

9.2.1 This is the third time that information on the 2013/14 Corporate Plan indicators will be reported (see appendix A). A total of 30 indicators out of 38 indicators were required to report in quarter 3¹. Of the indicators that reported, the balance of met and missed targets was 58.6% met (17 targets rated as green) and 41.3% missed (7 red, 4 red-amber, and 1 green-amber rating). There is one new indicator that does not have a target. 14 CPIs show a positive or neutral direction of travel, 16 CPIs demonstrate a negative direction of travel.

9.2.2 Successes

A total of 17 indicators achieved their target for Quarter three 2013/14. There are a number of areas which have reported strong performance:

- Final GCSE results show there has been an increase in the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths from 69.4% to 71.5%.
- 569 residential empty properties were brought back into use exceeding the 200 target set.
- The rate of domestic burglaries in Barnet reduced from 23 to 21.8 per 1,000 households (a 5% reduction).
- The year-end target of 700 early years' places available for eligible two year olds has been achieved ahead of schedule with 749 places available in quarter 3.
- 85% of young offenders were in education, training or employment in quarter 3 compared to 76% in quarter 2, a 12% increase.
- Street Scene successfully increased the usage of parking bays and car parks in town centres with over 486,004 transactions, compared to a 466,700 combined target.
- In quarter three, there has been a reduction in the number of households placed in Emergency Accommodation to 549, the lowest since October 2012 where there were 495 households. This remains a challenge against the 500 households target.

¹ The number of corporate plan indicators has changed as a result of Re contract KPIs superseding agreed corporate plan methodology.

9.2.3 Established challenges

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

- In Education, final results confirmed that there has been a decrease in the proportion of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4.
- The achievement gap at Key Stage 2 between children eligible for free school meals and their peers increased from 15% to 18%. This is five percentage points higher than the London gap of 13%.
- Budget pressures continued in quarter 3 for Street Scene with an increase in the projected revenue budget variation (see section 9.3.1).
- three People receiving NHS health checks remains an issue with 2,423 eligible receiving compared to a target of 3,300 for quarter three. The variance from target increased from 15.6% in quarter 2 to 26.6% in quarter 3 presenting a worsening challenge.
- Housing, homelessness and emergency accommodation; the length of time spent in short-term nightly purchased accommodation continues to increase to 41.1 days from 34.6 days.
- Housing rent arrears has continued to rise in quarter three to 3%, from £1.75m to over £1.8m.

9.2.4 Emerging Challenges

There were some new and emerging challenges in quarter 3:

- Waste sent for reuse, recycling and composting in July to September was below this quarter's target of 40.15% at 34.97% of waste collected; Barnet ranked 13 out of 29 London boroughs. Street Scene rolled out the new waste collection scheme in October 2013 and results for the new scheme will be reported in quarter 4 against a target of 40.12%.
- The new Ofsted framework remains challenging. Children's Education and Skills are working with Head Teachers to support the preparation for inspections. The Delivery Unit have increased the robustness of the risk assessment of *Outstanding* and *Good* schools.

9.3 Quarter 3 Financial Monitoring

9.3.1 2013/14 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 three the actual net General Fund spend was £187.473m. This represents 64% of the revised budget. The position for the end of the year is currently forecast to be an overspend of £2.228m, assuming the recommendations set out in 1.10 and 1.11 are approved. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

Note that the overall underspend projected at quarter three in the prior year 2012/13 was £0.269m. 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	Revised Budget as at 31/12/13	Forecast Outturn as at 31/12/13	Forecast Outturn Variance as at 31/12/13	Variance Forecast vs. Revised Budget
	£000	£000	£000	£000	%
Adults and Communities	96,023	97,172	97,478	306	0
Assurance	3,611	4,145	4,095	(50)	(1)
Children's Education	8,227	9,298	9,346	48	1
Children's Family Service	49,621	50,674	50,760	86	0
Commissioning Group	7,314	7,619	7,916	297	4
Street Scene	14,898	15,384	17,712	2,328	15
Public Health	13,799	13,766	13,766	-	0
HB Public Law	1,908	1,932	2,089	157	8
Barnet Group	2,937	3,393	3,393	-	0
Re	821	1,671	1,672	1	0
CSG	24,178	24,546	24,546	-	0
Central Expenses	69,736	65,650	64,705	(945)	(1)
Service Total	293,073	295,250	297,478	2,228	1
Allocations agreed from GF Balances	-	-	-	-	

Description	Original Budget	Revised Budget as at 31/12/13	Forecast Outturn as at 31/12/13	Forecast Outturn Variance as at 31/12/13	Variance Forecast vs. Revised Budget
	£000	£000	£000	£000	%
Projected General Fund Balances (excluding schools balance) at 31/03/14	-	-	-	(15,830)	
General Fund Balances as at 31/03/14				(14,232)	

Description	Original Budget	Revised Budget as at 31/12/13	Forecast Outturn as at 31/12/13	Forecast Outturn Variance as at 31/12/13
	£000	£000	£000	£000
Housing Revenue Account	-	-	838	838

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 The Council's overall position has declined since quarter two. The quarter three forecast has resulted in a projected overspend of £2.228m. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.602m. 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. Concerns exist across the organisation, but are most significant in Street Scene and Re.

Commentary for budget variances greater than 5%

9.3.4 Street Scene

The Street Scene delivery unit is forecasting an overspend of £2.328m which equates to 15.13% of the services current budget of £15.384m.

Variances for the service include:

Area	Year End Forecast Variance	Year End Forecast Variance	Direction of Travel	Variance Against Current Budget	Pressure/Driver
	Qtr 2 £'m	Qtr 3 £'m	Qtr 2 - Qtr 3	Qtr 3	
Special Parking Account	0.701	0.737	↓ Adverse	9.8%	Income for PCN's, CCTV, Bus Lanes and bailiffs
Waste and Recycling	0.438	1.281	↓ Adverse	20.6%	Reduction in demand for recyclables
Parking Service	0.342	0.239	Favourable ↑	41.3%	Income from off street parking

The Special Parking Account is forecast to be overspent by £0.737m due to the projected reduced income received as a result of the Judicial Review decision. It is expected that all areas of the Special Parking Account will be delivered barring the achievement of the original plan for residents permits and vouchers (as a result of the Judicial Review decision). Additional activity has been carried out by the parking contractors to recover old debts but this is non-recurring.

The Waste and Recycling service area is forecast to be overspent by £1.281m and the main factor contributing to this is the reduced recycle income estimated for 2013/14. It is estimated that £0.7m less income will be received than was expected this financial year. The recycling operation was brought in-house and this led to a deployment of additional resources to ensure a smooth transition. The waste transformation project was delivered successfully with the change of service offer and new service operational on the 14th October 2013. Initial bedding-in costs are not expected to be repeated next year.

The Waste and Recycling forecast position assumes a carry forward of under utilised grant received from the Department for Communities and Local Government to fulfil commitments in 2014/15.

The off-street car parks are forecasting a deficit of £0.239m for the year, which is due to as shortfall in income due to continued under utilisation of car parks. Off-street parking income is not considered to be achievable as per budgeted levels. However, the position has improved slightly with changes to parking as a result of the Town Centre reviews and tariff changes.

9.3.5 HB Public Law

HB Public Law is forecasting an overspend of £0.157m which equates to 8.13% of the services current budget of £1.932m.

Area	Year End Forecast Variance	Year End Forecast Variance	Direction of Travel	Variance Against Current Budget	Pressure/Driver
	Qtr 2 £'m	Qtr 3 £'m	Qtr 2 - Qtr 3	Qtr 3	
HB Public Law	0.294	0.157	Favourable ↑	8.13%	Additional hours purchased and a shortfall on income recovery such as Section 106 due to the introduction of the community infrastructure levy

The forecast overspend of £0.157m is due to the cost of additional hours purchased from HB Public Law and shortfall on income recovery such as Section 106 due to the introduction of the Community Infrastructure Levy. The forecast overspend has been previously reported and has improved since the quarter two position.

Budget Variances - Other Points to Note

Public Health

9.3.6 Public Health position is currently being reported as breakeven. Due to a delay in investment programmes commencing during the year, the service is forecasting slippage in its delivery programme of £1.272m which will now be spent in 2014/15. In line with the conditions of the Public Health grant provided by the Department of Health and the management agreement with the London Borough of Harrow, it is proposed that this

grant is carried forward into 2014/15 to fund the expenditure in the new financial year. A request to transfer the balance to reserves will be as part of the final outturn report.

Adults and Communities

9.3.7 Adults and Communities is forecasting an overspend of £0.306m. This predominantly relates to increasing demand and case complexity within mental health care and dementia care services over and above funding provided for demographic pressures. The pressure has been mitigated through savings from the Supported Living Framework and Learning Disability Services.

Commissioning Group

9.3.8 The Commissioning Group is forecasting an overspend of £0.247m. This predominantly relates to the interim structure within the Commercial Team due to the delays in commencement of the contracts following the Judicial Review process. Steps are now being taken to recruit permanent staff.

Central Expenses

9.3.9 The overspend has been reduced slightly by savings in Central expenses of £0.945m. The savings relate to a reduction in budget requirements for the North London Waste Authority and the London Pension Fund Authority.

Barnet Group

9.3.10 Barnet Group reported a significant pressure of £0.916m in quarter three which was due to the increased demand for temporary accommodation. Factors contributing to this included a restricted mortgage for first time buyers, sustained increases in private rented sector rents in London and migration of benefit claimant households from inner London boroughs to outer London boroughs. These factors have led to a mismatch between the demand and supply for social housing.

9.3.11 The £0.916m pressure is to be covered by the existing provision for temporary accommodation set aside in contingency when the budget was originally set but the underlying position would have been worse if Barnet Homes had not taken action to mitigate the pressure. These steps included the introduction of cash incentive schemes for landlords to enable more people to become tenants and reduce the costs incurred on Bed and Breakfast accommodation. Other mitigating steps were to initiate a youth mediation service and help with out of London relocation costs.

9.3.12 The reported financial position of an overspend of £1.598m takes into consideration the recommendations set out in 1.10 and 1.11 as follows:

- £0.500m of contingency funding is made to Development and Regulatory Services in respect of reactive road maintenance;
- £0.916m of contingency funding is made to Barnet Group in respect of the increase in the number of temporary accommodation numbers; and
- Up to £0.878m of the risk and litigation reserve is used in 2013/14 to mitigate the shortfall in savings, due to the delay in the contract initiation, on the R_g contract.

9.3.13 Specific areas for concern are overspends in Street Scene and HB Public Law (highlighted above in 9.3.4 and 9.3.5) and 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.

Delivery of Approved Savings 2013/14

9.3.14 The Council approved saving of £14.492m as part of the 2013/14 budget setting process. Of this total £0.779m, 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 are being developed by services.

Table 2: Savings Monitor – Key Risks and Remaining Issues Outstanding

Directorate	Service Area	Savings Type	Description of Saving	Comments and Risks	2013/14 Variance £'000
Children's Services	Social Care	Efficiencies	Reconfigure services to deliver improvements, efficiencies and savings in children's social care	Increase in demand for staff covering contact sessions for families, as a result of an increase in the number of court directed activity. The service continues to work to reduce costs in this area.	(22)
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	Shortfall in Transport savings. Action being taken to target individual clients which achieve long-term savings. The current years savings will be met from underspends in other areas	(380)
Street Scene	SPA	Efficiencies	Savings resulting from alternative service provision	The saving for the SPA is not expected to be achieved and will be reviewed	(349)

Directorate	Service Area	Savings Type	Description of Saving	Comments and Risks	2013/14 Variance £'000
Street Scene	Street Scene	Income	Textile bring bank consortium contract	Textile income to be reviewed in light of in - house service provision	(28)

9.3.15 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.

9.3.16 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 3 Analysis – Summary

Service	2013/14 Latest Approved Budget	Additions/ (Deletions)	(Slippage) / Accelerated Spend	2013/14 Budget (Including Qtr 3)	Forecast to Year End	Variance from Revised Budget
	£'000	Quarter 3 £'000	Quarter 3 £'000	Quarter 3 £'000	£'000	£'000
Adults and Communities	1,442	-	(887)	554	554	(887)
Children's family services	2,712	-	(1,301)	1,411	1,411	(1,301)
Children's education	54,673	0	(10,203)	44,470	44,470	(10,203)
Commissioning Group	18,404	1,812	(342)	19,874	19,874	1,470
Street Scene	14,109	-	(327)	13,782	13,782	(327)
Re delivery unit	25,281	137	(2,053)	23,365	23,365	(1,916)
CSG delivery unit	6,818	(6,801)	-	17	17	(6,801)

Service	2013/14 Latest Approved Budget	Additions / (Deletions)	(Slippage) / Accelerated Spend	2013/14 Budget (Including Qtr 3)	Forecast to Year End	Variance from Revised Budget
	£'000	Quarter 3 £'000	Quarter 3 £'000	Quarter 3 £'000	£'000	£'000
The Barnet Group	840	-	-270	569	569	(270)
General Fund Programme	124,278	(4,852)	(15,384)	104,041	104,041	(20,236)
HRA	35,299	-	(7,199)	28,100	28,100	(7,199)
Total Capital Programme	159,577	(4,852)	(22,583)	132,141	132,141	(27,435)

9.3.17 Proposed Changes to the 2013/14 Capital Programme Funding

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	Section 106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	(746)		(141)			(887)
Children's family services	(511)		(529)	(261)		(1,301)
Children's education	(6,343)	1,219	(1,200)	(400)	(3,479)	(10,203)

Service	Grants	Section 106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Commissioning Group			4,735	(4,990)	1,724	1,470
Street Scene	(264)	(89)	110		(84)	(327)
Re delivery unit	86	51	(953)	-	(1,100)	(1,916)
CSG delivery unit			(4,778)		(2,024)	(6,801)
The Barnet Group			(148)	(122)		(270)
General Fund Programme	(7,778)	1,181	(2,903)	(5,772)	(4,963)	(20,236)
HRAHRA			(6,851)	(348)		(7,199)
Total Capital Programme	(7,778)	1,181	(9,754)	(6,120)	(4,963)	(27,435)

9.3.18 There has been a 17% reduction in the capital programme this quarter, with the current capital programme being £132.141m. In this quarter there has been a net deletion in schemes of £4.852m and £22.583m in slippage.

The main projects affected by the slippage this quarter are as follows:

- The New Affordable Homes programme as part of the Housing Revenue Account of £6.851m. The scheme was originally adopted in June 2013 and has now been profiled by Barnet Homes and will be fully delivered by March 2015.
- The Children Education programme has slipped by £10.203m this is primarily due to the school expansion programme to create urgent primary places, in particular around Menorah Foundation and St Mary's and St Johns schools.
- The General Schools Organisation programme has moved by £3.952m as a result of slippage in the school expansion programmes for Copthall School along with the unallocated budget provision which will be utilised on upcoming projects in 2014/15.

- The CSG programme that was previously managed by the in house CSG delivery unit has reduced by £4.989m as a result of deleting elements of the programme that have now either transferred to Capita or the Commissioning Group.

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

9.3.19 The main changes by funding stream are as follows:

- An increase in borrowing of £2.650m for the R_e Delivery Unit along with £1.250m in revenue to fund the accelerated scheme for Graham Park Building Works.

A reduction in capital receipts for the Housing Revenue Account due to the Affordable Homes programme being slipped in 2014/15 referred to in 9.3.19.

9.4 Virement

9.4.1 A virement for £0.381m is requested to realign Directorates budgets to meet the insurance charges for 2013/14 made from Central Expenses. There is a nil impact on budgets (recommendation 1.9). Given the number of cost centres affected by the virement, the full detail is provided in Appendix I.

9.5 Agency Costs

9.5.1 The table below details all agency staff costs incurred to quarter three of 2013/14 in comparison to the same period in 2012/13. This identifies that agency expenditure has increased by 26% (£5.165m) from last year. In line with paragraph 9.1.7, internal Delivery Units have been asked to create workforce plans of their usage of the agency staff from April 2015

Table 5: Agency Costs to 31 December 2014

Directorate	2012/13			2013/2014 to Quarter 3			2012/13 vs. 2013/14 Variance
	Agency Spend	Consultant Spend	Total	Agency Spend	Consultant Spend	Total	
	£000	£000	£000	£000	£000	£000	
Adults and Communities	2,359	466	2,825	2,913	459	3,372	547
Assurance	40	4	45	23	7	30	(15)
Children's Education	807	2,219	3,026	1,032	6,915	7,947	4,921
Children's	1,680	11	1,691	1,934	103	2,037	346

Directorate	2012/13			2013/2014 to Quarter 3			2012/13 vs. 2013/14 Variance
	Agency Spend	Consultant Spend	Total	Agency Spend	Consultant Spend	Total	
	£000	£000	£000	£000	£000	£000	£000
Family Service							
Commissioning Group	1,779	2,862	4,641	2,284	1,218	3,502	(1,139)
Street Scene ***	949	5	954	1,155	46	1,201	247
Public Health			0	0	18	18	18
HB Public Law	234	0	234	0	0	0	(234)
Barnet Group	10	2	12	0	83	83	71
Re	617	649	1,266	773	1,467	2,240	974
CSG ***	2,532	317	2,849	2,638	664	3,302	453
Central Expenses	0	126	126	0	69	69	(57)
HRA	63	2,392	2,455	237	1,250	1,487	(968)
Total	11,070	9,053	20,123	12,988	12,299	25,288	5,165

* Expenditure for quarter three includes revenue (£3.729m) and capital spend (£2.612m)

** Commissioning Group includes "One Barnet" project expenditure £0.288m (Agency) and £0.394m (Consultants) quarter three.

***Includes adjustments to correct previously reported amounts

9.6 Transfers from Contingency and Reserves

9.6.1 That the following transfer from Contingency for this financial year and on-going be approved (Recommendation 1.10):

- £0.500m transfer from contingency to the Re Service to support on-going reactive road maintenance costs within the managed budget.
- £0.916m transfer from contingency to Barnet Group to supporting on-going pressures in respect of temporary accommodation.

9.7 Fees and Charges

9.7.1 Residential, Nursing and Respite Charges for Adult Social Care

The Department for Work and Pensions have announced changes in the rates of benefits payable from 7th April 2014. In line with the Charging for Residential and Accommodation Guide (CRAG), published by the Department of Health, the authority will need to use these amended rates when calculating contribution levels for clients in 2014/15. This will relate to clients in residential, nursing and respite care. The changes in rates could impact on the level of charge that clients will need to make to their care.

As a result of the announcement made by the Department for Work and Pensions, to the change in benefit rates from 7th April 2014, the amended rates will be applied to the calculation of client contributions for 2014/15.

9.7.2 Fairer Contributions Policy for Adult Social Care

The Council's adopted fairer contributions policy includes a protected income value which is equal to income support or pension credit plus 25%. Income support/pension credit is the weekly amount of money the Government sets as the lowest level of income that everyone should have to live on, to meet everyday living costs, such as food, travel and utility bills. The fairer contributions policy was adopted under Section 17 of the Health and Social Services and Social Adjudications Act 1983.

As a result of the announcement made by the Department for Work and Pensions, to the change in benefit rates from 7th April 2014, the amended rates will be applied to the calculation of client contributions for 2014/15.

9.8 Treasury

9.8.1. In compliance with the requirements of the CIPFA Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 30 December 2013. The Prudential Indicators have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further details of compliance with prudential indicators are contained in Appendix G. The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a limit which should not be breached. During the year to 30 December 2013 there were no breaches of the Authorised Limit and the Operational Boundary.

9.8.2 The Council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy (TMS). The TMS 2013/14 was approved by Council on 6 March 2013 and the revised strategy applied with immediate effect. The TMS demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this

Committee that all current deposits for investment are in line with agreed principles as contained within the corporate TMS.

- 9.8.3 This report therefore asks the Committee to note the continued cautious approach to the current investment strategy; to note also, that as a result of considerable stabilisation and in some cases improvement in credit metrics, the revised treasury strategy for 2013/14 has extended the maximum duration to 2 years, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

Investment Performance

- 9.8.4 Investment deposits are managed internally. As at 31 December 2013, deposits outstanding were £187.3 million (excluding Icelandic deposits), achieving an average rate of return of 0.58 per cent (adjusted for Icelandic deposits) against a benchmark (London Interbank Bid Rate - LIBID) of 0.46 per cent. A list of deposits outstanding as at 31 December 2013 is attached as Appendix I.
- 9.8.5 The benchmark, the average 7-day LIBID rate, is provided by the authority's treasury advisors Arlingclose. The LIBID rate or London Interbank Bid Rate is the rate that a Euromarket bank is willing to pay to attract a deposit from another Euromarket bank in London.

Icelandic Bank Deposits

- 9.8.6 On 28 October 2011, the Supreme Court of Iceland upheld the District Court judgment for the test cases that local authorities' claims are deposits that qualify in full for priority in the bank administrations. The Council is expected to recover an amount in excess of the principal deposited in the Icelandic bank deposits.
- 9.8.7 **Glitnir** – in March 2012, approximately 82p/£ was recovered from a mixture of Sterling, Euro and US Dollar payments. The Euro and USD amounts were converted via a spot rate into GBP. The remaining 18 per cent remains held in Icelandic Krónur. To date the Council has received £10.97 million from the Glitnir Winding-up Board with a further £2.5 million held in an escrow in Icelandic Krónur, due to Icelandic currency export restrictions.
- 9.8.8 **Landsbanki** – The Landsbanki Winding up Board made four partial distributions, via a mixture of Euro, US Dollars and Sterling payments. The Council received £8.6 million to December 2013. Further partial distributions were expected to be made until at least 2019. Some of these further distributions would be held in escrow accounts and there has been no indication of when payment might be received.
- 9.8.9 The administration of the insolvent estate of LBI (formerly Landsbanki Islands HF) is likely to continue for several years given the complexity of the ongoing issues in Iceland which creates a level of uncertainty around the timing of recoveries through the administration process. Sale of the claim has removed the uncertainty and allowed immediate access to funds owed to the Council.

9.8.10 The Council approved the sale of the Landsbanki claim under executive powers on 20 January 2014 and the claim was sold by auction on 30 January 2014. The Council received £6.4 million from the sale. This represents full and final settlement of The Council's interest in the LBI winding up board distribution. In total £15.064 million has been recovered from LBI which equates to 91.17p/£ of the total distributable amount of £16.5 million. The shortfall can be met from within the existing amount set aside in the risk reserve.

Debt Management

9.8.11 The total value of long term loans as at 31 March 2013 was £304.08m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 31 December 2013 was 3.89 per cent. Money Market data and Public Works Loan Board (PWLB) rates are attached at Appendix

9.9 Corporate Risk Register

9.9.1 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.

9.10 One Barnet Programme

9.10.1 Wave 1

Wave 1 total projected spend is £11.679m, an adverse £0.097m variance against Cabinet Resources Committee approved budgets of £11.582m. Expenditure to date is £11.545m, with commitments remaining of £0.134m.

9.10.2 Wave 2

Wave 2 total projected spend is £8.644m, a projected underspend of £0.239m against Cabinet Resource Committee approved budgets totalling £8.884m. Spend to date amounts to £6.052m, with outstanding commitments totalling £2.592m.

9.10.3 Judicial Review

Total projected spend on the Judicial review is £0.736m, a projected variance of £0.127m against a Cabinet Resources Committee approved budget totalling £0.609m.

9.10.4 Drawdowns

This report requests further drawdown from the Transformation Reserve, to support Delivery Units in the planning and delivery of change projects. This includes a drawdown of funding to set up a programme within the Family Services and Education and Skills Delivery Units. This sets out to deliver contributions to the Medium Term Financial Strategy (with the programme targeting savings of £5.2m). It will deliver improved services including looked after children, social care practices, meeting new or amended statutory responsibilities such as the Special Educational Needs of the Children and Families Bill when it becomes law in 2014 and to ensure services are well prepared to meet future demands.

- Children’s service transformation programme to deliver Medium Term Financial Strategy and service improvement £0.299m
- Education and Skills (improving SEN and complex needs) - £0.360m

A drawdown is requested to provide additional capacity and capability to support the Adults and Communities Delivery Unit in preparing for the implications of the anticipated Care Bill, and delivery of projects enabling savings as part of the Medium Term Financial Strategy.

- Adult and Communities transformation programme £0.200m

A further drawdown is requested to fund work within the Parking Services, to improve web access and customer experience of the service.

- Parking service consultation and improvement to systems programme £0.246k

Finally, a drawdown is requested to fund scoping of work to bring coordination and oversight to the many different projects and programmes already underway to improve the council's relationship with residents.

- Other change programmes - Connecting with Barnet £0.058m

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer’s initials)	JH
Cleared by Legal (Officer’s initials)	LC

Performance Report: Quarter Three 2013/14

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	Management Agreement/ Contract Performance
Adults and Communities	4	306	(887)	7.5
Assurance	n/a	(50)	n/a	n/a
Children's Education and Skills	-1	48	(10,203)	2.5
Family Service	3	86	(1,301)	0.5
Commissioning Group	n/a	297	1,470	n/a
Street Scene	1	2,328	(327)	6
Public Health	0	0	n/a	0
Barnet Group	-1.5	0	(270)	13
Re	3	1	(1,916)	42.5
CSG	n/a	0	(6,801)	15
HB Public Law	n/a	157	n/a	5.5
Central Expenses	n/a	(945)	n/a	n/a
Totals ¹	1.5	2,228	(20,236)	7

¹ Organisation totals are based on a simple sum of overall RAG ratings for each service for each service, where each colour is given a number e.g. green equals 2, red equals -1 as set out in 3.2

2. Whole council summary tables

2.1 Key finance indicators

Indicator	2013/14 Position as at 31/12/13)	2013/14 Position as at 30/09/13)	2013/14 Position as at 30/06/13)	Achieved /Trend
1 Revenue Expenditure				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m 12.20	11.63	13.45	
(ii) HRA Balances	£'m 15.23	15.38	16.07	
(iii) School Balances	£'m 14.76	14.76	14.76	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m 8.76	7.52	5.96	
(ii) Underspends	£'m 5.12	3.40	3.58	
2 Capital Expenditure				
(i) Total Slippage	£'m 17.45	22.52	20.34	
3 Debt Management				
(i) Total Debt Outstanding over 30 days	£'m 8.15	8.03	7.56	
(i) Total Debt Outstanding over 12 months	£'m 1.63	1.23	1.25	
(iii) Council Tax - % paid	% 83.2	56.87	30.19	
4 Creditor Payment Performance				
(i) % of Creditors paid within 30 days	% 98.52	99.00	98.48	

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

1. Adults

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
1001	Increase the percentage of eligible adult social care customers receiving self-directed support	Apr 13 - Dec 13	68.2%	75%	$\frac{4,074}{6,022}$	67.7%	9.8%	▼ 0.8%	72.3% LAPS Q2 2013/14 group average
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 13 - Dec 13	32%	30%	$\frac{1,248}{3,979}$	31.4%	4.5%	▼ 2.3%	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 13 - Dec 13	8.9%	8%	$\frac{559}{6,310}$	8.9%	11.3%	↔ 0%	Barnet comparator group average for 2012/13 = 8.98% (adjusted for outliers)
1004	Reduce the number of younger adults in residential and nursing care	December 13	304	310	n/a	307	1%	▼ 1%	No benchmarking available - local Indicator
1005	Increase the % of older people (65 and over) who were still at home 91 days after discharge from hospital into re-enablement/rehabilitation services	June 13 - Aug 13	83.1%	88.5%	$\frac{445}{539}$	82.6%	6.7%	▼ 0.6%	Barnet comparator group average for 2012/13 = 83.1%
1009	Reduce adult reoffending for those under probation supervision	July 12 - June 13	6.6%	7.2%	n/a	7%	3.2%	▼ 5%	7.88% (Barnet 8th lowest re-offending rate out of 32 boroughs)
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Nov 12 - Oct 13	23.05	24.8	n/a	21.86	11.9%	▲ 5.2%	London average = 17.61

Appendix A

2. Children's Education and Skills

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3001	Increase the percentage of children achieving the early learning goals	Academic year	60.11%	TBC	$\frac{2,560}{4,414}$	58%	n/a	▼ 3.5%	15th out of 150 London - 50% England - 49%
3003 (A)	Increase the percentage of children making two levels progress in Reading between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	$\frac{2,797}{3,074}$	91%	2.2%	▼ 1.1%	Joint 16th out of 152 in the upper quartile England - 88% London - 91%
3003 (B)	Increase the percentage of children making two levels progress in Writing between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	$\frac{2,828}{3,074}$	92%	1.1%	↔ 0%	Joint 65th out of 152 England -92% London - 94%
3004	Increase the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths	Academic year	69.41%	69.2%	$\frac{2492}{3485}$	71.5%	3.3%	▲ 3%	6th out of 151 LAs 65.1% - London 59.2% -England
3006 (A)	Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Academic year	15%	14%	n/a	18%	28.6%	▼ 20%	Joint 48th out of 148th Reading, Writing, Maths FSM 65% and Reading, Writing, Maths Non FSM 83% England 19% London 13%
3006 (B)	Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4	Academic year	28%	35%	Suppressed due to small number	11.8%	66.4%	▼ 58%	No benchmarking available

Appendix A

3. Children's Family Service

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3002	Increase the number of early years places available for eligible two year olds from 350 to 700	Rolling month	532	613	n/a	749	22.2%	▲ 40.8%	No benchmarking available
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17	Jul 12- June 13	383	428	n/a	357	16.6%	▲ 6.8%	London 504 and National 480 (rate per 100,000) Youth Justice Management Information System (YJMIS) datasheet Date Jul12-Jun 13 as 6 months in arrears
3009	Increase the proportion of young offenders in education training or employment	Oct 13 - Dec 13	76.4%	75%	$\frac{21}{24}$	85.7%	14.3%	▲ 12.2%	Apr-sept 13 YJMIS Barnet 77%, London 63.4% and 60.4% Nationally

4. Street Scene

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 40%	Jul 13 - Sept 13	36%	40.15%	$\frac{13,146}{37,590}$	34.97%	12.9%	▼ 2.8%	Ranked 13th out of 29 London Boroughs (Waste DataFlow as at 14/01/2014)
4004 (A)	Increase transactions for parking bays (on-street) in Town centres	Oct 13 – Dec 13	417,471	398,200	n/a	414,730	4.2%	▼ 0.7%	No benchmarking available - local indicator
4004 (B)	Increase transactions for car parks in Town Centres	Oct 13 – Dec 13	83,709	68,500	n/a	71,274	4%	▼ 14.9%	No benchmarking available - local indicator

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5. Public Health

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
2001	Reduce the prevalence of smoking in pregnancy rate	Jul 13 - Sept 13	4.8%	6%	$\frac{58}{1221}$	4.8%	20.8%	▲ 1%	12/13 Q2 England: 11.8% London: 5%
2002 (a)	Reduce the proportion of children aged 4 to 5 classified as overweight or obese	Academic Year 12/13	20.8%	21.5%	Not available	23.2%	7.9%	▼ 11.5%	12/13 England Rate: 22.3% London Rate: 23%
2002 (b)	Reduce the proportion of children aged 10 to 11 classified as overweight or obese	Academic Year 12/13	33.3%	33.5%	Not available	33.5%	0%	▼ 0.6%	12/13 England Rate: 33.3% London Rate: 37.4%
2003	Increase the number of eligible people who receive an NHS Health Check to 9,000	Apr 13 - Sept 13	1,520	3,300	n/a	2,423	26.6%	▲ 59.4%	Not available

6. Barnet Group

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
8001 (a)	Reduce the number of households placed in emergency accommodation to 500	Rolling month	638	500	n/a	549	9.8%	▲ 13.9%	Q2 13/14, Barnet had the 4th Highest numbers in EA compared to 33 London Authorities (including City of London). London as a whole had a 12.8% increase in numbers in EA, while Barnet had an 8% decrease.
8001 (b)	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling month	34.6	26	n/a	41.1	58.1%	▼ 18.8%	Not Comparable

Appendix A

7. Re

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
NM02 2 (b)	Annual Programme relating to Carriageway Resurfacing schemes**	Oct 13 – Dec 13	95%	100%	$\frac{7}{7}$	100%	0%	▲ 5.3%	None available
NM02 2 (c)	Annual Programme relating to Footway Relay schemes**	Oct 13 – Dec 13	85.7%	100%	$\frac{6}{6}$	100%	0%	▲ 16.7%	None available
6002	Completion of new affordable homes	Oct 13 – Dec 13	53	68	n/a	90	32.4%	▲ 69.8%	245 built on average (FY11/12) across all London Boroughs. 61 built on average for the quarter across all London Boroughs. Note quarterly average derived by taking a straight average and does not consider actual quarterly fluctuations.
6003	Number of empty properties brought back into residential use	Oct 13 – Dec 13	186	200	n/a	569	2256%	▲ 216.7%	Source: 'London Plan Annual Monitoring Report 9, 2011-12' released March 2013, (page 27)
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	Oct 13 – Dec 13	91.8%	100%	$\frac{114}{192}$	59%	31%	▼ 35.4%	None available

** Formerly known as Corporate Plan Indicator 6001 'Completion of work on all roads and footpaths identified for resurfacing and maintenance work', superseded by contract KPIs.

2.5 Council project portfolio

The Council has three programme portfolios: the One Barnet transformation programme; the Capital programme, including school builds and refurbishment; and the Regeneration Programme.

Portfolio	Red Status	Amber Status	Green Status	Comments
One Barnet	1	-	12	The programme progressed Wave 2 and the Corporate Change projects. Cabinet Resources Committee (CRC) approved the CCTV Full Business Case, a fully outsourced solution to go-live on 1 April, the Full Business Case to enter into a shared Registration and Nationality Service with the London Borough of Brent, from 1 April onwards, and an Outline Business Case for the review Sports and Physical Activity. One project, the review of the Mortuary Service, was still flagged as red at the end of Q3 with risks related to the delivery of the project within the agreed schedule.
Capital Programme	3	7	17	Projects are mostly on track and Phase 2 Primary Schools contract has been signed and Orion Primary school will be ready to handover in April 2014. However, there are three red-rated projects. The most critical of which is the Cophall Secondary School expansion project, the planning issues have now been resolved however this has resulted in time delays and is thus a red rating. The council are currently working on securing temporary accommodation for one class of children from September 2014 until February 2015. The Osidge Primary Expansion project is red-rated as the feasibility stage has been extended to take into account local factors.
Regeneration	-	5	5	There are 10 open projects of which none are red-rated. The Dollis Valley is rated as amber due to slight delays in satisfying the Conditions Precedent and making the Regeneration Agreement unconditional, although this should not affect the total project timeframe. The size and complexity of individual projects, and dependencies external development partners result in amber ratings for the majority of the projects. In January, detailed proposals to extend Brent Cross shopping centre were approved by planning committee. The council were given permission to launch the development of Brent Cross South commencing with market testing to inform the delivery strategy.

Children's Transformation Programme- The programme carried out initial preparation work in December with the initial programme board meeting on the 29 January 2014.

Street Scene Programme- The project to deliver a new waste and recycling service and in-source the contract from May Gurney is still active pending confirmation that the project has achieved the expected financial benefits. Work has commenced on the "Green Streets" project, seeking to delivery efficiency savings within parks and street cleaning.

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2.6 Key projects – corporate overview

Delivery Units have a number of change projects allocated to them for delivery (35, excluding those listed in section 6 above). These projects are scored by a standard methodology, with a single RAG rating based in progress against time and budget.

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Adult and Communities	-	2	5	7
Assurance	-	-	1	1
Education and Skills	-	-	-	-
Family Services	-	-	-	-
Commissioning Group	-	-	2	2
Street Scene	1	-	-	1
Public Health	2	3	6	11
HB Public Law	-	-	-	-
Barnet Group	1	2	7	10
Re	1	1	4	6
CSG	-	-	-	-
Totals	5	8	25	38 ²

Street Scene

North London Waste Authority (NLWA) Procurement - The NLWA meeting of 26 September decided not to progress the procurement process for future waste services and facilities.

An alternative strategy will be based on continued use of NLWA's existing Energy from Waste facility at Edmonton for longer than previously planned. A longer term strategy will explore bringing additional benefits through a new energy recovery solution to take over from the existing facility that will continue to provide electricity for the national grid and could provide the potential to supply heat for local homes and businesses through a Decentralised Energy Network (DEN).

Public Health

Review of Tobacco Control and Smoking Cessation services - Red on performance. Recovery plan produced. Report on SUI due 5th Feb.

Sport and Physical Activity Review - Red on savings target as previously reported in Q2. Options for longer term commissioning under consideration.

Barnet Group

Telehealth - Project is on hold as Barnet Clinical Commissioning Group is considering its approach to Telehealth and is awaiting the outcome of some small pilots with providers in order to inform its strategy. A meeting has been set up between commissioning staff for the CCG and Adult Social Care and Barnet Homes to review the next steps.

Re

Cremators - The cremator replacement programme is progressing. However, unforeseen structural building issues have resulted in a delay to the programme. It is likely that there will be a shortfall in the short term income targets and the progression of business cases will also be delayed. This does not affect the guaranteed income but alters its phasing.

² The number of change projects decreased from 74 to 38 in quarter 3 2013/14. This is as a result of all Family Service and Education and Skills change projects now being included as part of the Children's Transformation Programme. These will now be reported as part of quarterly programme reporting. Public Health have added three change projects in quarter 3.

2.7 Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Category	Indicator	Period Covered	Target	Outturn	Target Variance	DoT Variance	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	January 13 - December 13	6	7.4	23%	▲	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance Reviews	% Mid year reviews completed for eligible staff only	Apr 13 - Mar 14	100%	81.5%	18.5%	Not previously reported	N/A : measure applicable to LBB only
Cost	Variance of total payroll to budget	October - December 13	£19,836,309	6.6%	2.2%	▲	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 31 December 2013	N/A	3%	N/A	▲	N/A : measure applicable to LBB only

As at 30 September 2013	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 HEADCOUNT <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)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total	
	2,142.95	1,531.16	227.65	1,758.81	496	2	0	2	207
Total excluding CSG and RE									

In London Borough of Barnet 60% of top earners are female, compared to 44% of women in leadership posts (CIPFA All Members & other Unitary Authorities 2012). Though, for the percentage of BME and disabled staff the council were below average with 33% and 3%, respectively, of the total number of employees. This is compared to the average of 35% of BME employed in the borough, and 4% of declared disabled staff (CIPFA All Members & other Unitary Authorities 2012).

3. Methodology

3.1 Thresholds for awarding directorate-level health rating traffic lights

	Green	Green Amber	Red Amber	Red
Revenue & capital budget mgt - variance % (above and below)	Good performance	Good, with some concerns	Some concerns	Serious concerns
	0%	< 0.5%	0.5 - 1%	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.

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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)

Adults & Communities

Description	Original Budget £000	Variations			Variation £000	Comments	% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000				
Births Deaths & Marriages	(260)	(161)	(182)	(21)	Service performing as expected and will balance at the year end.	13.0%	
Community Well-Being Management	464	411	458	47	Additional agency costs off set by staff vacancy savings in Community Safety	11.4%	
Community Safety	1,969	1,965	1,813	(152)		(7.7%)	
Prevention & Well Being	7,670	8,252	8,311	59		0.7%	
Social Care Commissioning	1,279	918	979	61		6.6%	
Social Care Management (Adults)	1,281	396	366	(30)	Budget setting issue being looked into.	(7.6%)	
Care Quality	1,926	1,187	1,223	36	Additional costs incurred on agency and recruitment costs.	3.0%	
Integrated care - Learning Disabilities & Mental Health	41,938	41,939	42,331	392	Increasing demand and case complexity within the Mental Health care and Dementia care services, is partly offset by savings from the Supported Living Framework and the Learning Disability services, despite demographic pressure funding.	0.9%	
Care Services - Older Adults - Physical Disabilities	39,572	42,080	42,001	(79)		(0.2%)	
Dir Adult Soc Serv & Health	184	185	178	(7)		(3.8%)	
Total	96,023	97,172	97,478	306		0.3%	

Assurance

Description	Original Budget £000	Variations			Variation £000	Comments	% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000				
Assurance Management	561	563	563	0		0.0%	
Governance	2,177	2,701	2,629	(72)	Underspend on salaries due to vacant posts remaining unfilled and underspend on members training budget costs offsetting overspend on canvassing costs	(2.7%)	
Internal Audit & CAFT	873	881	903	22	Salary pressure due to maternity cover and staff sickness	2.5%	
Total	3,611	4,145	4,095	(50)		(1.2%)	

Children's Education

Description	Original Budget £000	Variations			% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000	Variation £000	
Edu Partnership & Commercial Services	1,392	1,423	1,067	(356)	(25.0%)
High Needs Support	8,052	7,875	8,279	404	5.1%
Total	9,444	9,298	9,346	48	0.5%

Comments

Underspend arises from careful management of uncommitted budgets and vacancies

Shortfall in savings not fully achieved in this financial year, mainly savings relating to Transport

Children's Family Service

Description	Original Budget £000	Variations			% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000	Variation £000	
Management Team	792	678	642	(36)	(5.3%)
Social Care Management	2,519	1,970	2,463	493	25.0%
Assessment & Children in Need	5,794	6,029	6,032	3	0.0%
Children in Care & Provider services	20,157	21,641	22,142	501	2.3%
Safeguarding & Quality Assurance	2,839	2,972	2,548	(424)	(14.3%)
Commissioning & business improvement	1,136	2,423	2,280	(143)	(5.9%)
Family Support & Early Intervention	7,097	6,891	6,691	(200)	(2.9%)
Youth & Community	8,071	8,070	7,962	(108)	(1.3%)
Total	48,405	50,674	50,760	86	0.2%

Comments

Part-year vacancies

Overspend relates to Market Factor Supplements to Social workers and also legal costs anticipated to be £450k.

Various unders and overspends but the majority of the underspend relates to staff vacancies.

There are a number of cost with unders and overspends but the main variances are in external residential care due to demand and complexity of cases. There are also pressures in Remand services.

Overspend in Safeguarding are offset by the underspends in workforce development.

Underspends from staff vacancies

Underspends from staff vacancies and current contractual commitments.

Underspends from staff vacancies and current contractual commitments

Commissioning Group

Description	Variations			% Variation of revised budget
	Original Budget £000	Budget V1 Q3 Forecast £000	Variation £000	
Commissioning Group	2,464	1,730	(36)	(2.1%)
Commercial	537	765	311	40.7%
Deputy Chief Operating Officer	3,995	4,686	11	0.2%
Commissioning Strategy	317	438	11	2.5%
Total	7,313	7,619	297	3.9%

Street Scene

Description	Variations			% Variation of revised budget
	Original Budget £000	Budget V1 Q3 Forecast £000	Variation £000	
Street Scene Management Team	647	650	(63)	(9.7%)
Business Improvement Mortuary	332	335	(2)	(0.6%)
Street Lighting	136	137	8	5.8%
Transport	6,243	6,340	23	0.4%
Highways Inspection/Maintenance	(131)	(2)	0	0.0%
Parking	508	512	58	11.3%
Parks, Street Cleaning & Grounds Maintenance	(747)	(578)	239	(41.3%)
Street Cleansing	5,052	5,118	47	0.9%
Waste	4,236	4,255	0	0.0%
Recycling	2,911	2,929	2,457	83.9%
Total Street Scene	3,186	3,279	(1,176)	(35.9%)
Special Parking Account	22,373	22,928	1,591	6.9%
Total	14,898	15,384	2,328	15.1%

Public Health

Description	Original Budget £000	Variations			% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000	Variation £000	
Public Health	13,799	13,766	13,766	0	0.0%
Total	13,799	13,766	13,766	0	0.0%

The new investment programmes have taken longer than planned, and the contingent items were prudently set aside, both of which contribute to a larger than anticipated underspend in 13/14. As a ring-fenced grant any underspend will be set aside in an earmarked reserve.

HB Public Law

Description	Original Budget £000	Variations			% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000	Variation £000	
Legal Services	1,908	1,932	2,089	157	8.1%
Total	1,908	1,932	2,089	157	8.1%

Overspends in expenditure due to inflation award , additional hours and other unexpected in year running costs.

Barnet Group

Description	Original Budget £000	Variations			% Variation of revised budget
		Budget V1 £000	Q3 Forecast £000	Variation £000	
Barnet Group	2,937	3,393	4,309	916	27.0%
<i>Funding proposed to be transferred from contingency as per recommendation 1.10</i>			<i>(916)</i>	<i>(916)</i>	
Total	2,937	3,393	3,393	0	0.0%

Over spend due predicted increase in Temporary Accommodation numbers

DRS

Description	Variations			% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	
Managed Budgets	47	615	1,066	73.3%
Management Fee	774	1,056	1,106	4.7%
Funding proposed to be transferred from contingency as per recommendation 1.10			(500)	
Total	821	1,671	1,672	0.1%

CSG

Description	Variations			% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	
CSG	24,178	24,546	24,546	0.0%
Total	24,178	24,546	24,546	0.0%

Central Expenses

Description	Variations			% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	
Corporate Subscriptions	314	314	314	0.0%
Levies	28,460	28,460	27,515	(3.3%)
Central Contingency	13,245	8,863	8,863	0.0%
Rate Relief	3	3	3	0.0%
Capital Financing	21,470	21,316	21,316	0.0%
Early Retirement costs	5,427	5,427	5,427	0.0%
Car Leasing	2	2	2	0.0%
Corporate Fees & Charges	799	799	799	0.0%
Miscellaneous Finance	16	466	466	0.0%
Total	69,736	65,650	64,705	(1.4%)

Housing Revenue Account

Description	Variations			Variation £000	Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000			
LBB Retained	175	175	63	(112)	Underspend on Salaries	(64.0%)
HRA Regeneration	1,126	1,126	1,203	77	6 Month Management fee to RE included and less recoverable costs from developers	6.8%
HRA Other Income and Expenditure (net)	(556)	(556)	317	873	Shortfall on HRA dwelling rents & HRA tenants service charges income	157.0%
Support Service recharges	576	576	576	0		0.0%
Interest on Balances	(80)	(80)	(80)	0		0.0%
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	0		0.0%
Total	0	0	838	838		100.0%

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deductions Amount (£'000)	if Slippage/Accelerated Spend Amount (£'000)	Explanation for request
Adults and Communities	2013/14	SWIFT	GRANT	IT Infrastructure		(233)	Slippage in line with project programme. Full implementation expected by March 2015
Adults and Communities	2013/14	SWIFT	GRANT	MH Grant		(198)	Slippage in line with project programme. Full implementation expected by March 2015
Adults and Communities	2013/14	SWIFT	GRANT	Community Capacity Grant		(376)	Slippage in line with project programme. Full implementation expected by March 2015
Adults and Communities	2013/14	SWIFT	CAPITAL RECEIPT			(141)	Slippage in line with project programme. Full implementation expected by March 2015
Adults and Communities	2013/14	Community Capacity Grant	GRANT	Community Capacity Grant		60	Accelerated spend in relation to spend in this financial year
Children's education	2013/14	Urgent Primary Places Permanent - St Joseph's RC Junior & St Joseph's RC Infants School	GRANT	Basic Need	(300)		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - St Joseph's RC Junior & St Joseph's RC Infants School	GRANT	Targeted Basic Need	300		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Osidge Primary School	GRANT	Basic Need	(300)		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Osidge Primary School	GRANT	Targeted Basic Need	300		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - London Academy	GRANT	Basic Need	(300)		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - London Academy	GRANT	Targeted Basic Need	300		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Wren	GRANT	Other	(488)		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Wren	GRANT	Targeted Basic Need	488		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Wren	GRANT	Basic Need	188		Reallocation of Grants for CRC report
Children's education	2013/14	Urgent Primary Places Permanent - Wren	GRANT	Targeted Basic Need	(188)		Reallocation of Grants for CRC report
Children's education	2013/14	Modernisation Prim & Sec	GRANT	Modernisation		1,003	Reprofiling of funding, to slip borrowing rather than grant
Children's education	2013/14	Modernisation Prim & Sec	BORROWING			(1,003)	Reprofiling of funding, to slip borrowing rather than grant
Children's education	2013/14	Modernisation Prim & Sec	GRANT	Modernisation		192	Reprofiling of funding, to slip borrowing rather than grant
Children's education	2013/14	Modernisation Prim & Sec	CAPITAL RECEIPT			(192)	Reprofiling of funding, to slip borrowing rather than grant
Children's education	2013/14	Temporary expansions unallocated	CAPITAL RECEIPT			(577)	Slippage of unallocated funds to next financial year for allocation
Children's education	2013/14	Temporary expansions unallocated	GRANT			(661)	Slippage of unallocated funds to next financial year for allocation
Children's education	2013/14	Temporary expansions unallocated	s106			(26)	Slippage of unallocated funds to next financial year for allocation
Children's education	2013/14	Temporary expansions unallocated	BORROWING			(69)	Slippage of unallocated funds to next financial year for allocation
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	REVENUE		33		Reprofiling of funding in line with project spend
Children's education	2013/14	Permanent Expansions Unallocated	REVENUE		(0)		Reprofiling of funding in line with project spend

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions Amount (£'000)	if Slippage/ Accelerated Spend Amount (£'000)	Explanation for request
Children's education	2013/14	SEN - Targeted capital 14 - 19 & SEN	REVENUE		(33)		Reprofiling of funding in line with project spend
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	CAPITAL RECEIPT		66		Reprofiling of funding in line with project spend
Children's education	2013/14	SEN - Targeted capital 14 - 19 & SEN	CAPITAL RECEIPT		(66)		Reprofiling of funding in line with project spend
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	CAPITAL RECEIPT		33		Reprofiling of funding substitutions
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	REVENUE		(0)		Reprofiling of funding substitutions
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	CAPITAL RECEIPT		0		Reprofiling of funding substitutions
Children's education	2013/14	SEN - Hendon Autistic Resource Centre	BORROWING		(33)		Reprofiling of funding substitutions
Children's education	2013/14	Modernisation Prim & Sec	GRANT			(236)	Slippage in line with project construction
Children's education	2013/14	Modernisation Prim & Sec - Underhill Kitchen	GRANT	TCF Kitchen	167		Reallocation of TCF Kitchen Grant
Children's education	2013/14	TCF Monken Hadley plint kitchen & Dirin	GRANT	TCF Kitchen	(167)		Reallocation of TCF Kitchen Grant
Children's education	2013/14	Modernisation Prim & Sec - Underhill Kitchen	GRANT	Modernisation	(167)		Reallocation of Modernisation grant available for future projects
Children's education	2013/14	Modernisation Prim & Sec - Unallocated	GRANT	Modernisation	167		Reallocation of Modernisation grant available for future projects
Children's education	2013/14	Queenswell Infants - modular classroom	CAPITAL RECEIPT		(97)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	St Catharines	CAPITAL RECEIPT		(134)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	St Catharines	GRANT	Basic Need	(33)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Summerside - Modular Classroom	GRANT	Basic Need	14		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Underhill Infants Modular Classroom	CAPITAL RECEIPT		(127)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Underhill Infants Modular Classroom	BORROWING		(69)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Livingstone - internal remodelling	GRANT	Basic Need	(1)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	All Saints N20	GRANT	Basic Need	(17)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	St Vincents - Toilets	GRANT	Basic Need	(20)		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Brunswick Park - demountables	GRANT	Basic Need	2		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Temporary expansions - unallocated	CAPITAL RECEIPT		358		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Temporary expansions - unallocated	BORROWING		69		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Temporary expansions - unallocated	GRANT		55		Reprofiling of funds within temporary urgent primary places
Children's education	2013/14	Temporary expansions - allocated	GRANT	Basic Need		(87)	Slippage of existing temporary expansions projects, spend to continue in next financial year
Children's education	2013/14	Orion Rebuild	BORROWING			421	Accelerated spend in line with project construction
Children's education	2013/14	Orion Rebuild	GRANT			559	Accelerated spend in line with project construction
Children's education	2013/14	Broadfields extension	CAPITAL RECEIPT			(334)	Slippage of remaining funds, project has been complete final payments may continue into next financial year.
Children's education	2013/14	Moss Hall Infants and Juniors	BORROWING			(286)	Slippage in line with project construction
Children's education	2013/14	Brunswick Park	CAPITAL RECEIPT			197	Accelerated spend in line with project construction

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deductions Amount (£'000)	if Slippage/ Accelerated Spend Amount (£'000)	Explanation for request
Children's education	2013/14	Menorah Foundation	BORROWING			(850)	Slippage due to profiling of works by the school. All spend anticipated to be spent by July 14
Children's education	2013/14	Menorah Foundation	CAPITAL RECEIPT			(223)	Slippage due to profiling of works by the school. All spend anticipated to be spent by July 14
Children's education	2013/14	St Mary's and St John's	REVENUE			(300)	Slippage due to profiling of works by the school. All spend anticipated to be spent by July 14
Children's education	2013/14	St Mary's and St John's	GRANT	Basic Need		(2,915)	Slippage due to profiling of works by the school. All spend anticipated to be spent by July 14
Children's education	2013/14	Martin Primary	BORROWING			42	Accelerated spend in line with project construction
Children's education	2013/14	Oakleigh - Increase capacity	BORROWING			97	Accelerated spend in line with project construction
Children's education	2013/14	Wave 1 - Whittings Hill	BORROWING			(186)	Slippage of remaining funds, project has been complete final payments may continue into next financial year.
Children's education	2013/14	East Barnet	BORROWING			(424)	School led project, slippage in line with project construction
Children's education	2013/14	East Barnet	CAPITAL RECEIPT			(108)	School led project, slippage in line with project construction
Children's education	2013/14	PCP	BORROWING			(440)	Slippage of remaining funds, project has been complete final payments may continue into next financial year.
Children's education	2013/14	Christ's college	GRANT	Basic Need		98	Accelerated spend in line with project construction
Children's education	2013/14	Cophall	GRANT	Basic Need		(1,058)	Slippage in line with project construction
Children's education	2013/14	Compton	BORROWING			(1)	Slippage in line with project construction
Children's education	2013/14	Permanent expansions unallocated	BORROWING			(706)	Slippage of unallocated funds, to be allocated in new year for upcoming projects
Children's education	2013/14	Permanent expansions unallocated	REVENUE			(100)	Slippage of unallocated funds, to be allocated in new year for upcoming projects
Children's education	2013/14	Permanent expansions unallocated	REVENUE		(14)		Reprofiling of unallocated funds
Children's education	2013/14	Hendon Autistic Resource Centre	REVENUE		0		Reprofiling of unallocated funds
Children's education	2013/14	Hendon 6th form (H&S)	REVENUE		14		Reprofiling of unallocated funds
Children's education	2013/14	GSO - Unallocated	GRANT	Basic Need		(2,990)	Slippage of unallocated funds, to be allocated in new year for upcoming projects
Children's family services	2013/14	e-financials (Swift replacement)	REVENUE			(99)	Slippage in relation to 50% installation cost in new year
Children's family services	2013/14	Education Systems	REVENUE			(62)	New legislation therefore delay in project, to start when legislation comes out
Children's family services	2013/14	E-caf (Early Intervention System)	REVENUE			(85)	Slippage in relation to 50% installation cost in new year
Children's family services	2013/14	E-caf (Early Intervention System)	CAPITAL RECEIPT		14		Reprofiling of funding
Children's family services	2013/14	E-caf (Early Intervention System)	REVENUE		(14)		Reprofiling of funding
Children's family services	2013/14	Libraries Strategy	CAPITAL RECEIPT			(543)	Slippage due to review of projects and project delays
Children's family services	2013/14	2 year old offer	GRANT	DFE		(511)	Slippage for projects starting in new financial year
Children's education	2013/14	Menorah Foundation	CAPITAL RECEIPT		(50)		Reprofiling of funding in line with project spend
Children's education	2013/14	PCP - Foulds School Pri - Replacement nursery (Modn)	CAPITAL RECEIPT		59		Reprofiling of funding in line with project spend
Children's education	2013/14	PCP Colindale	CAPITAL RECEIPT		(9)		Reprofiling of funding in line with project spend

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions Amount (£'000)	if Slippage/ Accelerated Spend Amount (£'000)	Explanation for request
Children's education	2013/14	Mill Hill East	s106			1,211	Accelerated spend in line with project construction
Children's education	2013/14	Osidge Primary School	GRANT	Targeted Basic Need		(150)	Project at the early stage and is profiled to incur spend in the next financial year
Children's education	2013/14	London Academy	GRANT	Targeted Basic Need		(100)	Project at the early stage and is profiled to incur spend in the next financial year
Children's education	2013/14	Temporary Expansions - Allocated	GRANT	Basic Need	2		
Children's education	2013/14	Temporary Expansions - Allocated	CAPITAL RECEIPT		4		
Children's education	2013/14	Temporary Expansions - Allocated	BORROWING		(6)		
Children's education	2013/14	Compton	s106		34		
Children's education	2013/14	Compton	BORROWING		(34)		
Commissioning Group	2013/14	CSG Transformation	CAPITAL RECEIPT		4,778		Funding from CSG deleted projects
Commissioning Group	2013/14	CSG Transformation	BORROWING		212		Funding from CSG deleted projects
Commissioning Group	2013/14	CSG Transformation	REVENUE		(4,990)		Funding no longer needed
CSG delivery unit	2013/14	Arts Depot	CAPITAL RECEIPT		(69)		To fund CSG Transformation
CSG delivery unit	2013/14	Corporate IM	CAPITAL RECEIPT		(1,958)		To fund CSG Transformation
CSG delivery unit	2013/14	Corporate IM	BORROWING		(212)		To fund CSG Transformation
CSG delivery unit	2013/14	IS Refresh	CAPITAL RECEIPT		(2,750)		To fund CSG Transformation
CSG delivery unit	2013/14	Cartwright Memorial	BORROWING		(10)		Project to merge with Asset Management
CSG delivery unit	2013/14	Asset Management	BORROWING		10		Cartwright Memorial project merging with Asset Management
Commissioning Group	2013/14	Asset Management	BORROWING			(300)	projects incomplete arising from restricted access to properties requiring surveys
Commissioning Group	2013/14	Customer Access Centre	CAPITAL RECEIPT			(42)	
Re delivery unit	2013/14	Local Implementation Plan	GRANT	TfL	43		New bridge & school additions to the programme
Re delivery unit	2013/14	Highways Investment	s106		35		New s106 additions to the programme
Re delivery unit	2013/14	Travel Plan Implementation	s106		16		New s106 additions to the programme
Re delivery unit	2013/14	Major Schemes	GRANT		43		
StreetScene	2013/14	Improvements to six of the Borough's Park	s106			2	Slip back as spend reprofiled to be completed this year
StreetScene	2013/14	Copthall Car Park	BORROWING			(100)	Works suspended until next year
StreetScene	2013/14	Old Court House - public toilets	s106			(16)	Reprofiled spend
StreetScene	2013/14	Play & sports facilities in Stonegrove or Edwarebury Park	s106			(75)	Project delayed until next year
StreetScene	2013/14	Park Infrastructure	BORROWING			16	Reprofiled spend
StreetScene	2013/14	Waste etc	CAPITAL RECEIPT			110	Reprofiled spend
StreetScene	2013/14	Weekly Collection Support Scheme	GRANT	DCLG		(264)	Reprofiled spend
CSG delivery unit	2013/14	Asset Management	BORROWING		(1,812)		Asset Management moving from CSG Delivery Unit to Commissioning Group

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deductions Amount (£'000)	if Slippage/ Accelerated Spend Amount (£'000)	Explanation for request
Commissioning Group	2013/14	Asset Management	BORROWING		1,812		Asset Management moving from CSG Delivery Unit to Commissioning Group
Re delivery unit	2013/14	General Fund Regeneration	CAPITAL RECEIPT			(300)	
Re delivery unit	2013/14	Mill Hill East	BORROWING			(500)	
Re delivery unit	2013/14	Graham Park Regeneration-Building Works	BORROWING			(600)	
The Barnet Group	2013/14	Hostel Refurbishment Programme	CAPITAL RECEIPT			(148)	Deferred project carry variance over to 2014/15
The Barnet Group	2013/14	Hostel Refurbishment Programme	CAPITAL RESERVE			(122)	Deferred project carry variance over to 2014/15
HRA	2013/14	Major Works (excl Granv Rd)	MRA			(55)	Deferred projects to 14/15
HRA	2013/14	Granville Road	MRA			(293)	Further retention payment delayed pending investigation on panel fixing. Carry variance over to 2014/15
HRA	2013/14	Misc - Repairs	MRA		514		Over spend to be offset by under spend on M&E / GAS
HRA	2013/14	M&E/ GAS	MRA		(514)		On target to complete programme
HRA	2013/14	New Affordable Homes	CAPITAL RECEIPT			(6,851)	**Original Budget line is a rolling budget to 2016, carry variance over to 2014/15
Re delivery unit	2013/14	Hendon Cemetery & Crematorium Enhancement	CAPITAL RECEIPT			(653)	
		Total			(4,852)	(22,563)	

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Adults & Communities

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Adults and Communities	1,442	0	(887)	554	554	(888)	(61.5%)
Total	1,442	0	(887)	554	554	(888)	(61.5%)

Children's Education

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Schools Modernisation & Access Improvement Programmes	3,454	167	(236)	3,385	3,386	(69)	(6.8%)
Temporary Expansions - Allocated	1,529	(482)	(87)	960	960	(569)	(5.7%)
Other Temporary Expansions	851	482	(1,333)	0	0	(851)	(156.6%)
Broadfields	417	0	(334)	83	84	(334)	(80.1%)
Mill Hill East	5,050	0	1,211	6,261	6,261	1,211	24.0%
Orion Primary/ blessed Dominic	8,722	0	980	9,702	9,702	980	11.2%
Moss hall Infants and Juniors	3,790	0	(286)	3,504	3,504	(286)	(7.5%)
Brunswick Park	2,642	0	197	2,839	2,839	197	7.5%
Menorah Foundation	2,203	(50)	(1,073)	1,080	1,080	(1,123)	(48.7%)
St Mary's and St Johns	5,215	0	(3,215)	2,000	2,000	(3,215)	(61.6%)
Martin Primary	2,737	0	42	2,779	2,778	42	1.5%
Oakleigh School	1,721	0	97	1,818	1,818	97	5.6%
Holly Park, Deansbrook, Beis Yakov	1,000	0	0	1,000	1,000	0	0.0%
St Joseph's RC Junior & St Joseph's RC Infant School	300	0	0	300	300	0	0.0%
Osidge Primary School	300	0	(150)	150	150	(150)	(50.0%)
Wren Academy	300	0	0	300	300	0	0.0%
London Academy	300	0	(100)	200	200	(100)	(33.3%)
Unallocated	870	(14)	(806)	50	50	(820)	(92.6%)
Primary Schools Capital Investment Programme	462	0	(186)	276	276	(186)	(40.3%)
East Barnet Schools Rebuild	634	0	(532)	102	102	(532)	(83.9%)
General Schools Organisations	11,282	0	(3,952)	7,330	7,330	(3,952)	(35.0%)
Other Schemes	893	(103)	(440)	350	349	(543)	(49.3%)
Total	54,672	0	(10,203)	44,469	44,469	(10,203)	(18.7%)

Children's Family Service

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Children's Families Service	2,712	0	(1,301)	1,411	1,411	(1,301)	(48.0%)
Total	2,712	0	(1,301)	1,411	1,411	(1,301)	(48.0%)

Commissioning Group

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Commissioning Group	18,404	1,812	(342)	19,874	19,874	1,470	(1.9%)
Total	18,404	1,812	(342)	19,874	19,874	1,470	(1.9%)

Street Scene

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Greenspaces	924	0	(174)	750	750	(174)	(18.8%)
Waste	13,038	0	(154)	12,884	12,884	(154)	(1.2%)
Parking	147	0	0	147	147	0	0.0%
Total Street Scene	14,109	0	(328)	13,781	13,781	(328)	(2.3%)

RE Delivery Unit

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Highways TfL	5,913	86	0	5,999	5,999	86	0.0%
Highways non-TfL	9,625	51	0	9,675	9,675	51	0.0%
Parking	322	0	0	322	322	0	0.0%
General Fund Regeneration	5,076	0	(1,400)	3,676	3,676	(1,400)	(27.6%)
Disabled Facilities Project	2,022	0	0	2,022	2,022	0	0.0%
Other Projects	2,323	0	(653)	1,670	1,670	(653)	(28.1%)
Total	25,281	137	(2,053)	23,365	23,365	(1,916)	(8.1%)

CSG Delivery Unit

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
CSG Delivery Unit	6,818	(6,801)	0	17	17	(6,801)	0.0%
Total	6,818	(6,801)	0	17	17	(6,801)	0.0%

Barnet Group

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Housing	840	0	(270)	570	570	(270)	(32.1%)
Total	840	0	(270)	570	570	(270)	(32.1%)

Housing Revenue Account

	2013/14 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2013/14 Budget (including Quarter 3) £000	Forecast to Year End £000	Variance from Approved Budget £000	Slippage of 2013/14 Approved Budget %
Housing Revenue Account	35,299	0	(7,199)	28,100	28,100	(7,199)	(20.4%)
Total	35,299	0	(7,199)	28,100	28,100	(7,199)	(20.4%)

Corporate Risk Register – Quarter 3

The following risk register represents those risks in place at the time of reporting at quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

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

This quarter there are no new risks proposed for inclusion on the SCB risk register. Changes for quarter 3 risks include the re-evaluation of the Welfare and Benefit reform risk which has now moved from the SCB risk register to the Commissioning Group level risk register to be managed. The Waste Management and Sustainability risk rating has been revised from 16 (high) to its target risk assessment of 12 (medium-high) and the resident engagement risk has been updated to reflect legal challenge as a consequence of failing to engage properly with residents and to include controls on the new consultation policy and 3rd sector strategy/resilience. The remaining risks on the risk register; homelessness, demographic changes and population growth, financial position, information management, Barnet's position as a prosperous suburb have been reviewed and remain a relevant and an accurate reflection of the current risks facing the achievement of the strategic objectives of the council.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Homelessness: There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing</p>	<p>Major 4</p> <p>Almost Certain 5</p> <p>High 20</p>	<p>Preventative: Developing plans around three areas:</p> <ol style="list-style-type: none"> increasing prevention activities, joint working with job centre plus increase opportunities of affordable housing supply Develop options of affordable supply in more affordable locations <p>Defective: Welfare and Benefit Programme (including partners) in place to determine impact, performance</p>	Treat	Quarterly	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>

APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>and putting pressure on the supply of affordable housing.</p> <p>Consequence: Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>		<p>indicators in place to monitor impact. A mitigation plan is being developed by Barnet Homes to be approved by Strategic Commissioning Board and the Delivery Board. The Delivery Board will then monitor monthly. Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand.</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</p>	<p>Major 4</p>	<p>Preventative: 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: 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</p>	Treat	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
services, costs spiral, reactive decision making, cuts to front line services or service failure.		Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.			
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.	Medium-High 12	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. Consequence: Increasing costs to Council exacerbating budget pressures.					
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 delivery and on-going change and innovation required to achieve its long term goals. Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires	Medium-High 12	Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the 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. Detective:	Treat	Quarterly	Possible 3 Moderate 3 Medium-High 9

APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>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>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>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>	Tolerate	Quarterly	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</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 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</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</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. A piece of work is being undertaken to understand the extent of financial challenges up to 2020, and the options for meeting those challenges (as set out in the July 2013 Cabinet report).</p> <p>Defective: Budget monitoring (revenue and capital) and financial management standards being adhered to.</p>	Tolerate	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>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. Together these provide a challenge for the Council's economic position.</p> <p>Information Management:</p> <p>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>Cause: Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p>Consequence: 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>Recovery plans and alternative options reviewed in areas with overspend. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p> <p>Information Management Strategy approved (August 2013) and includes a data quality work stream.</p> <p>Preventative: 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>Detective: 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	Quarterly	<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
<p>Barnet's position as a prosperous suburb is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p>Cause: Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p>Consequence: Barnet becomes less desirable as a place to live and work</p>	Major 4	<p>Preventative: Develop 21st century suburb vision joining up the relevant strategies/initiatives</p> <p>West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, and jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.</p> <p>Defective: Regular meetings with place based services already exist to discuss strategies (housing, street scene). The overarching document will enable more effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.</p>	Treat	Quarterly	Major 4
	Possible 3		Unlikely 2	Medium High 8	
<p>Failure to engage properly with residents</p> <p>Cause: The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p>Consequence: Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>A policy on consultation is under development</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Defective: Common understanding of</p>	Treat	Quarterly	Moderate 3
	Possible 3		Unlikely 2	Medium Low 6	

APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
	<div style="background-color: #f4a460; width: 100%; height: 100%;"></div>	the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.			<div style="background-color: #ffff00; width: 100%; height: 100%;"></div>

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Wave 1 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Actual to Date £	2013/14 Projected Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
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
Community Budgets, Childrens Projects	247,493	39,386	29,749					69,136	(178,357)
Passenger Transport	272,106	57,966	111,602	97,001	781			267,350	(4,756)
Contingency allocated for Wave 1 variances	1,503,481								(1,503,481)
Open Projects									
NSCSO/DRS Mobilisation	1,253,257			125,850	1,125,274	133,717		1,384,840	131,583
Total	11,581,562	2,241,753	4,119,515	4,057,887	1,126,055	133,717		11,678,926	97,364

Cumulative spend 2,241,753 6,361,267 10,419,155 11,545,210 11,678,926

Wave 2 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Actual to Date £	2013/14 Projected Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
Closed Projects									
CSO Transformation	1,422,000			1,302,876	49,941			1,352,817	(69,183)
Information Management System	565,190		148,729	392,785	27,276			568,789	3,599
Re-organisation of the Senior Officer and Council Structures	1,147,000		127,138	1,019,609				1,146,747	(253)
Open Projects									
Programme Management Office	1,353,000			1,071,993	113,163	22,393		1,207,550	(145,450)
Early Intervention	510,000		77,825	126,992	33,679	68,752	192,569	499,817	(10,183)
CCTV	247,000			52,096	73,171	158,200		283,467	36,467
Health & Social Care Integration	100,000		38,881	7,197	43,122	10,800		100,000	0
Review of the Mortuary Service	70,000			27,560	10,820	20,012		30,832	(39,168)
Review of the Registrars Service	199,645				15,371	156,713		199,645	0
Safer Communities	287,300		39,765	125,347	12,651	4,300	90,000	272,063	(15,237)
Strategic Review of Sports & Leisure Activity	303,400		48,445	90,171	31,916	132,869		303,400	0
Waste & Recycling - (Phase 1)	1,788,668		110,612	141,804	691,427	844,825		1,788,668	0
Greenstreets & Wave Stretch Targets	153,332					153,332		153,332	0
Children's Income SEN and complex needs	250,000					250,000		250,000	0
Children's transformation Programme	200,000					200,000		200,000	0
Priority Spending Review	250,000					250,000		250,000	0
Childrens Transformation Scoping	24,300					24,300		24,300	0
Contingency - Wave 2	13,000					13,000		13,000	0
Total	8,883,835	0	591,395	4,358,430	1,102,537	2,309,497	282,569	8,644,427	(239,408)

Cumulative spend - 591,395 4,949,825 6,052,362 8,361,859 8,644,427

Wave 2 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Actual to Date £	2013/14 Projected Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
Judicial Review	609,143			226,986	509,238			736,224	127,081

Cumulative spend - - 226,986 736,224 736,224 736,224

Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Limits for 2013/14 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 31/12/13	% Fixed Rate Borrowing as at 31/12/13	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

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Deposits Outstanding as at 31 December 2013

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
Local Authorities					£
2000011423	Salford City Council	22-Mar-13	22-Mar-14	0.53	5,000,000
2000011459	BIRMINGHAM CITY COUNCIL	25-Nov-13	27-May-14	0.54	5,000,000
2000011465	BIRMINGHAM CITY COUNCIL	29-Nov-13	29-May-14	0.54	7,500,000
2000011463	GLASGOW CITY COUNCIL	27-Nov-13	27-Nov-14	0.80	10,000,000
2000011422	Doncaster Metropolitan Council	22-Mar-13	22-Mar-15	0.76	2,000,000
2000011438	Newcastle City Council	28-Jun-13	29-Jun-15	0.70	10,000,000
2000011442	LB Islington	02-Sep-13	02-Sep-15	0.70	5,000,000
2000011468	Stirling Council	12-Dec-13	12-Jun-14	0.53	5,000,000
					49,500,000
MMF's					
2000011251	Aviva	26-Apr-13		0.38	15,000,000
2000011284	Goldman Sachs	15-Apr-13		0.36	3,500,000
2000011238	Federated Prime Rate	12-Apr-13			
					18,500,000
MMF's Non specified					
2000112434	Federated Prime Rate Cash	15-May-13	15-May-14	0.50	10,000,000
					10,000,000
UK Banks & Building Societies					
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.75	25,000,000
2000010527	BARCLAYS COMMERCIAL BANK	11-Feb-10	CALL A/C	0.35	24,300,000
2000011378	CO-OPERATIVE Bank	31-Dec-13	overnight reserve	0.38	500,000
2000011443	STANDARD CHARTERED BANK (CD)	27-Sep-13	27-Mar-14	0.54	15,000,000
2000011046	LLOYDS BANK PLC	09-Oct-13	09-Apr-14	0.80	5,000,000
2000011447	LLOYDS BANK PLC	10-Oct-13	10-Apr-14	0.80	5,000,000
2000011449	LLOYDS BANK PLC	15-Oct-13	15-Apr-14	0.80	2,500,000
2000011451	NATIONWIDE BUILD. SOC.	13-Nov-13	13-May-14	0.54	10,000,000
					87,300,000
Non UK Banks & UK Building Societies					
2000011439	BANK OF NOVA SCOTIA	25-Jul-13	27-Jan-14	0.43	10,000,000
2000011457	CANADIAN IMPERIAL B OF C	22-Nov-13	31-Jan-14	0.41	12,000,000
					22,000,000
Average rate of return				0.58	187,300,000

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A one-off virement of £380,740 from services to central expenses to realign insurance budgets in services.

Service	Profit Centre	Account	Description	Virement £
		10384	138120 Births Deaths & Marriages	(30)
		10425	138120 Joint Commissioning	480
		10426	138120 Business Improvement	310
		10427	138120 Performance Support	430
		10428	138120 Assessments & Income	720
		10429	138120 Dir Adult Soc Serv	50
		10439	138120 CSD Management	(370)
		10468	138120 LD Assess & Care Mgt	520
		10497	138120 Community Mental Health Teams	(400)
		10499	138120 Primary Care Mental	450
		10500	138120 MH Divisional Management	(160)
		10501	138120 MH Older Adults (Silkstream)	(20)
		10523	138120 Community Network	1,580
		10539	138120 ASG GRANT - ADULTS	(10)
		10571	138120 Paed Occ Therapists	(360)
		10583	138120 Intgrtd off mgmt	(5,010)
		10651	138120 CCTV	(27,590)
		10653	138120 Priority Intervention Team	230
		10794	138120 Training-Adult SS	(540)
		10975	138120 Strategic Commissioning	(500)
		10996	138120 Community Safety	(25,360)
		11106	138120 Complaints	10
		11108	138120 Supply Management Team	940
		11159	138120 Transitions Team - PD	380
		11261	138120 Safeguarding	610
		11269	138120 Customer Care	1,490
		11367	138120 CWB Management	1,080
		11406	138120 Int.Qlty in carehome	780
		11407	138120 West Locality	4,370
		11408	138120 North Locality	5,730
		11409	138120 South Locality	4,010
		11452	138120 Business Improvement Team	110
		10384	221000 Births Deaths & Marriages	90
		10523	221000 Community Network	1,680
		11036	221000 GLL Contract	(25,210)
		10525	221000 BILS	5,250
		10384	821001 Births Deaths & Marriages	390
		10425	821001 Joint Commissioning	100
		10426	821001 Business Improvement	170
		10427	821001 Performance Support	380
		10428	821001 Assessments & Income	510
		10429	821001 Dir Adult Soc Serv	120
		10439	821001 CSD Management	200
		10468	821001 LD Assess & Care Mgt	470
		10497	821001 Community Mental Health Teams	560
		10499	821001 Primary Care Mental	220
		10500	821001 MH Divisional Management	80
		10501	821001 MH Older Adults (Silkstream)	180
		10523	821001 Community Network	640
		10525	821001 BILS	1,030
		10539	821001 ASG GRANT - ADULTS	40
		10571	821001 Paed Occ Therapists	30
		10583	821001 Intgrtd off mgmt	50

Service	Profit Centre	Account	Description	Virement £
	10651	821001	CCTV	320
	10653	821001	Priority Intervention Team	50
	10794	821001	Training-Adult SS	40
	10975	821001	Strategic Commissioning	190
	10996	821001	Community Safety	40
	11036	821001	GLL Contract	3,510
	11106	821001	Complaints	30
	11108	821001	Supply Management Team	430
	11159	821001	Transitions Team - PD	160
	11261	821001	Safeguarding	120
	11269	821001	Customer Care	440
	11367	821001	CWB Management	280
	11406	821001	Int.Qlty in carehome	160
	11407	821001	West Locality	850
	11408	821001	North Locality	1,120
	11409	821001	South Locality	780
	11452	821001	Business Improvement Team	30
	10442	138120	Social Work	(14,670)
	10443	138120	Barnet Hospital Team	(910)
	10444	138120	Social Care Direct	(1,040)
	10445	138120	Access - Royal Free	(900)
	10448	138120	Occupational Therapy	(2,480)
	10449	138120	Telecare	(250)
	10482	138120	Ext Supp&Oth Accom	(5,300)
	10484	138120	External Homecare LD	(580)
	10486	138120	Respite Care Residential LD	(1,060)
	10488	138120	External Day Care LD	(9,880)
	10498	138120	Home Treatment Team	90
	10502	138120	MH - Crisis Resolution	(40)
	10521	138120	Other Services MH	(160)
	10524	138120	Enablement & Planning	(2,420)
	10536	138120	External Day Care PD	(880)
	10886	138120	Direct Payment Admin Team	(1,750)
	10974	138120	Prtshp&Plg Mngt Team	(340)
	11032	138120	Fitness For Life	(690)
	11067	138120	Mental Health ASW Service	(8,780)
	11107	138120	Adults Improvement Program	(530)
	11161	138120	Special Projects	(110)
Adults Total				(93,220)

Service	Profit Centre	Account	Description	Virement £
	10393	420080	Members Development	(2,620)
	10001	138120	Internal Audit	(430)
	10002	138120	CAFT	520
	10383	138120	Registration of Electors	30
	10391	138120	Governance	(440)
	10394	138120	Cabinet Support	80
	10395	138120	Political Assistants	100
	11163	138120	Elections Project Team	(2,010)
	11366	138120	Assurance Mgt Team	1,710
	10001	821001	Internal Audit	80
	10002	821001	CAFT	450
	10383	821001	Registration of Electors	110
	10391	821001	Governance	280
	10393	821001	Members Development	10
	10394	821001	Cabinet Support	50
	10395	821001	Political Assistants	60
	11163	821001	Elections Project Team	60
	11366	821001	Assurance Mgt Team	340
	10387	138120	European Elections	(720)
	10396	138120	Members Allowances	(3,350)
	11096	138120	Corp Gov Directors	(970)
Assurance Total				(6,660)
	10020	138120	Housing & Development	(4,820)
	10020	221000	Housing & Development	(170)
	10987	138120	N London sub reg coo	(200)
Barnet Group Total				(5,190)
	10189	138120	Sen Performance Team	90
	10212	138120	Sen Transport In Borough	(420)
	10217	138120	Education Welfare Service	(1,210)
	10232	138120	Governors Clerking & Support	270
	10233	138120	S&L Business Support	(3,940)
	10234	138120	Learning Network Inspectors NDSG	70
	10250	138120	Barnet Partnership for School Imp	1,090
	10273	138120	Childminding Team	(10)
	10324	138120	NLSIN	90
	10675	138120	Catering - Other	610
	10676	138120	Catering - Schools	5,760
	10680	138120	Catering-Staff & Civic	660
	10782	138120	Education Psychologist Team	(790)
	10973	138120	Early Years Raising Standards	250
	11364	138120	Edu partnership & Commercial Mgt	270
	11446	138120	Education & Skills Management Team	520
	10230	138120	Foreign Language Assistants	(330)
	10239	138120	14-19 Team	(140)
	10797	138120	CAMHS Grant	(20)
	11061	138120	SEN Early Support Programme	(70)
	11353	138120	Newly Qualified Teachers	(4,800)
	10216	138120	Barnet Parent Partnership	270
	10218	138120	Children's Services SLT	710
	10219	138120	CS Finance Team	(1,350)
	10237	138120	VoiceOfChild & BYthB	10
	10263	138120	Early Years Central Team	(1,000)
	10282	138120	Health Promo in CC	280
	10301	138120	Youth&CommunityMgtTm	(1,340)
	10310	138120	Targeted Youth Suppo	1,210

Service	Profit Centre	Account	Description	Virement £
	10328	138120	Play Service & Greentops	(60)
	10331	138120	Newstead CC - Community	1,550
	10333	138120	Wingfield CC - Community	2,040
	10338	138120	Libraries Management Team	20
	10345	138120	Burnt Oak Library	180
	10346	138120	Childs Hill Library	90
	10347	138120	Chipping Barnet Library	430
	10348	138120	Church End Library	520
	10349	138120	East Barnet Library	230
	10350	138120	East Finchley Library	130
	10351	138120	Edgware Library	370
	10353	138120	Golders Green Library	240
	10354	138120	Grahame Park Library	(20)
	10356	138120	Hendon Library	400
	10357	138120	Mill Hill Library	140
	10358	138120	North Finchley Library	250
	10359	138120	Osidge Library	110
	10360	138120	South Friern Library	(20)
	10361	138120	Bibliographical Services	(190)
	10362	138120	Mobile & Home Library Service	(100)
	10363	138120	School Library Service	100
	10364	138120	Arts&Publicising Act	170
	10368	138120	Local Studies / Archives	0
	10541	138120	New Park House	420
	10542	138120	68a Meadow Close	(210)
	10544	138120	FOSTERING SUPPORT	200
	10545	138120	Kinship	530
	10546	138120	Fostering - Recruitment	450
	10555	138120	Social Care Management Team	(4,330)
	10557	138120	Adoption Team Staff	510
	10558	138120	The Placements Team - Staff	250
	10559	138120	Onwards & Upwards - Staff	730
	10560	138120	Fostering Team (Staff)	170
	10564	138120	Asylum Seekers Over 18 w/s	160
	10565	138120	Social Care ICT Support	510
	10567	138120	Hospital Social Work Team	570
	10568	138120	CAMHS Social Work Team	600
	10569	138120	Disabled Children's Team	(1,310)
	10570	138120	Children In Need Team 5	810
	10579	138120	Adolescent Resource Team	150
	10580	138120	Family Resource Centre	840
	10585	138120	Youth Offending Service	(800)
	10603	138120	Conference & reviewing Team	690
	10604	138120	Corporate Parenting	460
	10605	138120	Safeguarding Children Board	30
	10606	138120	Safeguarding Management Team	210
	10611	138120	Children's Fund YISP	1,000
	10616	138120	Central Resources Team	(500)
	10706	138120	Yth Supp(East/South)	90
	10793	138120	Training - Children's Service	(60)
	10836	138120	Think Family	530
	10954	138120	D of E & Accred	180
	10962	138120	Bookstart	250
	10980	138120	Archiving Service	90
	11068	138120	Trainee Social Workers	(140)

Service	Profit Centre	Account	Description	Virement £
	11083	138120	Adpt Supp -Post Adpt	140
	11092	138120	Extd Shcls-Sustbtly	540
	11125	138120	CIC SW Team 1	690
	11126	138120	CIC SW Team 2	420
	11127	138120	CIC SW Team 3	320
	11128	138120	CIC SW Team 4	340
	11129	138120	Referrals & Assessment Team 1	490
	11130	138120	Referrals & Assessment Team 2	560
	11131	138120	Referrals & Assessment Team 3	430
	11132	138120	Children In Need Team 1	290
	11133	138120	Children In Need Team 2	280
	11134	138120	Children In Need Team 3	550
	11135	138120	Children In Need Team 4	420
	11176	138120	Adult Library Services	(570)
	11302	138120	Multi AgySupTm NDSG	50
	11304	138120	Commissioning Mgt Tm	270
	11305	138120	Business Support - EIP	70
	11323	138120	Troubled Families	2,220
	11344	138120	DV Commissioning	280
	11361	138120	Multi Agency Safeguarding Hub	1,950
	11368	138120	Assessment & CIN Mgt	1,010
	11382	138120	Data Quality&Systems	1,360
	11383	138120	Customer Focus and Engagement	390
	11384	138120	Business Support - Childrens	420
	11385	138120	Commissioning	520
	11386	138120	Data Analysis P&P	1,040
	11391	138120	ParkfieldCC-ChldCare	2,050
	11393	138120	The Hyde CC-ChldCare	1,030
	11405	138120	FamilyServiceMgtTeam	(4,570)
	11430	138120	Adoption Reform Grant	220
	10676	221000	Catering - Schools	1,140
	10358	221000	North Finchley Library	1,510
	10350	221000	East Finchley Library	630
	10355	221000	Hampstead Library	220
	10353	221000	Golders Green Library	740
	10357	221000	Mill Hill Library	(220)
	10351	221000	Edgware Library	1,030
	10346	221000	Childs Hill Library	210
	10347	221000	Chipping Barnet Library	2,070
	10349	221000	East Barnet Library	540
	10359	221000	Osidge Library	150
	10354	221000	Grahame Park Library	(110)
	10360	221000	South Friern Library	(90)
	10362	221000	Mobile & Home Library Service	(90)
	10366	221000	Church Farm House Museum	2,580
	10304	221000	Canada Villa	(980)
	10305	221000	Finchley Youth Theatre	(1,120)
	10559	221000	Onwards & Upwards - Staff	(240)
	10356	221000	Hendon Library	1,590
	10541	221000	New Park House	340
	10542	221000	68a Meadow Close	(1,550)
	10331	221000	Newstead CC - Community	2,360
	10333	221000	Wingfield CC - Community	950
	10580	221000	Family Resource Centre	110
	10226	221000	Com&BI CentralBudget	(510)

Service	Profit Centre	Account	Description	Virement £
	10309	221000	Campsite-Moat Mount	340
	10348	221000	Church End Library	850
	11035	221000	Grahame Pk All Wthr	580
	11394	221000	The Hyde CC-CommBudg	(1,520)
	11387	221000	ParkfieldCC-CommBudg	(1,050)
	10189	821001	Sen Performance Team	200
	10212	821001	Sen Transport In Borough	670
	10217	821001	Education Welfare Service	230
	10232	821001	Governers Clerking & Support	180
	10233	821001	S&L Business Support	110
	10234	821001	Learning Network Inspectors NDSG	250
	10250	821001	Barnet Partnership for School Imp	230
	10273	821001	Childminding Team	80
	10324	821001	NLSIN	50
	10675	821001	Catering - Other	320
	10676	821001	Catering - Schools	2,390
	10680	821001	Catering-Staff & Civic	130
	10782	821001	Education Psychologist Team	510
	10973	821001	Early Years Raising Standards	50
	11364	821001	Edu partnership & Commercial Mgt	60
	11446	821001	Education & Skills Management Team	110
	10216	821001	Barnet Parent Partnership	100
	10218	821001	Children's Services SLT	140
	10219	821001	CS Finance Team	180
	10226	821001	Com&BI CentralBudget	230
	10237	821001	VoiceOfChild & BYthB	40
	10263	821001	Early Years Central Team	100
	10282	821001	Health Promo in CC	60
	10301	821001	Youth&CommunityMgtTm	190
	10304	821001	Canada Villa	150
	10305	821001	Finchley Youth Theatre	120
	10309	821001	Campsite-Moat Mount	370
	10310	821001	Targeted Youth Suppo	400
	10328	821001	Play Service & Greentops	70
	10331	821001	Newstead CC - Community	760
	10333	821001	Wingfield CC - Community	810
	10338	821001	Libraries Management Team	160
	10345	821001	Burnt Oak Library	110
	10346	821001	Childs Hill Library	330
	10347	821001	Chipping Barnet Library	1,950
	10348	821001	Church End Library	920
	10349	821001	East Barnet Library	660
	10350	821001	East Finchley Library	690
	10351	821001	Edgware Library	860
	10353	821001	Golders Green Library	790
	10354	821001	Grahame Park Library	620
	10355	821001	Hampstead Library	50
	10356	821001	Hendon Library	1,990
	10357	821001	Mill Hill Library	610
	10358	821001	North Finchley Library	740
	10359	821001	Osidge Library	310
	10360	821001	South Friern Library	120
	10361	821001	Bibliographical Services	50
	10362	821001	Mobile & Home Library Service	120
	10363	821001	School Library Service	60

Service	Profit Centre	Account	Description	Virement £
	10364	821001	Arts&Publicising Act	40
	10366	821001	Church Farm House Museum	500
	10368	821001	Local Studies / Archives	30
	10541	821001	New Park House	760
	10542	821001	68a Meadow Close	300
	10544	821001	FOSTERING SUPPORT	290
	10545	821001	Kinship	250
	10546	821001	Fostering - Recruitment	190
	10555	821001	Social Care Management Team	150
	10557	821001	Adoption Team Staff	310
	10558	821001	The Placements Team - Staff	160
	10559	821001	Onwards & Upwards - Staff	790
	10560	821001	Fostering Team (Staff)	40
	10564	821001	Asylum Seekers Over 18 w/s	40
	10565	821001	Social Care ICT Support	100
	10567	821001	Hospital Social Work Team	250
	10568	821001	CAMHS Social Work Team	270
	10569	821001	Disabled Children's Team	240
	10570	821001	Children In Need Team 5	160
	10579	821001	Adolescent Resource Team	180
	10580	821001	Family Resource Centre	610
	10585	821001	Youth Offending Service	330
	10603	821001	Conference & reviewing Team	360
	10604	821001	Corporate Parenting	150
	10605	821001	Safeguarding Children Board	80
	10606	821001	Safeguarding Management Team	210
	10611	821001	Children's Fund YISP	200
	10616	821001	Central Resources Team	140
	10706	821001	Yth Supp(East/South)	140
	10793	821001	Training - Children's Service	90
	10836	821001	Think Family	110
	10954	821001	D of E & Accred	40
	10962	821001	Bookstart	80
	10980	821001	Archiving Service	140
	11035	821001	Grahame Pk All Wthr	120
	11068	821001	Trainee Social Workers	200
	11083	821001	Adpt Supp -Post Adpt	30
	11092	821001	Extd Shcls-Sustbtly	110
	11125	821001	CIC SW Team 1	230
	11126	821001	CIC SW Team 2	170
	11127	821001	CIC SW Team 3	180
	11128	821001	CIC SW Team 4	210
	11129	821001	Referrals & Assessment Team 1	210
	11130	821001	Referrals & Assessment Team 2	250
	11131	821001	Referrals & Assessment Team 3	220
	11132	821001	Children In Need Team 1	210
	11133	821001	Children In Need Team 2	170
	11134	821001	Children In Need Team 3	250
	11135	821001	Children In Need Team 4	240
	11176	821001	Adult Library Services	110
	11302	821001	Multi AgySupTm NDSG	70
	11304	821001	Commissioning Mgt Tm	60
	11305	821001	Business Support - EIP	60
	11323	821001	Troubled Families	610

Service	Profit Centre	Account	Description	Virement £
	11344	821001	DV Commissioning	60
	11361	821001	Multi Agency Safeguarding Hub	380
	11368	821001	Assessment & CIN Mgt	200
	11382	821001	Data Quality&Systems	270
	11383	821001	Customer Focus and Engagement	80
	11384	821001	Business Support - Childrens	80
	11385	821001	Commissioning	120
	11386	821001	Data Analysis P&P	250
	11387	821001	ParkfieldCC-CommBudg	50
	11391	821001	ParkfieldCC-ChldCare	400
	11393	821001	The Hyde CC-ChldCare	200
	11394	821001	The Hyde CC-CommBudg	30
	11405	821001	FamilyServiceMgtTeam	120
	11430	821001	Adoption Reform Grant	50
	10302	138120	Rithmik	(40)
	10305	138120	Finchley Youth Theatre	(250)
	10306	221000	Grahame Park	(1,210)
	10310	221000	Targeted Youth Suppo	(180)
	10328	221000	Play Service & Greentops	(1,220)
	10332	221000	Lakeview	(4,130)
	10339	138120	Libraries Support	(130)
	10345	221000	Burnt Oak Library	(3,680)
	10548	138120	Contact of Children	(90)
	10550	138120	Indp Fostrng Agenc's	(20)
	10562	138120	Asylum Seekers - 16 & 17 CIC	(200)
	10588	138120	Section 17	(20)
	10981	138120	Sports Development	(2,110)
	11035	138120	Grahame Pk All Wthr	(60)
	11110	138120	Commisioned Services	(2,690)
	11170	138120	Sunday Library Services	(190)
	11175	138120	Early Years Library Service	(840)
	11360	138120	DataMgtTeam-Educatio	(100)
	11388	221000	WingfieldCC-ChildCar	(1,150)
	11391	221000	ParkfieldCC-ChldCare	(1,300)
	11393	221000	The Hyde CC-ChldCare	(1,370)
Children's Total				43,250

Service	Profit Centre	Account	Description	Virement £
	11378	420080	Finance	32,500
	10392	420080	Mayoral Support	540
	10392	138120	Mayoral Support	(50)
	10398	138120	Civic Events	0
	10400	138120	Civil Protection	110
	10682	138120	Executive Directors	2,560
	10683	138120	Policy	(290)
	10689	138120	Communications	(740)
	11000	138120	Insurance	0
	11056	138120	Performance	(380)
	11095	138120	Standard & Info Rights Team	580
	11247	138120	ACE Management Team	(1,400)
	11248	138120	Design	180
	11249	138120	Media Team	610
	11300	138120	Executive Support Team	1,170
	11365	138120	Commissioning Mgt Team	2,300
	11377	138120	Programme Mgmt Offic	800
	11378	138120	Finance	1,210
	11379	138120	Information Mgmt	690
	11000	821001	Insurance	7,260
	10392	821001	Mayoral Support	170
	10398	821001	Civic Events	20
	10400	821001	Civil Protection	80
	10682	821001	Executive Directors	840
	10683	821001	Policy	110
	10689	821001	Communications	180
	11056	821001	Performance	70
	11095	821001	Standard & Info Rights Team	190
	11247	821001	ACE Management Team	50
	11248	821001	Design	40
	11249	821001	Media Team	120
	11300	821001	Executive Support Team	230
	11365	821001	Commissioning Mgt Team	450
	11377	821001	Programme Mgmt Offic	160
	11378	821001	Finance	6,610
	11379	821001	Information Mgmt	140
	10014	138120	Trade Union	(560)
	10014	221000	Trade Union	(3,770)
	10014	420080	Trade Union	(13,550)
	10377	138120	Web	(320)
	11051	138120	Insight	(1,060)
	11279	138120	Strategy & Support Team	(60)
	11000	420080	Insurance	9,700
Commissioning Total				47,490

Service	Profit Centre	Account	Description	Virement £
	11230	138120	Commercial Mgmt Team	820
	11149	221000	Burnt Oak Centre	4,740
	11003	221000	General Fund Properties	1,690
	11005	221000	GFProperty Pend Sale	4,110
	11049	221000	Colinhurst	1,330
	11040	221000	NLBP Building 4	2,950
	11044	221000	Barnet House	32,260
	11045	221000	Hendon Town Hall	9,460
	11050	221000	Mill Hill Depot	5,720
	10690	221000	Arts Centre Development	170
	10690	821001	Arts Centre Development	40
	11003	821001	General Fund Properties	330
	11005	821001	GFProperty Pend Sale	800
	11040	821001	NLBP Building 4	580
	11044	821001	Barnet House	6,280
	11045	821001	Hendon Town Hall	1,840
	11049	821001	Colinhurst	260
	11050	821001	Mill Hill Depot	1,120
	11149	821001	Burnt Oak Centre	920
	11230	821001	Commercial Mgmt Team	160
	11040	420080	NLBP Building 4	29,520
	11062	420080	NLBP Building 2	4,630
CSG Total				109,730
	10661	221000	Hendon Cemetery	4,060
	10661	821001	Hendon Cemetery	790
DRS Total				4,850

Service	Profit Centre	Account	Description	Virement £
	10764	420080	Parks & Open Spaces	(10,550)
	10952	420080	Green Spaces Trees Management	(72,090)
	10774	420080	ES-Leases & SC Rech	351,090
	11208	138120	Street Lighting Other	(9,640)
	10652	138120	Street Cleansing	(151,090)
	10655	138120	Domestic Refuse	(145,870)
	10656	138120	Recycling	(11,260)
	10664	138120	HM-Responsive	(23,000)
	10671	138120	Mortuary	60
	10764	138120	Parks & Open Spaces	(117,150)
	10771	138120	ES-Transport Oheads	(8,740)
	10775	138120	ES-SEN Transp	(4,910)
	10776	138120	ES-Comctran	(24,610)
	10941	138120	HM-Sign Erection	(7,010)
	11369	138120	Street Scene Management Team	1,200
	11372	138120	business improvement	(6,120)
	10764	221000	Parks & Open Spaces	(1,210)
	10660	221000	Allotments	(380)
	10765	221000	Sports Grounds	32,170
	10768	221000	King George Playing Fields	860
	10671	221000	Mortuary	200
	10766	221000	Green Belt Lands	(2,800)
	10652	821001	Street Cleansing	1,670
	10655	821001	Domestic Refuse	1,650
	10656	821001	Recycling	170
	10660	821001	Allotments	50
	10664	821001	HM-Responsive	170
	10671	821001	Mortuary	330
	10764	821001	Parks & Open Spaces	35,980
	10765	821001	Sports Grounds	9,580
	10766	821001	Green Belt Lands	200
	10768	821001	King George Playing Fields	170
	10771	821001	ES-Transport Oheads	140
	10775	821001	ES-SEN Transp	50
	10776	821001	ES-Comctran	230
	10941	821001	HM-Sign Erection	60
	10952	821001	Green Spaces Trees Management	98,430
	11208	821001	Street Lighting Other	80
	11369	821001	Street Scene Management Team	240
	11372	821001	business improvement	250
	10774	517010	ES-Leases & SC Rech	(377,390)
	10774	821001	ES-Leases & SC Rech	(35,130)
	10938	138120	HM-Winter Maintenance	(4,680)
	10939	138120	HM-Stand-by	(2,390)
Streetscene Total				(480,990)
Grand Total				(380,740)

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Meeting	Cabinet Resources Committee
Date	25 February, 2014
Subject	Variation of contract value and extension of frozen food contract
Report of	Cabinet Member for Education, Children and Families
Summary of Report	<p>This report seeks:</p> <ul style="list-style-type: none"> i. to vary the value of the current contract with Hopwells Limited for the provision of frozen food supplies; and ii. to extend the contract with Hopwells Limited for the provision of frozen food supplies until the 29 July 2015

Officer Contributors	<p>Teresa Goodall, Catering Services Manager, Children's Service</p> <p>Daniel Bailey, Contract Monitoring Assistant, Children's Service</p>
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	None
Contact for Further Information:	Daniel Bailey, Contract Monitoring Assistant, Children's Service, Daniel.bailey@barnet.gov.uk

1. RECOMMENDATION

1.1 That the Cabinet Resources Committee:

1.1.1 authorise the variation of the Frozen Foods contract with Hopwells Limited for an additional £1,000,000; and

1.1.2 authorise the extension of the Frozen Foods contract with Hopwells Limited for a further year until 29 July 2015, for the value of £1,750,000, to allow for a new procurement exercise to be undertaken.

2. RELEVANT PREVIOUS DECISIONS

2.1 Cabinet Resources Committee, 24 May 2011 (Decision 5) – approved the Contract Procurement Plan for the 2011/2012 financial year, including frozen food supplies for catering services.

2.2 Delegated Powers Report (1366), 5 August 2011, Award of Frozen Foods Contract (Public and Exempt)

2.3 Cabinet Resources Committee, 4 November 2013, – approved the Contract Procurement Plan for the 2014/2015 financial year, including frozen food supplies for catering services.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATION

3.1 The Corporate Plan 2013-2016 states that under the Financial Strategy “We will continue to keep a tight rein on our finances and provide quarterly reports on how we are managing the business – and our new contracts – to ensure even better value for money for tax-payers.”

3.2 The use of framework contract for the supply of frozen food allows for maximum flexibility in the sourcing of cost effective frozen food supplies, and directly supports the objective in the Corporate Plan 2013-16 that 90% of savings are expected to be derived from efficient planning and delivery.

4. RISK MANAGEMENT ISSUES

4.1 The contract with Hopwells Ltd is a call-off contract which facilitates the provision of frozen food products as and when required. There is no risk of financial commitment incurred by the contract as there is no specific requirement for levels or frequency of use. In addition payment terms provide for payments in arrears for frozen food products received.

- 4.2 As the framework is let on behalf of the partner authorities of Eastern Shires Purchasing Organisation (ESPO) the continuity of supply is protected. The Business Continuity plan for the framework contract includes provision for access to alternative suppliers within the framework should there be a risk of interruption of service.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to section 149 of the Equality Act, 2010, the council has a public sector equality duty to have due regard to: (i) eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a protected characteristic and those without; (iii) promoting good relations between those with a protected characteristic and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination
- 5.2 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 The tendering documentation included provision for ensuring equality and diversity which incorporated the Council's current policies. These are set out under paragraph 6.24 of the Framework Agreement.
- 5.4 The contract with Hopwells Ltd includes provision for ensuring equality and diversity which incorporates the Council's current policies. These are set out under appendix 1, Section 3 of the contract.

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

6.1 Finance

- 6.1.1 The funding for the contract variation and extension which are being sought in table 6.1.1 will be met from the trading account of Catering Services and contained within existing budgets in Children's Services.

Catering Table 6.1.1

Existing Contract Period and Value	Variation to existing contract	Length of extension	Value of extension	Total contract value
30/07/2011 – 29/07/2014 (3 years) £1,950,000	£1,000,000	30/07/2014 – 29/07/2015 (1 year)	£1,750,000	£4,700,000

6.2 Performance & Value for Money

6.2.1 Under the framework agreement, regular performance monitoring is undertaken on Hopwells Ltd by ESPO. The contract is monitored on the following criteria:

- Sales Management Information
- Benchmarking and Trend Analysis
- Delivery and Quality Performance
- Invoice, Delivery and Credit Note Accuracy
- Retrospective Rebate Payments
- Account Management
- Sustainability
- Continuous Improvement
- Supplier Accreditation and Development

6.2.2 Benchmarking carried out by ESPO ensures continuing value for money by comparing Hopwells Ltd's prices against the Catering Price Index at least three times a year. In addition ESPO carry out monthly price checks with other suppliers, local authorities and members of the Pro 5 consortia to ensure that value for money is being achieved.

6.3 **Sustainability**

6.3.1 The Public Services (Social Value) Act 2012 requires the Council to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes. In Staff and Civic Catering, and School Catering, Catering Services directly support the council's priorities set out in the Corporate Plan, the Children and Young People's Plan and the Health and Wellbeing Strategy.

6.3.2 ESPO's tender qualification criteria incorporates rigorous standards with regard to the sustainable and ethical sourcing of supplies and assessment. Following a comprehensive tender evaluation, Hopwells Ltd was assessed as being the most sustainable of all the providers who tendered for the contract.

6.3.3 As part of the performance monitoring Hopwells Limited are required to produce an annual report to provide details of annual improvements regarding sustainability performance.

6.4 **Staffing, IT, Property**

6.4.1 There are no staffing, IT or property implications associated with the award of contract to Hopwells Ltd.

7. **LEGAL ISSUES**

7.1 Where the intended users of a framework agreement have been inadequately or ambiguously identified during the procurement of the framework agreement, then subsequent call-off contracts made under that framework agreement are likely to be regarded by the European Commission as illegal direct awards, and attract infraction proceedings if they come to the Commission's attention.

7.2 The London Borough of Barnet is specifically identified within the OJEU notice and in the Invitation to Tender as a party to the framework agreement

8. CONSTITUTIONAL POWERS

- 8.1 A variation and extension is sought for the Frozen Food contract with Hopwells Ltd.
- 8.2 Contract Procedure Rules direct that Contracts may only be extended or varied if all of the following conditions have been met (paragraph 14: Extensions and Variations):
- the initial contract was based on a Contract Procedure Rules compliant competitive tender or quotation process;
 - contract does not exceed the original Authorisation threshold as defined in Appendix 1, Table A, Contract Procedure Rules;
 - the extension or variation has an approved budget allocation;
 - the extension or variation is in accordance with the terms and conditions of the existing contract;
 - if the initial contract was subject to EU tender procedure, that the extension option was declared within the OJEU notice and the original Acceptance (Delegated Powers Report/Cabinet Resources Committee Report) ; and
 - the contract has not been extended before.

All of these criteria are met in relation to the contract variation and extension with Hopwells Ltd.

- 8.3 The Council's Constitution (paragraph 4.5: Responsibility for Functions) permits Cabinet Committees to discharge the Executive functions that fall within their terms of reference, whether or not they are also delegated to officers, except for matter specifically reserved to Cabinet.
- 8.4 Council Constitution, contract Procedure Rules, Rule 17 Appendix 1 – Table A – authorisation and Acceptance thresholds provide that Cabinet Resources Committee can accept contract variations and extensions of values of over £500,000.

9. BACKGROUND INFORMATION

- 9.1 Following a tender exercise by ESPO, the Frozen Food Framework Contract was awarded to Hopwells Ltd in July 2011. The contract was awarded for a three year period with an option to extend for a further year.
- 9.1.1 At the time of awarding the contract, expenditure on frozen food supplies was anticipated to be £1,950,000 over the lifetime of the contract, 30 July 2011 – 29 July 2014. As set out in table 6.1.1, permission is requested to increase expenditure on this contract by a further £1,000,000. This is due to a significant increase in business combined with on-going food inflation of at least 3% the annual spend has been significantly higher than initially expected.
- 9.2 Hopwells Ltd has performed well on the existing contract achieving a 99.5% accuracy rate on deliveries of frozen food supplies. In addition to this, the benchmarking carried out by ESPO has shown continued value for money

being achieved. Due to the strong performance of the provider it is recommended that the Council employs the option to extend the contract with Hopwells Ltd for a further year until 29 July 2015. This will also provide sufficient time for a comprehensive tender exercise to be undertaken for the award of the new Frozen Food contract. Permission to tender the new Frozen Food contract during 1 April 2014 – 31 March 2015 has already been obtained through the Cabinet Resources Committee, 4 November 2013 Contract Procurement Forward Plan.

9.2.1 During the extension period expenditure on frozen food is expected to continue to rise:

- From September 2014 Government policy will require local authorities to provide all Reception and Infant pupils with a free school meal. This is likely to have a significant impact on meal take-up; although the final figures won't be available until later in the year.
- Food inflation will continue to increase the cost of frozen food during the foreseeable future.

9.2.2 Authorisation is therefore sought to extend the contract for the period 30 July 2014 – 29 July 2015 for a value of £1,750,000.

10. LIST OF BACKGROUND PAPERS

10.1 A copy of the invitation to tender documentation including Terms and Conditions and Specification is available for viewing in Catering Services.

10.2 Any person wishing to inspect the background papers listed above should telephone Teresa Goodall, 020 8359 5140.

Cleared by Finance (Officer's initials)	AD
Cleared by Legal (Officer's initials)	SD

Meeting	Cabinet Resources Committee
Date	25 th February 2014
Subject	Independent Transport Operations for SEN and Passenger Transport Update
Report of	Cabinet Member for Education, Children and Families
Summary of Report	This report provides the background to the independent transport needs and seeks retrospective approval to appoint contractors from the Harrow/Barnet Framework.

Officer Contributors	Lynn Bishop Director of Streetscene, Bernard McGreevy Environmental Services Manager - Transport
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	None
Function of	Executive
Enclosures	None
Contact for Further Information:	Lynn Bishop, Director of Streetscene, ext 7557, email: lynn.bishop@barnet.gov.uk

1. RECOMMENDATION

- 1.1 To approve B&L Coach and Car Hire Ltd and Ruskins Private Hire Ltd as suppliers to the Independent Transport Operations for SEN and Passenger Transport contract following mini competition.
- 1.2 To retrospectively approve an increase in the annual value of the contracts of £655,000 following an increase of 10% clients being transported over the same period.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee, 29 November 2010 (Decision item 9) – authorised the Commercial Director to commence the procurement process to identify a strategic partner for the delivery of the Passenger Transport Services and to extend the current SEN framework contract by 6 months to February 2012 to allow adequate time to procure the most suitable provider for a new service.
- 2.2 Business Management Overview & Scrutiny Sub-Committee, 16 December 2010 (Decision item 6), the report referred to at 1.1 above was called-in and Councillors were assured that they would see evidence of work with other boroughs on passenger transport.
- 2.3 Cabinet Resources Committee, 27 September 2011 (Decision item 16), the committee approved the recommendation to become full members of the West London Alliance (WLA) Transport Efficiency Programme to participate in the procurement of a framework contract to replace the current framework.
- 2.4 Cabinet Resources Committee, 16 January 2012 (Decision item 9), the Committee approved the extension of the SEN Framework Contract, expiring on 29 February 2012, for a second term to allow adequate time for the West London Alliance (WLA) to procure a region-wide collaborative framework contract for the most suitable provider(s) for the service to benefit both the customer and the Council.
- 2.5 Cabinet Resources Committee, 16 January 2012 (Decision item 9), the Committee approved the extension of the SEN Framework Contract, expiring on 29 February 2012, for a second term to allow adequate time for the West London Alliance (WLA) to procure a region-wide collaborative framework contract for the most suitable provider(s) for the service to benefit both the customer and the Council.
- 2.6 Cabinet Resources Committee, 25th February 2013 (Decision item 6), the Committee approve an extension to the SEN Framework Contract for passenger transport, expiring on 28 February 2013, for a third term for a period of seven weeks to allow the passenger transport team to mobilise and implement the newly procured framework contract jointly with Harrow to mitigate That the Contract Procedure Rules relating to acceptance parameter for contract extensions be waived to allow for the further extension to the SEN Framework Contract for passenger transport.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The three priority outcomes set out in the 2013-16 Corporate Plan, are:

1. 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.

3.2 This report focuses on creating better life chances for children and young people across the borough.

3.3 This contracted service involves the provision of transport for approximately 936 Home to School SEN / Non SEN pupils and 300 Home to Day Centre service users, on a daily basis throughout the year, with a projected annual spend of £3.4m (2013/14). An increase of 104 SEN /Non SEN pupils and 20 Home to Day Centre vulnerable adults as at the time this report compared to March 2013.

3.3 The use of this contract will ensure that the provision of the high-quality service continues while reducing the cost of the provision and allow the Council to respond to the increasing demand for the service. The joint-procurement with London Borough of Harrow was undertaken using a competitive process with appropriate due diligence to ensure that the above outcomes are met.

3.3 The Council has already recognised the value of Passenger Transport Services being delivered on behalf of Children Service (SEN), Adults Social Care & Health (ASC&H) and other services through the establishment of a centralised Passenger Transport Service. The Council has also recognised the effective delivery of this function via the in-house service model, to identify ways of making services more efficient and to improve the service from a customer's point of view.

4. RISK MANAGEMENT ISSUES

4.1 Failure to vary the annual value of the framework contracts could expose the Council to higher market rates and may require officers to undertake further mini tender process. Additionally, the potential providers could deploy their resources on other contracts if Barnet was unable to confirm payment for the transport services provided to date.

4.2 The risk of challenge from these suppliers that have been excluded from the framework has been mitigated by following a standard procurement process which has been led by London Borough of Harrow with officers from Barnet ensuring the process complied with Barnet's Contract Procedure Rules.

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; religion or belief; sex; sexual orientation; race. It also covers marriage and civil partnership with regard to eliminating discrimination.
- 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; religion or belief; sex; sexual orientation; race. It also covers marriage and civil partnership with regard to eliminating discrimination.

The procurement process involved the evaluation of each applicant's equalities procedures in order to ensure compliance with the Council's equality and diversity requirements.

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

- 6.1 An OJEU compliant joint tender process was undertaken with both Boroughs sharing the proportionate cost of the 'E' Auction. The process is detailed at section 9.
- 6.2 The Passenger Transport service is managed and operated by the Street scene Directorate and comprises a combination of in-house and contracted providers. The service is available to all Council Departments, the main users being the Children's Service and Adult Social Care. The table below details the current annual spend, by department
- 6.3 The spend under this contract is primarily funded by Children Services' Home to School transport provision for Special Education Need pupils and Home to Day Centre transport budgets of Adult Social Care & Health.
- 6.4 In November 2012 the projected spend was £2.7m per annum based on the E-Auction valuation for the contract period 2013.14. The current projected spend based on subsequent mini tenders and increase in clients transport has increased to £3.4m per annum.

6.4 PROPOSED VARIATIONS HAVE NO IMPLICATIONS ON STAFFING, IT, PROPERTY AND SUSTAINABILITY.

7. LEGAL ISSUES

- 7.1 On the basis of the information set out within this report, the procurement was carried out in accordance with relevant legislation and with the Council's own Contract Procedure Rules.
- 7.2 In compliance with European Procurement rules, the Framework may continue for a maximum period of four years. During this period individual contracts can be 'called off' from the Framework. Call-off contracts can be entered into which

would have the effect of extending the four-year limit so long as the length of the last call-off contract is consistent with the length of previous call-off contracts. The terms of the Framework will govern the call-off contracts that are awarded during the, aforementioned, four-year period, in particular with regard to price and quantity.

- 7.3 The Council will not be under a contractual obligation to procure services under the Framework.

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

- 8.1 Council Constitution, Responsibility for Functions – Section 4.6 details the responsibilities of Cabinet Resources Committee.
- 8.2 Council Constitution, Contract Procedure Rules, section 14 sets out the process for extensions and variations of contracts, including that they must be in accordance with the authorisation thresholds as set out in Appendix 1 – Table A. Table A provides that Cabinet Resources Committee is the authority for acceptance of variation or extensions of £500,000 and above.

9. BACKGROUND INFORMATION

- 9.1 In June 2012 the London Borough of Harrow invited all Council's within the West London Alliance (WLA) to join them in a tender for passenger transport services involving an Electronic 'E' Auction. Following agreement by the Passenger Transport Project Board, Barnet Council subsequently entered in to the joint tender process. The proposed framework would be for a period of four years.
- 9.2 Both Councils agreed to undertake an open, EU compliant tender process which does not include prior short listing. With this tender process, all applicants that submit responses to a tender advertisement are evaluated. This process was chosen as both Councils were aware of the likely market response to a tender advert which was not expected to exceed thirty applicants. The services tendered were passenger transport services for SEN Children and Adults receiving education and care services.
- 9.3 Harrow Council had previously conducted an 'E' Auction for passenger transport services in 2008 and found the tendered rates to be more competitive than the rates achieved by the traditional tender process. Companies could apply to price for the routes within Barnet or Harrow or for both Council's routes.
- 9.4 The tender for a Framework of Suppliers was advertised in the Official Journal of the European Union (OJEU) on 20 July 2012. A total of 28 companies responded with completed tender submissions for the Barnet routes. A total of 16 companies that had applied for the Barnet routes scored over the evaluation threshold in the Qualification and the Quality and Technical evaluation stages and were established as the approved providers over the term of the framework contract.
- 9.5 The tender process only allows for evaluation of price following the initial evaluation of quality, initially based on an 'E' Auction and subsequent Mini Competitions process thereafter, as the service delivery demands.

- 9.6 At the time of tender the original contract was valued at £3.1m, and as a result of the E-Auction the contract was projected at £2.7m per annum. The £400,000 projected cost reduction was unsustainable due to a number of circumstances, which resulted in a number of contractors defaulting that they were unable to maintain the E-Auction prices. At the commencement of the contract the impact of contractors defaulting resulted in an increase in the annual projected contract cost of £3.4m.
- 9.7 Two of the 16 approved providers City Fleet and Olympic South withdrew from the framework contract before 15th April 2013, contract award date, both indicating their non-compliance with the terms of the contract and therefore would not be participating further.
- 9.8 Since the contract award in November 2012 the Passenger Transport Services has experienced a significant increase in SEN and Non SEN transport, which includes a number of existing transport requests being upgraded to 1-2-1 transport from shared transport as a result of individual pupil's health and welfare needs during transport. PTS has managed this growth by optimising routes whilst accommodating client needs, and making use of existing resources more effectively through arrangements with approved suppliers and the existing in-house transport provision.
- 9.9 A significant number of providers confirmed that their E-auction prices were not sustainable, with Welcome Cars Ltd returning 60% of the 30 routes awarded one week prior to the contract commencement date. In these instances, the routes affected were provisionally awarded to the next lowest bidder until the price per route was accepted by the provider.
- 9.10 As a consequence, the Passenger Transport Service carried out a further mini competition exercise, enabled B&L Coach and Car Hire Ltd and Ruskins Private Hire Ltd, successfully bid the lowest price and awarded routes in subsequent mini competition processes.
- 9.11 Ruskin's Private Hire Ltd supported the contract until August 2013, reporting the company had ceased trading from September 2013, with the administrator seeking settlement for outstanding payments.
- 9.12 The table below (fig 1) details the projected £3.4m annual spend based on current and future operations, against the November 2012 E-Auction projected spend for 2012.13, a net increase of £655,000. This utilises the approved suppliers that passed the evaluation criteria and remain as approved providers on the Barnet framework contract. Spend per contractor below is subject to change during the year due to various operational and market factors.
- 9.13 As a result of the change in the individual contractor spend and mini competition since November 2012, this report seeks authorisation to increase the individual contractors spend detailed within the table (Fig 1).

Fig 1 Projected Contractor Spend for 2013/14

Service Provider	2013.14 Projected Spend (as per Cabinet Member Decision, 1912, 13/03/13)	2013.14 Projected Annual Spend
Amac Express Services	6,204	£70,000
B & L Coaches	0	£75,000
Brent Couriers Ltd	211,814	£660,000
Cavendish	17,672	£2,000
Cheetah Ltd	136,060	£115,000
Chequers Transport	92,662	£60,000
IHS Corporation Limited	67,320	£15,000
The Impact Group Plc	96,820	£125,000
London Borough of Barnet	641,980	£948,000
Paradrive T/A Metro Cars	310,086	£525,000
RASMI SERVICES LTD	31,956	£9,000
Star cars ltd	669,874	£795,000
Welcome	259,052	£8,000
WGT	0	£2,000
Ruskin Private Hire Ltd	15,426	£8,000
Olympic South	186,732	0
City Fleet Networks Ltd	18,044	0
Total	£2,761,706	£3,417,000

10. LIST OF BACKGROUND PAPERS

None

Cleared by Finance (Officer's initials)	AD
Cleared by Legal (Officer's initials)	MXS

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Meeting	Cabinet Resources Committee
Date	25 February 2014
Subject	Agreement for Lease – Gateway House
Report of	Deputy Leader and Cabinet Member for Resources & Performance & Cabinet Member for Customer Access & Partnership

Summary	This report seeks approval to enter into an Agreement for Lease with Maverick Estates Limited, a local developer and the owner of Gateway House 318-330 Regents Park Road NW3 2LN to deliver a new library facility in Finchley Church End, within a mixed development scheme proposed for Gateway House.
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Officer Contributors	Hannah Richens (Libraries Manager) Richard Malinowski (Property Services)
Status (public or exempt)	Public (with separate Exempt report)

Wards Affected	Finchley Church End Ward
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Key Decision	No
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Reason for urgency/ Exemption from call-in	Not applicable
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Function of	Executive
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Enclosures	Appendix 1 – Draft Heads of Terms Appendix 2 – Draft plans
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Contact for Further
Information:

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1. RECOMMENDATIONS

- 1.1 That Cabinet Resources Committee note the contents of this report and the opportunity presented by the proposed redevelopment of Gateway House for a new library in Finchley Church End.
- 1.2 That Cabinet Resources Committee approve the proposed Heads of Terms as detailed in Appendix 1 and the Exempt report as the basis for entering into an agreement for lease with Maverick Estates Limited.
- 1.3 That Cabinet Resources Committee approve the Council entering into an agreement for lease of Gateway House for the accommodation of a new library in accordance with the approved Heads of Terms.
- 1.4 That Cabinet Resources Committee delegate authority to the Chief Operating Officer to agree any variations or additional terms as are required to conclude the agreement for lease acting in consultation with the Deputy Leader and Cabinet Member for Resources and Performance.
- 1.5 That once the Deputy Leader and Cabinet Member for Resources and Performance has approved the final heads of terms then officers may instruct HB Public Law to complete the Agreement for lease.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 The Strategic Libraries Review (SLR) was approved by Cabinet on 26 July 2011. This review outlined a number of proposed changes to the libraries estate including the development of 'a new fit-for-purpose, accessible library in Church End.' The SLR states that:

'It is anticipated that the new Church End facility will be fully accessible (unlike at present); [with] a bookable community space; and further study spaces'

- 2.2 The review was informed by comprehensive public consultation and an Equalities Impact Assessment (EIA). Consultation commissioned by Alpha Research reported that:

'All participants who gave a view supported the plans for Church End'

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 A capital strategy was developed to support changes to the libraries estate and was approved on 15 May 2013. This strategy set out the following three key objectives:
 1. To create more financially sustainable library buildings
 2. To improve the library service to communities
 3. To future-proof investments in the libraries estate

The relocation of Church End library addresses all three of these key objectives.

- 3.2 Library strategy research in 2010 indicated dissatisfaction with the current Church End library site. In particular the current library is dated and requires extensive repairs. It is not compliant with the Disability Discrimination Act (DDA) and those customers with restricted mobility are at present unable to access the first floor. The proposed move to Gateway House offers the library service an opportunity to deliver a modern facility with a fully accessible service to residents in Finchley Church End.
- 3.3 The current library site operates as an outreach venue for community activities delivered by Newstead Children's Centre and as such is a key element of the borough's approach to Early Intervention and Prevention (EIP). However, the number and range of activities that can be delivered is constrained by the physical limitations of the site, in particular the lack of dedicated appropriate activity space. The proposed redevelopment of Gateway House will be significantly larger and will include dedicated community rooms suitable for the delivery of high quality Early Years and other activities.

4. RISK MANAGEMENT ISSUES

- 4.1 The main Heads of Terms of an Agreement for Lease have been determined, albeit some minor provisions are still to be settled. As currently drafted the terms will allow the developer to terminate the Agreement if any of the Planning Conditions prove to be onerous. The Onerous Conditions are defined as having to be material and the draft Agreement allows the developer to refer the matter to an independent expert. If onerous conditions are confirmed then Maverick can terminate the Agreement. Maverick could then submit a proposal for another scheme perhaps with a smaller library or in an inferior location such as the lower ground floor or even for a scheme without a library. Adequate safeguards will be incorporated into the Agreement restricting the potential of such action by Maverick to material conditions that significantly affect the viability of the scheme. Nevertheless there is a risk which is considered to be relatively small as any onerous condition claim has to be justified by referral to a third party and only then the Agreement terminated.
- 4.2 There is also a risk that planning permission may not be granted for Maverick's proposals and that the library will not be delivered.
- 4.3 There is a risk that residents within the Church End area may object to the proposed move of the library to Gateway House. However, Barnet-wide consultation was undertaken in 2010 as part of the Libraries Strategic Review and indicated general support for the principle of a new library. Detailed consultation and engagement will be undertaken with Church End residents and library users following formal agreement of the Heads of Terms.
- 4.4 Colleagues in Property Services can continue to identify alternative appropriate accommodation should the current proposals fail to gain planning permission or in the instance of failure to reach agreement on the terms.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to section 149 of the Equality Act, 2010, the Council has a public sector duty to have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act. It must advance equality of opportunity between those with a protected characteristic and those without and promote good relations between those with a protected characteristic and those without. The relevant 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The act also covers marriage and civil partnership with regard to the elimination of discrimination.
- 5.2 The Council is committed to improving the quality of life and wider participation for all in the economic, educational, cultural, social and community life of the borough. This proposal will create improved, more accessible library spaces within the Finchley Church End area and offer significantly upgraded facilities for the local community including provision of community meeting spaces.
- 5.3 The current library is not compliant with the Disability Discrimination Act (DDA), is not fit for purpose and does not currently meet service requirements. Failure to comply with the DDA could expose the Council to significant risk of legal challenge. A detailed equalities analysis will be delivered as part of the full business case for the project. The project will also deliver an accessibility audit of the proposed development putting forward accessible design requirements for all areas of the facility.
- 5.4 The agreement to deliver the build will include requirements fully covering the Council's duties under equalities legislation.

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

Finance

- 6.1 Maverick Estates Limited (Maverick) is prepared to commit to providing a turn-key library at no cost to the Council, at a fixed low rent and for a lease term of 125 years. However Library Services will have to contribute towards insuring the building and for service charge contributions for external and common parts, repairs and maintenance, the costs for which have not as yet been established. These will be met from the existing libraries revenue budget.
- 6.2 Provision of floor space currently stipulated is for a Library comprising 842m² located on the ground and lower ground floors of the redeveloped Gateway House. The current Church End library is 595m² in size. Plans of the proposed facility are attached in Appendix 2.
- 6.3 Main Heads of Terms for an Agreement for Lease have been provisionally agreed and a draft legal agreement is currently being considered by legal colleagues. If planning consent is granted then the Agreement for Lease will oblige Maverick to complete the development as approved incorporating a library by June 2017. In addition the consent will be subject to an obligation to provide a library in a Section 106 Agreement and furthermore the Agreement for Lease will be registered at the Land Registry which ensures any successors in title will be obliged to complete the development in accordance with the planning consent. If planning consent is not achieved by 31 March 2015, the Agreement for Lease can be extinguished and it will

be open to Maverick to consider other options including pursuing Permitted Development Rights for change of use from offices to residential for which a prior approval application has also been submitted.

- 6.4 Whilst the developer is prepared to provide a turn-key library, some project management costs will be incurred by the Council. This is required for the preparation of an appropriate Specification and to ensure compliance by monitoring the fit-out of the library during construction. This will provide the Council with sufficient project assurance. Project management and professional fees are estimated at around £30,000 and will be supported via the Libraries Capital Programme.
- 6.5 Investment in a new library at Church End is required to ensure the long-standing requirements of the Library Service are met. Whilst Children's Centre investment in the current Church End library in 2010 provided a moderately refurbished children's library, the condition survey undertaken by Asset Management in the same year indicated a general maintenance backlog of approximately £98,800. This includes required building related, electrical and mechanical maintenance work. A further sum estimated at £105,000 would be required to make the site DDA compliant.
- 6.6 Moreover, the current site has little capacity to generate additional revenue with no community space for hire. The proposed new library will have 3 rooms for hire with an anticipated annual income comparable to that received at larger libraries such as Chipping Barnet Library.
- 6.7 Co-location and a commercial partnership mean the Library can be built at a lower cost than a stand-alone facility. Sharing the building also offers an opportunity to reduce on-going revenue costs. Negotiations regarding service charge costs are on-going. Costs will depend upon the nature of the services to be provided which is still to be ascertained. One potentially expensive service item that requires further investigation involves air conditioning and a decision will have to be made whether to rely on the Landlord's system or on internal comfort cooling.
- 6.8 **IT** - Workstations and all associated network cabling for the new facilities will be included as part of the turn-key library provided by the developer.
- 6.9 **Property** - The very nature of this project involves a change in occupation arrangements for Church End Library in that it will be relocated to a new purpose built facility. Proposed Heads of Terms are detailed in Appendix 1. If as a result of the new development the existing Church End Library becomes surplus to requirements it could be considered for disposal with the potential to realise a capital sum in excess of £1 million. A number of parties have already expressed an interest and have submitted offers.
- 6.10 **HR and strategic HR issues** - There are no HR issues associated with the project that affect staff contractual terms or conditions, or any staff decisions that need to be made. No consultation with trade unions is believed to be required. The project has no strategic HR issues.

7. LEGAL ISSUES

- 7.1 The Council has the power to acquire property by agreement, including leasehold interests, pursuant to section 120 of the Local Government Act 1972.
- 7.2 The agreement for lease will be conditional upon planning permission being

granted to Maverick for their scheme which includes a library on the ground and lower ground floors. Either party will be able to terminate the agreement if planning consent is not granted by March 2015.

- 7.3 The Council in entering into an agreement for lease with Maverick will do so in its capacity as landowner. The Council's decision-making as local planning authority cannot be influenced by CRC's decision in respect of the subject matter of this report. A decision to grant or refuse planning permission in respect of Maverick's submitted application will be taken by the Council's Planning Committee in due course.

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

- 8.1 The Council's constitution in Part 4, Responsibility for Functions, paragraph 4.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council. Cabinet Resources Committee approval will be required to authorise the rental of the ground and lower ground floors of Gateway House. A subsequent decision will be sought on the disposal of the existing library should the project proceed. Disposal will take place once the new library is ready to open. Approval is now being sought to conclude the negotiations regarding Heads of Terms as detailed in this report.

9. BACKGROUND INFORMATION

- 9.1 The current Church End library is located on Hendon Lane, N3 and has around 3,342 weekly visits, 14,517 registered borrowers and annual issues of around 111,129.
- 9.2 Development of the current site is constrained as it is surrounded by church land. The library operates over two floors with reference, study and computer facilities located on the first floor. However, the current building has only a very small lift that is not DDA compliant and is not suitable for general public use without supervision.
- 9.3 The Strategic Library Review approved by Cabinet in July 2011 endorsed re-provision of the library, emphasizing the need for 'a new fit-for-purpose, accessible library in Church End.'
- 9.4 The search for a new library has been intermittently going on for a number of years. Property Services were initially asked to investigate the possibility of relocating the library when they were requested to find a suitable building for the Customer Services Centre in the East of the Borough in 2008. Gateway House was one of a number of buildings investigated throughout 2009 and 2010 and thus there was an awareness that the owners eventually wanted to carry out a development or a refurbishment of the building.
- 9.5 Following the receipt of the first offer in January 2012 the Council became more active in their search for an alternative site for the Church End Library. The Council investigated the marketing of the offices by Mavericks' agents that related to a potential change of use to residential. A short report was prepared advising that the quoted rentals were unrealistically high and there was little chance the building could

be let at such levels. In any event the office accommodation would have required extensive and expensive refurbishment to stand any chance of a successful letting and consequently was not viable. There followed discussions that lead to meetings with Maverick's representatives and with Metropolis, Maverick's architects, and the concept of a library being accommodated in their scheme was raised. The Council's library requirements were conveyed to Metropolis and a number of concept drawings were provided which led to negotiations for a lease.

- 9.6 Initially the terms involved a deal at a market rent but this was revised when Maverick concluded that any future application for a change of use might stand a greater chance of success if a library was to be accommodated. Thus the basis of the deal proposed changed significantly and the terms currently being discussed have been set out in the attached exempt part of this Report.
- 9.7 Approval is now being sought to conclude the negotiations regarding Heads of Terms as detailed in this report and to instruct HB Public Law once these have been finalised to enter into an agreement for lease.
- 9.8 Agreement on Heads of Terms is timely. A planning application for redevelopment of Gateway House including provision of a new library facility was registered in October 2013.

10. LIST OF BACKGROUND PAPERS

10.1 Proposed Heads of Terms

10.2 Draft plans

Cleared by Finance (Officer's initials)	JH 13.02.14
Cleared by Legal (Officer's initials)	IDG 14.02.14

Appendix 1

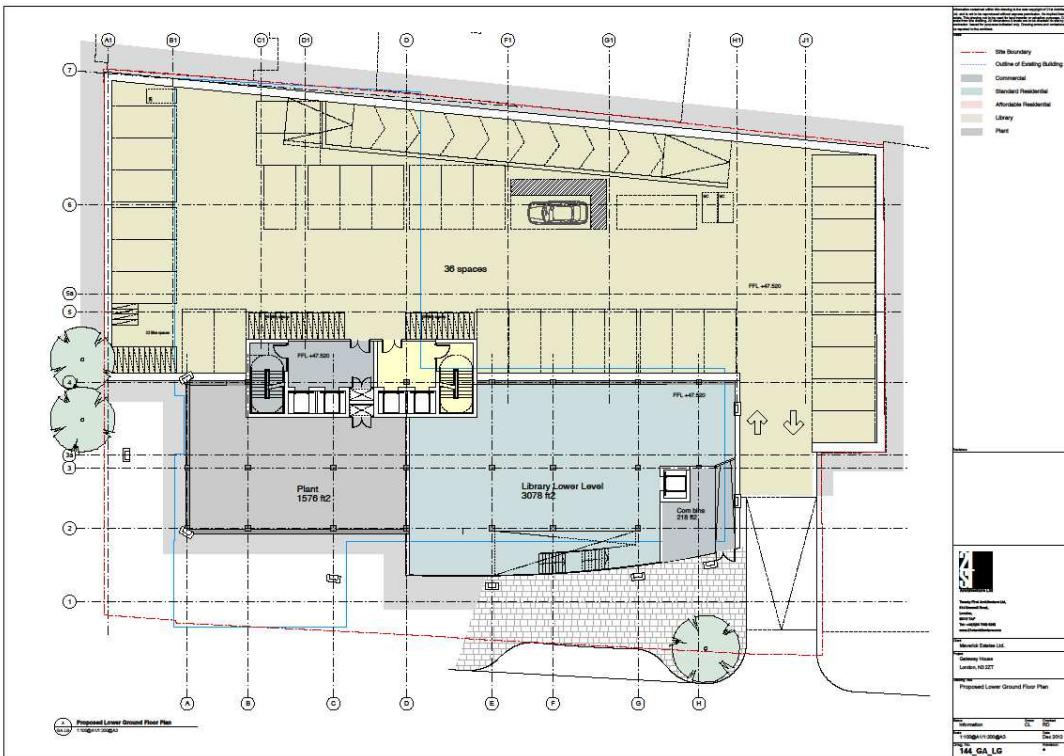
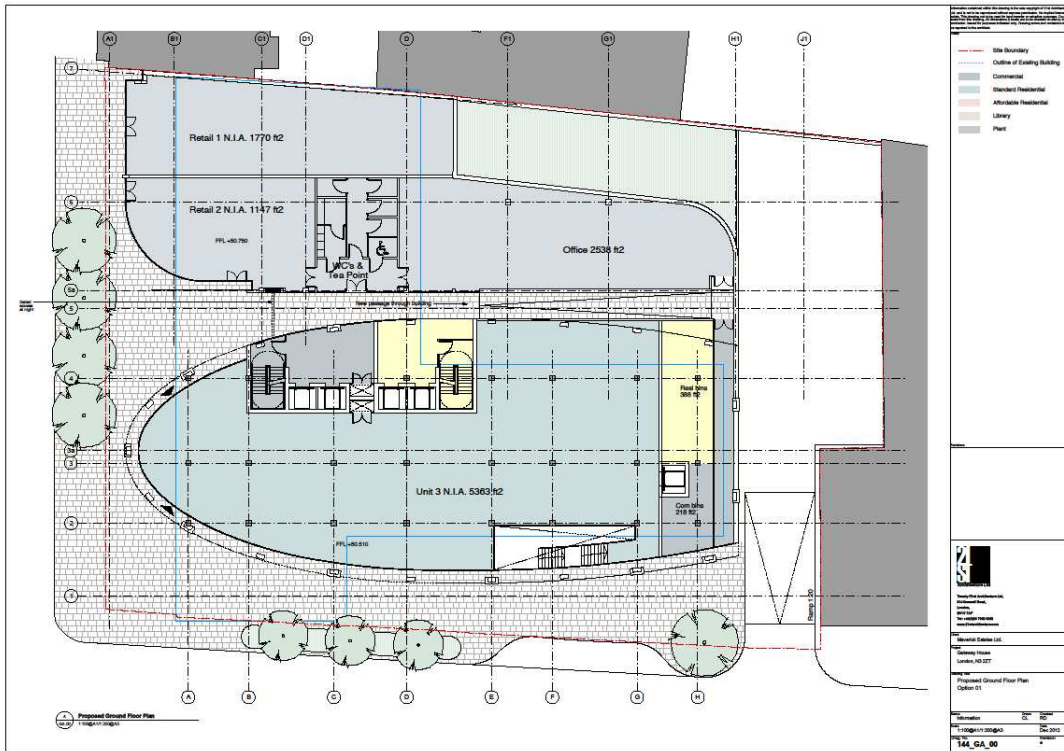
Summary of the Heads of terms of the Agreement for Lease as currently drafted

- 1 Demise – The Library property as proposed within the pre-application scheme submitted to the Barnet Planning department for approximately 840 square metres net area, located on the ground and lower ground floors. Areas shown on the plans submitted with the planning application show 509.7 sq metres on the ground floor and 332.5 sq metres on lower ground thus totalling 842.2 square metres. Copies of the plans are attached.
- 2 Lease to be for a term of 125 years on an effectively full repairing and insuring basis from completion of the development (Completion is defined below). The annual rent to be paid is detailed in the Exempt part of the report.
- 3 Barnet Council will contribute a fair and reasonable proportion of buildings insurance premium and service charge in relation to repair and maintenance to common areas which would include for the structure above the Library, the service road, car park, common conduits etc. The Council still need to examine which service charge elements are to be re-chargeable (to exclude anything relating to the upper parts), whether fees and commissions are included and so the insurance premium and service charge contribution costs have yet to be established. Provisional estimates are £4k for insurance and £24k for the service charge (without air conditioning)
- 4 The terms will be documented by an Agreement for lease. An Agreement for Lease will include an obligation on Maverick Estates to obtain planning permission for the mixed development including a library with 2 retail units, residential and offices above and will have a long stop date for obtaining permission to include for any appeal and JR process.
- 5 The long stop date proposed for March 2015 terminates the agreement. Maverick were not prepared to negotiate on the date, stating that they have a limited timeframe to take advantage of their Permitted Development Rights, that will have to be exercised by May 2016.
- 6 The long stop date enables the Developer to terminate the Agreement if an acceptable planning consent is not obtained. Planning is not formally granted until a section 106 agreement has been completed. Property Services believe the time frame gives the developer too much scope to terminate and resubmit a new scheme, either without a library, or with a significant reduced area or even attempt to re-negotiate the terms of the lease. Ways of overcoming the time limit problem have been proposed, involving planners confirming there is an acceptable scheme and agreeing heads of terms for any section 106 Agreement prior to the Planning Committee and the eventual failure to sign the Section 106 would be a material default leading to a claim for compensation.
- 7 In addition the agreement will include mechanics for dealing with the detail of the fit out/construction design/specification/timescale and provision of furniture and equipment for the new Library. The Council will be given a 4 month period after signing the Agreement for Lease to draw up an interior design for the Library which will be subject to landlord approval not to be unreasonably withheld. The Landlord is offering a “turn key” finish (ready for immediate use and occupation) but Maverick are limiting their contribution to a maximum of £800,000 for fitting out and £250,000 for the furniture and equipment of the library. The figure is based on their QS estimate of a library having a gross area of 907 sq metres at a rate of £1180 per sq metre. Thus it is essential that Library Services firm up their costs as soon as possible so we can agree the budget level. Also a decision is still to be made on the

provision of air conditioning or comfort cooling and whether it should be stand alone or using the landlord's common system

- 8 Completion of Long Leasehold to be within 14 days of receiving written notice from the Landlord with copy of the Practical Completion certificate for the Library development. To be extendable in case of excessive snagging.
- 9 The Council will have the right to sublet either the whole or part of the property by way of whole or part floors, and notice of any such arrangement will need to be provided to the Landlord at the grant of any sublease. Barnet will be permitted to assign their lease, subject to Landlord consent and the landlord would require the right of first refusal to purchase the lease, exercisable within 2 months of the notice informing them of marketing intention or an offer received. Sub-lettings and assignments will only be permitted to other D1 uses for the first 20 years and then extended to A1, A3, B1 and D1 uses.
- 10 Car Parking rights to use 2 parking spaces
- 11 Costs, each party to bear their own Legal costs for dealing with documentation

Appendix 2 (Plan of Gateway House development showing Barnet Library on Ground and Lower Ground Floors)



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Meeting	Cabinet Resources Committee
Date	25 February 2014
Subject	Home Meals Contract Extension
Report of	Cabinet Member for Adults
Summary of Report	The report seeks a waiver to the Council's Contract Procedure Rules in order to extend the contract with Sodexo Healthcare Limited for the provision of meals at home for a further year.

Officer Contributors	Sally Smith, Interim Category Manager, Adults and Communities
Status (public or exempt)	Public (with separate exempt report)
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	None
Function of	Executive
Enclosures	None
Contact for Further Information:	Sally Smith, Interim Category Manager, Adults and Communities, sally.smith@barnet.gov.uk

1. RECOMMENDATION

- 1.1 That the Committee agree to a waiver to the Contract Procedure Rules as necessary to extend the Home Meals contract with Sodexo Healthcare Limited for one year until 1 April 2015.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Member for Community Service, 28 November 2006, Delegated Powers 147, Award of Contract to Sodexo Healthcare Services Limited.
- 2.2 Cabinet Resources Committee, 23 February 2010, Item 6 (Report of Cabinet Member for Adults – Home Meals contract variation and extension).
- 2.3 Cabinet Resources Committee, 13 January 2011, Item 9 (Report of Cabinet Member for Adults – Contract Award – Meals at Home).
- 2.4 Cabinet Resources Committee, 4 November 2013, Item 14 (Report of Resources and Performance – Forward Plan 2014/15).
- 2.5 Cabinet Resources Committee, 16 December 2013, Item 7 (Report of Resources and Performance – Forward Plan Remaining Part of the Financial Year 2013/14).

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council's Corporate Plan, 2013-2016, priority outcomes are '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'. The aim of this extension is to maintain the current service and to support older people to retain their independence, health and dignity.
- 3.2 The meals service will promote the strategic objective to "move investment from acute services to prevention" as this service may reduce admissions to residential care and other costly forms of institutional care. The service enables people to remain as independent as possible at home.
- 3.3 As part of the Council's Business Continuity Planning and Risk Register, Sodexo Healthcare Limited contribute to Adults and Communities Business Continuity Plans.

4. RISK MANAGEMENT ISSUES

- 4.1 There is a risk of a fall in volumes should people opt for other meal services or options which may impact on the viability of the service along with the cost per meal. However, it is hoped that the service will remain static over the one year extension and the supplier and service users will not be impacted, due to service capacity remaining in the current volume bandings in place. Council Officers will also undertake contract management to ensure that any risks relating to viability or quality of the service are managed.
- 4.2 The current service to date has a good track record in relation to quality and customer feedback and it is expected that this will continue for the extension.

Any changes to the current service would require consultation with service users, residents and members.

- 4.3 There will be no change to the client contribution to the cost of their meal service, and the Council will continue to collect client contributions to this service.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The current contract states that the provider of the service must comply with the Council's Equalities Policy and this will continue as part of the extension. A range of hot meals will continue to be provided to clients to meet their dietary, cultural and/or religious requirements.
- 5.2 The home meal service will continue to be offered to any adult who, upon an assessment, meets the Council's Fair Access to Care Services eligibility criteria and for whom the meals service will meet an eligible care need.

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

- 6.1 The contract was originally awarded on a cost and volume bandings basis, which gave stability for the Council and supplier for the contract period, with no need to re-negotiate during the contract period if there were any fluctuations in volume.
- 6.2 For the contract extension, the contract prices and volume bandings have been negotiated to ensure value for money during this period. The current volume is 59,489 meals per year, which is on average around 4,499 meals in a 4 week period. The predicted annual volume when tendered in 2011 was 89,000 meals; this is a drop of around 30,000 meals per year. The volume of meals per month over the last 12 months peaked between September and October 2012 to 4,847 meals and was at its lowest volume 4,276 meals between April and May 2013.
- 6.3 All meals are charged at the standard European meal price. However, if any specific cultural or dietary requirements are needed, a supplementary price is added. There has been a slight increase in these supplementary costs of £2,591 per year. However, this has been offset by a reduction in the cost of standard European meals by £23,396.
- 6.4 The total cost of the contract in 2012/13 was £512,938. The total cost saving, after both adjustments (standard meal and supplementary costs) is £20,805 if the extension is agreed for 2014/15.

7. LEGAL ISSUES

- 7.1 The Council has a statutory obligation to provide help with meal provision to vulnerable adults under the Chronically Sick and Disabled Persons Act 1970. The continuation of the current service for an additional year will allow time for full consultation with service users and other groups to consider future provision.

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

8.1 The Council's constitution, Responsibility for Functions, section 4 sets out the responsibilities of the Cabinet Resources Committee.

8.2 The Contract Procedure Rules, Section 14.5 state that where a contract does not meet the requirements for an extension (section 14.4) a waiver must be sought.

9. BACKGROUND INFORMATION

9.1 The service was competitively tendered in 2011 and the contract was awarded to Sodexo Healthcare Limited. Previously Enfield Council had managed the service and staff were TUPE (Transfer of Undertakings, Protection of Employment) transferred to Sodexo as part of the contract award.

9.2 The decision to extend the contract for a further year is proposed following a Capita Project Mandate on Meals at Home that offered an opportunity for the Council to achieve value for money and to benefit from greater efficiencies. This is a two-phased project covering a renegotiation of the existing contract for a further year and to tender the service next year.

9.3 The contract has been effectively run and, based upon customer feedback from regular service user surveys, customer satisfaction remains high. Sodexo Healthcare Limited offers a range of meals delivered to service users' homes, which cater for different dietary and cultural requirements. The range and variety of meals has increased over the contract period to reflect the changes in resident requirements.

9.4 The reduction in the volume of meals at home experienced in Barnet has also been the case for other London Boroughs. For example, in Camden and Brent there has been a reduction in uptake, as a result of lack of choice over delivery times and individual food preferences. As a result, this type of model has been replaced by one which is community based and offers more choice of the types of delivery and foods that residents can receive.

9.5 In Barnet, the Casserole Club offers a community based service that helps people share extra portions of home cooked food with others in the borough who are not always able to cook for themselves. The service is beneficial to all involved, with diners receiving free meals and the cook who provided the meal receiving the recognition that they have helped someone in the community.

9.6 Through renegotiation and extending the contract for a further year with the current supplier, Sodexo, there is an opportunity to work with Capita on Meals at Home provision, to achieve greater value for money and to benefit from greater efficiencies, increase choice and to coordinate with other community based services such as the Casserole Club.

10. LIST OF BACKGROUND PAPERS

10.1 None.

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Meeting	Cabinet Resources Committee
Date	25 February 2014
Subject	Contract Award for Independent Mental Capacity Advocacy, the Deprivation of Liberties Safeguards Relevant Person's Paid Representative and Independent Mental Health Advocacy Services.
Report of	Cabinet Member for Adults
Summary of Report	The report recommends the award of a three borough Contract to Voiceability for the Independent Mental Capacity Advocacy, the Deprivation of Liberty Safeguards Relevant Person's Paid Representative and Independent Mental Health Advocacy Services following a Competitive Tender conducted jointly with the London Borough of Enfield and the London Borough of Haringey. Successful award is dependent on the award of the Contract by all three Boroughs.
Officer Contributors	Andrew Shirras, Senior Category Manager
Status (public or exempt)	Public (with separate exempt report)
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	None
Function of	Executive
Enclosures	None
Contact for Further Information:	Andrew Shirras, Category Manager, Adults and Communities.

1. RECOMMENDATION

- 1.1 To award the three-borough Contract for the Independent Mental Capacity Advocacy (IMCA), the Deprivation of Liberties Safeguards Relevant Person's Paid Representative (DOLS) and the Independent Mental Health Advocacy Services (IMHA). The successful award is dependent on the award of the Contract by all three Boroughs.
- 1.2 To award the Contract to the winning bidder, Voiceability, for a period of three years, with the option of extending for a further year plus another further year. Contract extension would be subject to satisfactory performance, availability of resources and the continued demand for the services.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 The Cabinet Member for Adults signed a Delegated Powers Report awarding the current contract for the IMCA and DOLS on 22 September 2010.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Council is committed to supporting vulnerable adults and the delivery of statutory mental health services that are of a high standard is essential to achieving this. The Council's corporate priorities include a commitment to a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.

4. RISK MANAGEMENT ISSUES

- 4.1 The Council faces two identified risks in the commissioning of this service. The first is the implementation of the new contract. This has been mitigated by requiring each tenderer to submit proposals for contract mobilisation.
- 4.2 The second risk identified is the risk of jointly managing a contract across three boroughs. This will be mitigated by a Partnership Agreement and joint contract monitoring. The three boroughs have implemented this approach for the past three years and it has worked effectively.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The Equality Act 2010 places a duty on public authorities 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. The Equality duty also places a duty on the council to meet the needs of disabled persons and take account of their disabilities.
- 5.2 Contracted care providers are required to have a high standard of equitable behaviours. This includes compliance with Equalities Legislation, operating an equal opportunities policy, observing Codes of Practice issued by the Commission for Equality and Human Rights, and giving appropriate consideration to each customer's race, nationality, cultural or ethnic background, marital status, age, gender, religion, sexual orientation and disabilities.
- 5.3 The services being procured will operate within this framework which has particular application to mental health services, where adults are vulnerable and can be subject to discrimination. The Specification developed for this contract places clear responsibilities on the service provider to deliver services that comply with statutory duties and the Council's policies. Performance indicators will monitor compliance with equality issues.

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

- 6.1 For these three statutory services a single service provider has been jointly sourced alongside the London Borough of Enfield and the London Borough of Haringey. For these particular services joint commissioning delivers better value because it allows the successful bidder to match the available resources to shifts in demand across the three boroughs. The joint approach also takes account of the fact that Barnet residents can be residents of NHS hospitals or other residential settings in Enfield or Haringey. This approach has been taken for some of these services (IMCA and DOLS) since 2010.

7. LEGAL ISSUES

- 7.1 Local authorities have statutory responsibilities to make arrangements for the provision of the IMCA, the DOLS and the IMHA service in their respective areas.
- 7.2 IMCA is a role created by the Mental Capacity Act 2005. A local authority or NHS body have a separate legal duty to involve an IMCA when a vulnerable person who lacks mental capacity needs to make a decision about social care or medical treatment or, other related matters, such as an accommodation move. The IMCA is advocacy that supports vulnerable people to reach decisions, represent their views and act in their interests. Local authorities have a statutory responsibility to ensure that IMCA services are provided in their area.
- 7.3 The DOLS was also created by the Mental Capacity Act 2005, providing a set of safeguards for anyone who has restricted freedom, such as in a care home or a hospital. The Paid Representative is appointed to act on behalf of a person and to represent their interests.
- 7.4 The IMHA is a further form of statutory advocacy which was introduced in 2009, under amendments to the Mental Health Act 1983. A person detained under the Mental Health Act 1983 in a secure setting is entitled to access support from the IMHA. People discharged from hospital may also be supported by the IMHA.
- 7.5 For each of these statutory services, the commissioned provider delivering the service on behalf of Barnet Council must be specialised and trained to work within the framework of the Act.
- 7.6 These services are Part B Services under the European Union Contract Regulations 2006. As such there was no cross border interest. However, as good practice the three boroughs decided to tender, with Enfield Council taking the lead. This went ahead through the Enfield Contract Forward Plan. To facilitate this process, the existing Contract for IMCA and DOLS was extended from October 2013 to March 2014, when the tender concludes. This ensured the required continuity in the provision of these statutory services.

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

- 8.1 The Council's Contract Procedure Rules form Chapter 25 of the Council's Constitution. The Contract Procedure, section 14 and Appendix 1 – Table A set thresholds for the award of Contracts by value, and the rules for extensions and variations of contracts. This Contract is valued at £ 548, 653 over the first three years of the Contract. The Barnet Council contribution will be £201,791 (based on the relative population of each borough) over the three years of the initial Contract award. Because of the potential to award an extended contract of up to five years, it has

been decided to seek contract award, and possible extension of up to two years, at the Cabinet Resources Committee.

9. BACKGROUND INFORMATION

- 9.1 The Council has jointly commissioned the IMCA service and the DOLS service with the London Borough of Enfield and the London Borough of Haringey since 2010. This joint commissioning has enabled Barnet Council to take advantage of the economies of scale that come with larger contracts. The IMHA service had previously been commissioned separately by the three boroughs following its creation in statute in 2009.
- 9.2 The three boroughs have conducted a joint tender exercise over the past five months. This report describes the joint procurement process and makes a recommendation for awarding the joint contract to the winning bidder.

10. THE TENDER PROCESS

- 10.1 The procurement exercise was led by the London Borough of Enfield and carried out in accordance with Enfield's Contract Procedure Rules, with due regard for the procurement processes of the London Borough of Barnet and the London Borough of Haringey. The sharing of roles has reduced the costs to Barnet Council that would normally arise from a tender process.
- 10.2 A two-stage, restricted tender procedure was followed. This involved a Pre-Qualification stage and then the Tender stage, using an e-tendering process. The three boroughs jointly developed the service specification and contract documentation to ensure that the requirements of each borough are taken into account.
- 10.3 In September 2013, advertisements were published electronically in the procurement portals called "CompeteFor", the "Delta portal" and the "London tenders portal". These adverts invited interested providers to complete an online Pre-Qualification Questionnaire posted on the London tenders portal. (www.londontenders.org).
- 10.4 A bidders' day was held to answer questions from potential suppliers. Subsequently six organisations, plus one potential sub-contractor, completed the online Pre-Qualification Questionnaire (PQQ). Key evaluation criteria were set out in the PQQ and applicants were assessed on the basis of their organisational capacity, fitness for purpose and financial standing. Staff from Barnet Council jointly evaluated the submissions with the two other boroughs. Following the completion of the evaluation of the PQQs, five organisations were invited to submit bids.
- 10.5 Following the publication of the Invitation to Tender (ITT), four of the five organisations submitted bids. The key ITT evaluation criteria were designed to ensure that bidders could meet the requirements of delivering these statutory services for vulnerable people, deliver quality services and deliver value for money. Pursuant of the Public Services (Social Value) Act 2012, tenderers were also evaluated on their ability to provide work placements for social care students.
- 10.6 Tenderers were required to answer method statement questions designed to satisfy evaluating officers that the tenderers have demonstrated a clear understanding of the service specification and they have the ability to deliver services across three boroughs. The bids were assessed by using the Most Economically Advantageous method. This gave a potential of 1050 points that could be awarded to each tenderer, broken down as follows:
- Quality (400 points);
 - Price (600 points); and,
 - Interview by service users (50 points).

10.7 The technical questions/method statements of the ITT focused on the following quality aspects:

- Proposed delivery models, including plans for providing safe and quality services;
- Plan for smooth transition, risk management and risk mitigation;
- Managerial and operational structure of the service;
- Plan for workforce recruitment, development and retention;
- Plan to meet the needs of people with complex needs e.g. severe mental health, learning disabilities, autism, physical impairment, people with a variety of communication needs and older adults as well as their families and carers;
- Plan for ensuring accessibility of services for people (residents and professionals alike);
- Plan to tackle key challenges in the face of the increasing nature of activities of the services;
- Plan and methods in fostering key local, regional and national partnerships;
- Plan for performance monitoring, service user involvement and continuous improvement;
- Plan for managing complaints, comments, suggestions and service improvement; and,
- Plan for promoting sustainability and ensuring social benefit to the relevant boroughs through delivering growth and social value by offering work placements to local youth, employing apprentices, involving volunteers and protecting the environment.

10.8 The tenders were evaluated by staff representing the three boroughs including a commissioner and two operational managers working in Mental Capacity and DoLS operational managers. Two service users' representatives, one from Enfield and one from Barnet participated in the evaluation of the tender by attending the tender clarification meeting, listening to presentations and interviewing tenderers.

10.9 Following desk evaluations, the tenderers were required to attend a 45 minute tender clarification meeting where they presented summary of their delivery models and to answer any questions posed by the evaluation panel and service users on their presentation or bid submission. The bidders were also interviewed by service users' representatives on how they will best meet the needs of service users from the three boroughs.

10.10 An anonymised summary of the results of the evaluation scores are shown in the table provided below. Detailed working papers relating to the tender are held by each of the three boroughs. In Barnet this is the Category Management Team in the Adults and Communities Delivery Unit.

Table 1: Tender scores and price table:

Tenderers	Quality Scores Out of 400	Price/Cost Scores Out of 600	Service Users Scores Out of 50	Total Scores Out of 1050	Tender Price for 3 years
VoiceAbility Advocacy	250	600	25	875	£548,653.00
Company A	263	560	35	858	£588,159.00
Company B	293	515	35	843	£639,805.00
Company C	313	504	25	842	£653,741.33

10.11 The evaluating officers are making the recommendation because they are satisfied that the tenderers have been through a thorough selection process and the bid from the high-ranking tenderer represents the most economically advantageous tender (MEAT) and provides best value for the three Councils.

10.12 The Pre-Qualification of bidders addressed quality assurance, equalities, health and safety and professional experience of these statutory services. Bidders' tenders set out their detailed proposals for delivering the service. It is acknowledged that the recommended service provider achieved the lowest quality score. However, the tender evaluation team agreed that the provider demonstrated that they could achieve the required quality standards. The score of 250/400 represents 62.5%. Quality of service will be continually monitored by each Borough in order to ensure satisfactory performance.

11. LIST OF BACKGROUND PAPERS

11.1 None.

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