

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

TUESDAY 11TH NOVEMBER, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX

**TO: MEMBERS OF PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE
(Quorum 3)**

Chairman: Councillor Anthony Finn
Vice Chairman: Councillor Sury Khatri

Councillors

Geof Cooke
Alison Cornelius
Kathy Levine
John Marshall

John Marshall
Arjun Mittra
Ammar Naqvi
Reema Patel

Shimon Ryde
Daniel Seal

Substitute Members

Councillor Paul Edwards
Councillor Dr Devra Kay

Councillor Alison Moore
Councillor Caroline Stock

Councillor Gabriel
Rozenberg
Councillor Lisa Rutter

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

Andrew Nathan – Head of Governance

Governance Services contact: Anita Vukomanovic 020 8359 7034
anita.vukomanovic@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 4
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
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FACILITIES FOR PEOPLE WITH DISABILITIES

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Decisions of the Performance and Contract Management Committee

1 September 2014

Members Present:-

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)
Councillor Sury Khatri (Vice-Chairman)

Councillor Geof Cooke
Councillor Kathy Levine
Councillor John Marshall
Councillor Arjun Mittra

Councillor Ammar Naqvi
Councillor Reema Patel
Councillor Shimon Ryde
Councillor Gabriel Rozenberg (In place of
Alison Cornelius)

Apologies for Absence

Councillor Alison Cornelius Councillor Daniel Seal

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the last meeting be as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Alison Cornelius, who was substituted for by Councillor Gabriel Rozenberg

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor	Agenda Item	Interest
John Marshall	7 – Quarter 1 Monitoring Performance Report 2014/15	Non pecuniary interest as Councillor Marshall is a Council appointed Director of Barnet Homes
Arjun Mittra	7 – Quarter 1 Monitoring Performance Report 2014/15	Non pecuniary interest and Councillor Mittra's mother has a tenancy with the Council

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There were none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

Officers undertook to provide further information to a public questioner in relation to supplementary question 12 (Street Scene) on the number of formal and informal representations received over the last 12 month in relation to parking.

Mr. Derek Dishman gave a public comment on Agenda Item 7 – Quarter 1 Monitoring Performance Report 2014/15 in relation to parking matters. Members asked questions on the comment, which were responded to by Mr. Dishman.

6. MEMBERS' ITEMS (IF ANY)

There were none.

7. QUARTER 1 MONITORING PERFORMANCE REPORT 2014/15

The Head of Programmes and Resources and the Deputy Chief Operating Officer introduced the report, which set out delivery performance of the council. This includes both contracts and non-contracted services.

Following discussion, Officers undertook to circulate additional information to Members of the Committee.

Councillor Geof Cooke MOVED the following motion, which was SECONDED by Councillor Arjun Mittra:

“To refer the Quarter 1 car park usage shortfalls to the Asset, Regeneration and Growth Committee to consider in the context of town centre vitality, and to the Policy and Resources Committee to consider in the context of Business Rates.”

Votes were recorded as follows:

Agreed	5
Against	5
Abstentions	0

Following a tie, the Chairman used his casting vote. The vote was lost.

Councillor Geof Cooke MOVED the following motion, which was SECONDED by Councillor Shimon Ryde:

“That slippage on the Depo Relocation Project from Mill Hill East to Pinkham Way be drawn to the attention of the Assets, Regeneration and Growth Committee.”

Votes were recorded as follows:

Agreed	10
Against	0
Abstentions	0

The motion was carried.

RESOLVED that:-

1) The Committee agree the following referrals to thematic Committees:

COMMITTEE	REFERRAL
Adults and Safeguarding	None
Assets, Regeneration and Growth	None
Children, Education, Libraries and Safeguarding	None
Community Leadership	None
Environment	To ensure, during finalisation of the Parking Policy, the reduction in the usage of off-street parking is considered.
Housing	To ensure, during finalisation of the Housing Strategy, the financial pressure relating to temporary accommodation is considered.

- 2) The Committee note the Quarter 1 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.14 as set out in the report;
- 3) The Committee note the Agency Costs for the Quarter 1 2014/15 as detailed in paragraph 1.15 of the report;
- 4) The Committee note the Transformation Programme position as at the 30 June 2014 as detailed in paragraph 1.16 of the report;
- 5) The Committee note the Treasury position outlined in paragraph 1.17 of the report;
- 6) The Committee note the projected £21.987m capital slippage of the outturn at Quarter 1 2014/15, as outlined in Appendix C of the report;
- 7) The Committee note the additional information requested at committee on the 23 July 2014; the average time in Emergency Temporary Accommodation, as set out in Appendix H of the report.
- 8) Slippage on the Depot Relocation Project from Mill Hill East to Pinkham Way be drawn to the attention of the Assets, Regeneration and Growth Committee
- 9) Officers be requested to provide the Committee with additional information outside of the meeting on the following topics:

- How elected Members can comment on the draft parking policy;
- To provide a breakdown of Barnet schools (by school type) of the Ofsted ratings;
- Detail on the level of support offered to schools;
- Confirmation as to whether the analysis for the decision to buy the recycling fleet lease vehicles was made over a five or seven year period;
- Further information on the TUPE costs for Re – for the Priority Intervention Team (PIT) and Cemetery and Crematorium Team changes;
- Confirmation as to whether the “Narrowing the Gap” indicator set out in the report was based on the total number of children eligible, or the number of children that actually take up the support;
- The rate of recycling that the Borough would need to achieve in 2020 to be producing the same tonnages of waste [sent to landfill] whilst incorporating population increases;
- Confirmation of the confirm Number of Private Rented Sector lettings achieved in Quarter 1 2014/15.

8. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Forward Work Programme as set out in the report.

The Chairman noted that at the Committee’s last meeting on 23 July 2014, the Committee requested that a report on School HR be included in the work programme for the September 2014 meeting. That Chairman advised the Committee that it would be more timely to receive the report at the November 2014 meeting, as the schools would have returned by that point.

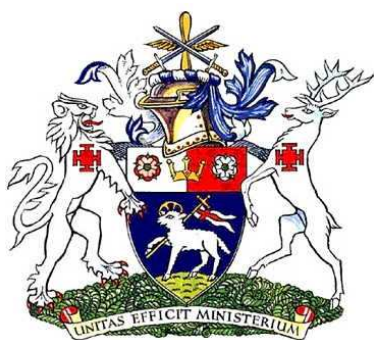
RESOLVED that the Committee note the Forward Work Programme.

9. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 9:50 pm

AGENDA ITEM 6a



Performance and Contract Management Committee

11 November 2014

Title	Member's Item – Thin Client Model
Report of	Head of Governance
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Anita Vukomanovic, Governance Team Leader Email: anita.vukomanovic@barnet.gov.uk Tel: 020 8359 7034

Summary

The report informs the Performance and Contract Management Committee of a Member's Item and requests instructions from the Committee.

Recommendations

1. That the Performance and Contract Management Committee's instructions in relation to this Member's item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Geof Cooke has requested that a Member's Item be considered on the following matter:
- 1.2 *"Given the various legal and governance failures that have arisen as a result of not having legal expertise in-house to monitor and assess the quality of advice provided by the HB Public Law shared service based in LB Harrow, would officers please provide the committee with an update and assessment of how the thin client model is operating across council contracts and services where it is in operation."*

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Performance and Contract Management Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Council's Constitution Meeting Procedure Rules (section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.
- 5.3.2 There are no legal references in the context of this report.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.6 Consultation and Engagement

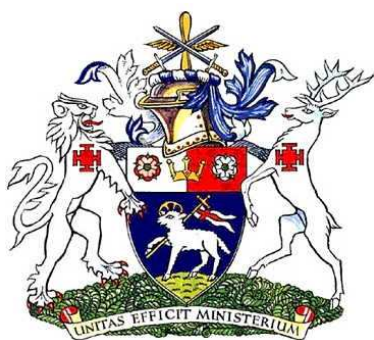
5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 Email to Governance Officer, dated 30 October 2014.

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AGENDA ITEM 7



Performance and Contract Management Committee

11th November 2014

Title	The Barnet Group Annual Report 2013/14
Report of	Housing & Environment Lead Commissioner / Adults & Communities Director
Wards	All
Status	Public
Enclosures	Appendix A – The Barnet Group Limited Annual Report Strategic Report and Financial Statement year ending 31 st March 2014
Officer Contact Details	<p>Declan Hoare, Lead Commissioner Housing & Environment declan.hoare@barnet.gov.uk</p> <p>Dawn Wakeling, Adults & Communities Director dawn.wakeling@barnet.gov.uk</p> <p>Tracey Lees, Chief Executive, The Barnet Group tracey.lees@thebarnetgroup.org</p> <p>Tim Campbell, Contract Manager, LBB tim.campbell@barnet.gov.uk</p>

Summary

This report provides the financial position of the Barnet Group for the year ending March 2014, and asks the Committee to note the Annual Report. The financial year 2013/14 was The Barnet Group's second full year of operation. The result for the year is a loss of £871,000, before taking into account adjustments required in relation to pensions. After adjustments for pensions and taxation, the group recorded a net loss of £2.558 million.

Recommendations

1. The Committee is asked to note The Barnet Group Annual Report 2013/14.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance and Contract Management Committee is required to approve the Barnet Group Annual Report.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To allow council scrutiny of the annual report provided by The Barnet Group.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. BACKGROUND

- 4.1 The Barnet Group is a Local Authority Trading Company, wholly owned by the London Borough of Barnet. It has two subsidiary organisations, Barnet Homes Limited and Your Choice (Barnet).
- 4.2 Barnet Homes is an Arm's Length Management Organisation (ALMO), providing the Housing Management service to 11,000 tenants and 4,000 leaseholders living in Council-owned properties. Barnet Homes also provides the Council's Homelessness and Housing Advice Service.
- 4.3 Your Choice (Barnet) provides specialist care and support to adults with a range of physical and learning disabilities.

5. POST DECISION IMPLEMENTATION

- 5.1 This will be dependent on the feedback received from the committee.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- 6.1.1 This report presents the annual report, strategic report and financial statement of the Barnet Group for the year ended 31st March 2014.
- 6.1.2 The Barnet Group trades through its subsidiary organisations. The principal source of income for Barnet Homes is the management fee from the London Borough of Barnet. The principal source of income for Your Choice (Barnet) is the fee from the London Borough of Barnet based on the use of the services.
- 6.1.3 The Barnet Group provides services to support Council policies and procedures.
- 6.1.4 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.
- 6.1.5 Relevant Council strategies and policies include the following:

- Corporate Plan 2013-14:
http://www.barnet.gov.uk/downloads/download/264/corporate_plan
- Medium Term Financial Strategy:
<http://barnet.moderngov.co.uk/documents/s13295/Budget%20report%20Feb%20Cab%20v5.pdf>
- Risk Management Strategy:
http://www.barnet.gov.uk/downloads/download/1049/risk_management_strategy
- Council's Constitution:
http://www.barnet.gov.uk/info/1291/council_constitution/793/council_constitution

6.1.6 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy:
http://www.barnet.gov.uk/downloads/download/1056/barnet_health_and_wellbeing_strategy

6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 6.2.1 The financial performance for the Barnet Group for 2013/14 is provided in the attached Appendix A.
- 6.2.2 The financial year 2013/14 was The Barnet Group's second full year of operation. The result for the year is a loss of £871,000 before adjustments for pensions. After adjustments for pensions and taxation, the group recorded a loss of £2.558 million.
- 6.2.3 The Barnet Group has reported that one-off restructuring costs contributed to the loss.

6.3 Legal and Constitutional References

- 6.3.1 Under the Council's Constitution (Annex A, Responsibility for Functions), the Performance and Contract Management Committee has, amongst others, the following responsibilities:
- Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.
 - Approve the Annual Report of the Barnet Group Ltd.
- 6.3.2 The Performance and Contract Management Committee is being asked to note the Annual Report rather than approve it. The reason for this is that the Articles of Association of The Barnet Group Limited authorise its directors to be responsible for the management of its business and to exercise all the powers of the company, and there has been no special resolution approved to require approval of the annual report by the shareholders. Under the Companies (Model Articles) Regulations 2008, Schedule 1, which apply to the Articles of Association of The Barnet Group Limited, 'the shareholders may, by special resolution, direct the directors to take, or refrain from taking, specified action.'

6.4 Risk Management

- 6.4.1 The Barnet Group trades through its subsidiary companies and the majority of risks sit with them.
- 6.4.2 Barnet Homes and Your Choice (Barnet) are responsible for their own register for risks identified within their business and management processes. LBB record risks pertaining to its corporate objectives in the Council's risk management system (JCAD). A small number of risks may be joint risks, i.e. a shared risk where both parties have a role in managing the risk. Joint risks are recorded in the Council's risk management system (JCAD) with the responsibilities and actions of each party clearly defined.
- 6.4.3 All risks are monitored through regular performance review meetings, as part of business as usual and escalated whenever required including new emerging risks and/or any serious risk incidents that occur.
- 6.4.4 Quarterly contract performance reporting includes significant joint and operational risks (both with a rating of 12 or more using LBB's scoring methodology) and are included in the performance summary for Barnet Homes and for Your Choice (Barnet) provided to Performance and Contracts Monitoring Committee.

6.5 Equalities and Diversity

- 6.5.1 The Barnet Group is required to support the Council in meeting its public sector equality duty (as set out in the Equality Act 2010). This means having 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 who share a relevant protected characteristic and those who do not;
 - c) foster good relations between those who share a relevant protected characteristic and those who do not.
- 6.5.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.
- 6.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.
- 6.5.4 Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.
- 6.5.5 The Barnet Group's objective is to ensure that services are provided fairly to all the communities they serve and that all employees have equal opportunities.

6.6 Consultation and Engagement

- 6.6.1 The Annual Report of the Barnet Group has been reviewed and approved by the Barnet Group Board.
- 6.6.2 The Barnet Group Board consists of a Chair appointed by the London Borough of Barnet, plus 11 members including 2 Councillors appointed by the Council, and members from Your Choice (Barnet) and Barnet Homes including residents.

The BarnetGroup Limited
Annual Report
Strategic Report
Financial Statements
Year ended 31 March 2014

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1. Company Information

Directors

Terry Rogers (Chair)
Nigel Turner
Sharon Slotnick
Councillor John Marshall
Councillor Ross Houston
Tracey Lees

Changes since last annual report:

Directors - Resigned

Troy Henshall

To

12 November 2013

Chief Executive Officer

Tracey Lees

Executive Officers

Derek Rust (Director of Operations)
Troy Henshall (Director of Growth & Development)
Helen Astle (Interim Corporate Services Director) December 2013 to March 2014
Karen Patten (Interim Director of Care & Support) December 2013 to April 2014
Julie Riley (Director of Care & Support) April 2014 to date

Company Secretary

Troy Henshall

Registered Office

1255 High Road
Whetstone
London
N20 0EJ

Registered Number

Auditors

Grant Thornton UK LLP
Grant Thornton House
202 Silbury Boulevard
Milton Keynes
MK9 1LW

Bankers

Santander UK PLC
T54 Ground Floor Ops
Bridle Road
Bootle
Liverpool
L30 4GB

2. Report of the Directors

The Board is pleased to present the financial statements of The Barnet Group Limited for the year ended 31 March 2014.

Principal activities

The Barnet Group Limited (the 'Company') is a Local Authority Trading Company (LATC) created in 2012 and has two subsidiary organisations; Barnet Homes an Arms Length Management Organisation (ALMO) and Your Choice (Barnet) a LATC.

Barnet Homes is owned indirectly by the London Borough of Barnet (the 'Council') via The Barnet Group, and commenced its operations on 1 April 2004. The Council has delegated the management of its housing stock to the Company under Section 27 of the Housing Act 1985 (as amended by the Housing and Urban Development Act 1993). Under that delegation the Company is responsible for the following functions:

- Maintenance of the Council's residential stock including stock investment decisions and procurement, planned maintenance and responsive repairs
- Housing management of the Council's residential stock, including rent collection, leasehold management, enforcement of tenancy and lease conditions, managing voids and estate management
- Home ownership services
- Calculation and collection of leasehold charges
- Financial management of the Housing Revenue Account (HRA)
- Services under the Supporting People programme
- Tenant involvement and resident participation

From 01 April 2012, the Council's homelessness service transferred into Barnet Homes meaning that Barnet Homes is now also responsible for homelessness assessments, acceptances and procurement of property. The management agreement was amended to include these responsibilities.

The original ten year management agreement expired 31 March 2014 and continuation of the services was agreed via a one year delivery plan. Discussions are underway in respect of a new management agreement anticipated to be for a ten year period which should be concluded during 2014/15.

Barnet Homes Limited is a subsidiary of The Barnet Group, a wholly owned local authority trading company of London Borough of Barnet. Barnet Homes became part of The Barnet Group on 01 February 2012 and The Barnet Group acts as an agent for Barnet Homes Ltd in transacting with the Council. In substance, the company operates as an ALMO per its original structure on 1 April 2004, but is under the direct ownership of The Barnet Group. London Borough of Barnet is the ultimate controlling party.

Your Choice (Barnet) Limited is owned indirectly by the London Borough of Barnet (the 'Council') via The Barnet Group, that commenced its operations on 1 February 2012 delivering specialist care and support to adults with a range of physical and learning disabilities. These services were transferred in order to enable to become more cost effective and compete in the Adult Social Care marketplace.

Your Choice Barnet services include:

- Rosa Morison day service for adults with profound and complex learning and physical disabilities
- Flower Lane Autism Service helping people on the autism spectrum to gain confidence and become more independent.
- Valley Way respite centre for adults with complex learning disabilities, physical disabilities, autism or challenging behaviour

- Community Space day service offering community support, activities and care for adults with a wide range of learning disabilities
- Supported Living helping people with learning disabilities to live as independently as possible in their own home.
- Barnet Independent Living Service for adults with a range of physical and sensory impairments

Results for the year

The result for the year is a loss of £871,000 before taking account of the adjustments required in relation to pension. After the adjustments for pensions and taxation we recorded a net loss of £2.558 million for the year, with the increased loss position as a result of pension accounting transactions of £1.687 million.

Directors

There was one Director change over the 2013/14 year, with Troy Henshall resigning on 12 November 2013 at the Group Annual General Meeting.

The names of the Directors who served during the year can be found on page 3.

3rd party indemnity provision for directors

Directors had provision via The Barnet Group Limited Insurance policy for Officials Indemnity, Personal Accident and Directors & officers.

Disabled persons

The Barnet Group is committed to equality and diversity and our goal is to embed it into our practices and everything we do. We want to provide the best possible service and value the contribution our employees make to achieving this. Our objective is to ensure that services are provided fairly to all the communities we serve and that all our existing and future employees have equal opportunities.

For our residents and service users we will:

- Understand that some groups of people experience more disadvantage than others and will target our services to meet particular needs
- Treat all service users with dignity and respect
- Consult and involve service users in planning the delivery of services
- Do our best to engage with hard to reach groups to get their views

As an employer we will:

- Take positive action to develop a workforce that reflects the communities we serve

Employee information

We aim to achieve and promote equality of opportunity in all aspects of our recruitment, training, policy and practice and to facilitate a working environment where employees feel safe, supported, able to challenge, feel engaged with the organisation and where any discrimination is dealt with effectively.

All applicants with disabilities receive fair treatment and are considered solely on their ability to do the job, taking into account any reasonable adjustments required. We also ensure appropriate training for employees with disabilities as for other employees.

We strive to ensure that our resources support the delivery of our business plan and to this end we are committed to developing our people to deliver our business aims. In keeping with our culture we value feedback from our employees on people management issues. The Chief Executive holds

regular "meet the CEO" sessions with cross sections of different staff to hear their views directly on management and service related issues. It is recognised that effective leadership is critical to achieving our aspirations and so we have invested considerably in developing our leadership capability and focussing on our leadership values which are build around our core values. We also continue to invest in our staff through our performance management process.

The employee awards, designed around our Core Values continued in 2013/14 at our employee conference and there were many excellent examples of our staff living our values.

Our continued robust management of sickness absence has also seen sickness absence remain low at 8.3 days (average sickness absence per staff member) by the end of March 2014 in Barnet Homes Limited and from 15.3 days in 2012/13 down to 12.5 days in Your Choice (Barnet), resulting in us maintaining our non cashable efficiencies.

As a learning organisation we value the experiences that new employees bring and continue to engage their integration into the organisation through a well structured induction programme. Our existing staff are also encouraged to make suggestions on how we can improve as an organisation and our Innovations Fund makes it possible for staff to test their ideas.

Our comprehensive internal communication strategy aims to encourage two way communication within the organisation and enhances learning and development. Initiatives have included the Chief Executive's fortnightly newsletters, a regular staff newsletter, Managers' Corporate Brief, Lunch and Learn Sessions open to all staff, corporate induction for new staff and a staff recognition scheme. Managers also meet regularly with recognized trade unions both informally and formally, for the purposes of furthering involvement, consultation and negotiation and the we hold monthly staff group meetings in Barnet Homes Limited and Your Choice (Barnet) Limited

We aim to achieve and promote equality of opportunity in all aspects of our recruitment, training, policy and practice and to facilitate a working environment where employees feel safe, supported, able to challenge, feel engaged with the organisation and where any discrimination is dealt with effectively.

All applicants with disabilities receive fair treatment and are considered solely on their ability to do the job, taking into account any reasonable adjustments required. We also ensure appropriate training for employees with disabilities as for other employees.

Charitable donations

The Barnet Group Limited and Your Choice (Barnet) Limited made no charitable donations in the year ending 31 March 2014. Barnet Homes donated £975 in the year ending 31 March 2014.

EU Political donations and expenditure

No political donations or expenditure were made by the Group or its subsidiaries in the year ending 31 March 2014.

Donations to non-EU political parties

No political donations or expenditure were made by the Group or its subsidiaries in the year ending 31 March 2014.

Payment policy

The Group pays suppliers where possible within suppliers' credit terms. Payments to suppliers were made on average within 28 days of receipt of the invoice, compared to 30 days in 2012/13.

Awareness of relevant audit information

The Directors of The Barnet Group Limited can confirm that at the time of approving this report there is no relevant audit information of which the auditors are unaware and that we have taken all necessary steps to ensure we are aware of any relevant audit information and to establish that the auditors were also aware.

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable IFRSs have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors Remuneration Report

The Directors are defined as being the members of The Barnet Group's Main Board. The Directors received emoluments for the first time from July 2010 and were entitled to reimbursement of incidental expenses incurred when attending board meetings and other formal events in their capacity as board members. The Directors are not entitled to pension benefits. These are the only transactions with directors of the Company.

Going concern

The financial statements have been prepared on a going concern basis.

Due to the application of IAS19, the Group's pension deficit of £28.957m is recognised in full on the consolidated statement of financial position. However, the London Borough of Barnet has fully guaranteed the deficit in respect of Barnet Homes Limited at the point of its incorporation (on 1 April 2004). Furthermore, the London Borough of Barnet has also guaranteed the pension deficit in respect of Your Choice (Barnet) Limited at the point that the employees were transferred to Your Choice (Barnet) (on 1 February 2012). The Directors have reviewed the company's forecasts for next the financial year from the date of formally approving the annual report and financial statements. Therefore the Board consider preparation on a going concern basis to be appropriate.

International Accounting Standard 19 relates to the assessment of the employer's liability in respect of the pension scheme, which has the impact of increasing or reducing the pension deficit on the Statement of Financial Position. This is an accounting rule which shows the current estimate of future pension costs and has no impact on the company's current liquidity.

In addition, the London Borough of Barnet has provided a letter of comfort to the Directors of Barnet Homes Ltd, setting out its intention to fund Barnet Homes Limited's ongoing operational cash flow requirements from the point of incorporation onwards via the timing of the payment of the agreed monthly management fee. Therefore the Board considers preparation on a going concern basis to be appropriate.

Auditors

Grant Thornton UK LLP has expressed their willingness to remain in office. In accordance with s485(4) of the Companies Act 2006 as resolution to reappoint Grant Thornton UK LLP as auditors will be proposed at the Annual General meeting to be held on 3 November 2014.

Approval and signature

The report of the Directors was approved by the Board on 22 September 2014 and signed on its behalf by



Terry Rogers, Chair

3. Strategic Report

Review of results

The Financial Year 2013/14 was The Barnet Group's second full year of operation. Before taking account of the adjustments required in relation to pensions, a loss of £871,000 was made on the Statement of Comprehensive Income. After the adjustments for pensions and taxation we recorded a net loss of £2.558 million for the year, with the increased loss position as a result of pension accounting transactions of £1.687 million. The Barnet Group's usable revenue reserve as presented in the Statement of Financial Position is £1.445 million.

The activities carried out between The Barnet Group and London Borough of Barnet has been recognised by Her Majesty's Customs and Excise as non-trading for corporation tax purposes. These activities are therefore not subject to corporation tax.

Principal Risks and Uncertainties

The Barnet Group is a non trading parent company and therefore the majority of the risks sit within the individual companies within the Group.

Barnet Homes' Management Agreement with the Council was for a ten year period to April 2014, with a break clause at 31 March 2009 which was not exercised although some revisions were made to the Agreement and again from April 2012 to reflect the transfer of the homelessness service. A new long term management agreement is yet to materialise although discussions are ongoing and services are currently contracted via an annual service delivery plan.

Our principal source of income is the management fee from the London Borough of Barnet, which is paid monthly in advance in accordance with the Agreement. The fee is set in advance, and the main risk to the Company is that it is not able to deal with inflationary pressures in excess of that allowed for or is unable to maintain levels of income collection due to the economic situation. This has caused an impact with public sector pay increases now being reintroduced and pension auto enrolment also having an impact. The Council is also embarking on a five year savings programme aimed at delivering over seventy million of efficiencies of which Barnet Homes will have to contribute its own share.

The levels of stock managed under the Agreement will reduce as the Council's regeneration programme gains momentum and right to buy (RTB) increases. With RTB exceeding 100 units per year and rising, the Company is assessing opportunities to replace this loss of activity with new business. However the present economic climate has led to uncertainty around the regeneration timetable and a need for investment in the management and maintenance of properties that was not previously planned. We continue to work closely with the Council and its development partners in seeking to improve our service to residents on these estates.

The reform of the Housing Revenue Account (HRA) has not presented the risks originally anticipated, but the reform of Welfare is beginning to see an impact on arrears and the major changes such as direct payments are yet to be introduced. Pension auto enrolment was introduced in late 2013/14 and it had an impact on the Company's expenditure budgets but the HRA is projecting a strong 30 year model that will enable new build properties to be developed in the Borough. Council financing continues to be under significant pressure and Barnet Homes can expect to face more significant efficiency demands alongside rising costs in the coming years.

Homelessness presentations and acceptances are not significantly different from previous years but access to properties has seen a significant reduction causing increases in emergency and temporary accommodation. There has been a significant increase in outer London private sector rents and Barnet now has the most expensive rents in outer London meaning significant expenditure is now being incurred.

Your Choice (Barnet)' contract with the Council has exercised its option to extend the current contract for a two year period and therefore the current contract will now run until February 2017. Our principal

source of income is the fee from the London Borough of Barnet, which is now paid monthly in arrears based on the use of our services.

The move to this payment method and wider cost reductions in the sector meant that Your Choice (Barnet) had to put in place a series of cost saving activities in 2013/14. These changes were completed on 1 April 2014 although discussions are still ongoing with the union in respect of the final changes, a 9.5% pay reduction for employees, to try and find alternative savings. These discussions have led to a ballot for industrial action and we await the next steps of this process.

The Adult Social Care marketplace is extremely challenging with reviews of service users and the rates paid generally resulting in reduction of income. If this trend continues it could impact our ability to attract and retain good employees. The recent pay reduction was put in place to ensure we can be competitive in the marketplace on both the rates being paid but also our employees salaries and wider terms and conditions.

It is widely accepted that Local Authority budgets for services like those delivered by Your Choice (Barnet) will face more significant cuts in the coming years and Your Choice (Barnet) will need to further align its costs with the market, without affecting quality of services. In addition Your Choice will need to ensure it has sufficient financial strength to repay the loan made by Barnet Homes in 2013.

Health and Safety and safeguarding of our employees and our service users is a major activity, especially as the majority of our service users have a significant range of disabilities.

Key financial performance indicators

The key performance indicators for our subsidiary organisations are set out as follows:

Barnet Homes Limited

Our robust financial management has ensured that our expenditure was broadly in line with budget and that we were able to divert resources during the year to areas where they were most needed. On capital expenditure we are working to a five year programme and so fluctuations compared to budget are expected between financial years.

Key Performance Indicator	Target	2014	2013	2012	2011
Percentage of expenditure to budget on housing management	+/-2% of budget	+0.14%	-1.09%	-0.47%	-1.40%
Percentage of expenditure to budget on repairs and maintenance	+/- 2% of budget	+0.27%	+0.30%	+0.02%	-0.01%
Percentage of expenditure to budget on capital programme	+/- 2% of budget	-2.10%	-11.51%	-0.26%	-5.42%

The key performance indicators (KPIs) used to monitor achievement of the company's key objectives is set out below. The Board and London Borough of Barnet agree targets each year that are designed to manage development and deliver continuous improvement as outlined in the management agreement. The key performance indicators do not impact on the company's operational and financial status. Despite a challenging time rent arrears continues to be a strong performance area for us and our lettings performance is now amongst the best in London.

Demand Indicators:	2012/13	2013/14	% Change
Households in temporary accommodation (TA) at end of period (includes clients in emergency TA)*	2,372	2,401	+1%
Number of new TA admission	846	824	-3%
Number of housing need applications received requiring investigation	2,459	2,705	+10%
Number of homeless presentations	1,131	1,079	-5%
Number of homeless acceptances	591	670	+13%
Number of homeless preventions completed	449	894	+99%

Contextual Figures:	March 2013	March 2014	% Change
No' households in emergency accommodation	635	471	-26%
No' households in Bed & Breakfast (B&Bs)	8	0	n/a

Significant progress was achieved in 2013/14 with costs stabilising and the number of households in emergency accommodation falling significantly to 471. This has been in-part due to the success of a number of mitigating actions in place including an increase the number of our emergency accommodation suppliers, recruiting more affordable providers, with the number of providers now increasing to 446. This is also helping to create competition amongst providers and has meant that Barnet Homes has been able to secure some affordable supply, whilst also minimising increases in cost.

Overall, lettings performance has been strong with the 19.5 day target for average re-let times for all properties being met. This year's performance of 18 days also represents an improvement on last year's 19.1 days.

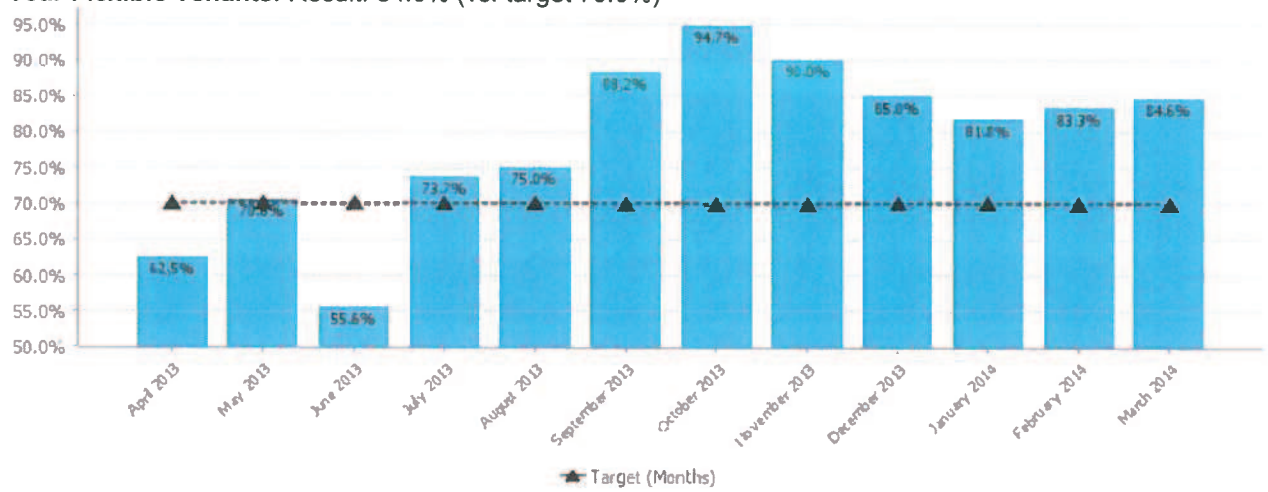
Allocations & lettings

Average Re-let Times	2012/13	2013/14	% Change	2013/14 Target
All Barnet Homes	19.1	18.0	-6%	19.5
Non-Regeneration	15.0	18.3	+22%	15.0
Regeneration	22.9	15.3	-33%	23.0
Hostels	13.8	14.4	+4%	13.5
Sheltered	46.4	32.8	-29%	50.0

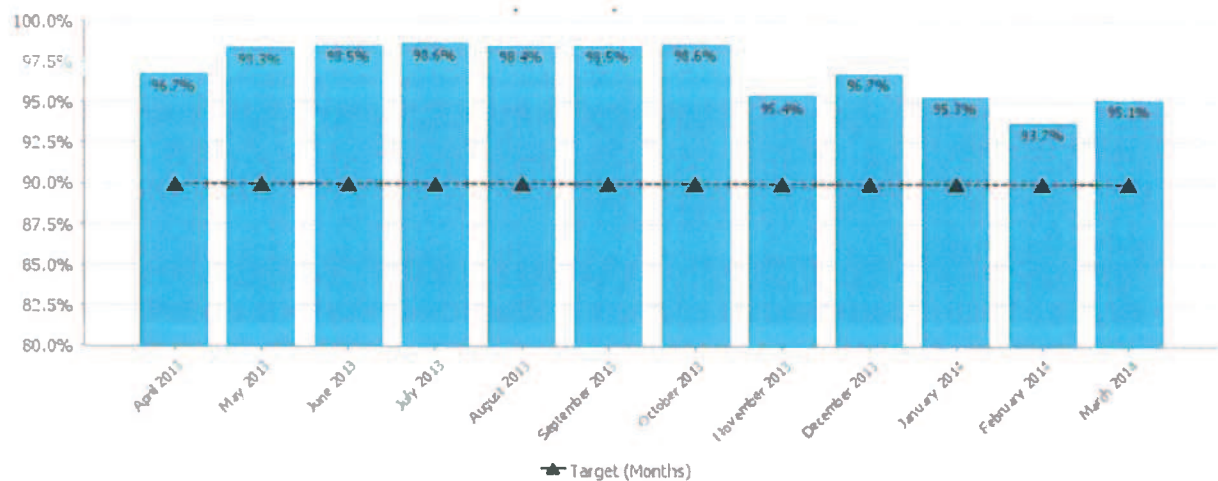
Arrears as % debit. Result: 2.40% (vs. target 2.39%)



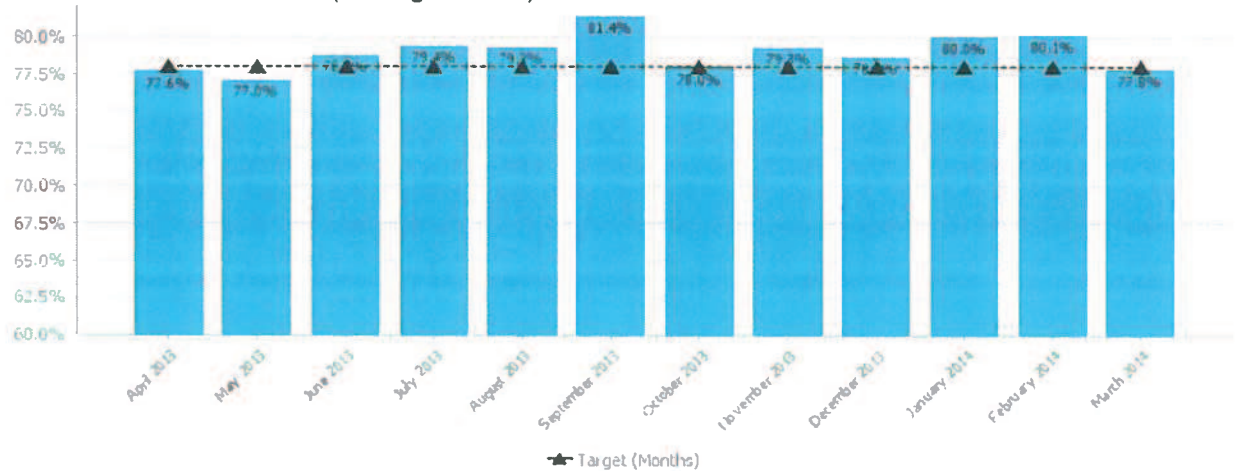
2 Year Flexible Tenants: Result: 84.6% (vs. target 70.0%)



Responsive Repairs Satisfaction: Result: 97.0% (vs. target 90.0%)



First Time Fix: Result: 78.9% (vs. target 78.0%)



The First Time Fix graph represents the percentage of jobs completed on the first visit to the property.

Your Choice (Barnet) Limited

Because of the significant changes we made in 2013/14 and the delay in implementing the changes, the actual outturn against the annual budget has seen high levels of variations. The one off restructuring expenditure has materialised in significant variations against budget in respect of the following areas:

- Voluntary redundancy costs
- Pension strain costs for redundant staff
- Additional agency staff costs

Key Performance Indicator	Target	2013	2014
Percentage of expenditure to budget	+/-2% of budget	+2.97%	+11.86%
Percentage of income to budget	+/-2% of budget	+1.39%	-1.55%

The facilities within our services are generally modern and very well equipped and our staff are dedicated and provide high quality services. It is obviously important for the success of Your Choice to more effectively utilise the available facilities. Even where we are close to capacity small changes to the facilities or changes in working practices should allow us to further expand capacity.

Service	% Utilisation	Target
Barnet Independent Living Service (BILS)	90.00%	95.00%
Community Space	98.20%	95.00%
Flower Lane	97.60%	95.00%
Rosa Morison	99.00%	95.00%
Supported Living	97.80%	95.00%

Valley Way

In addition our respite service Valley Way saw an overall void rate of 27% in 2013/14, with Mondays to Thursdays at 32% and Friday to Sunday at 22%.

2013/14 saw improvements in utilisation for all of our services and we saw a positive number of referrals for our services which resulted in 30 new customers over the year.

Indicator description	2013/14 Outturn		2013/14
Number of referrals from within the London Borough of Barnet	15	Your Choice (Barnet)	30
Percentage (%) of total	29%	BILS	0
Number of referrals from other Local Authorities	22	Community Space	4
Percentage (%) of total	42%	Flower Lane	5
Number of other referrals (e.g. self)	15	Rosa Morison	7
Percentage (%) of total %	29%	Supported Living	1
		Valley Way	13

Outcomes

Indicator description	2013/14 Outturn
Moved on to lower dependence service	0
Moved on to higher dependence service	9
Moved on for another reason	7
Total number of service users who have moved on	16

The annual reviews for each service user measured outcomes across 9 generic areas. Eighty percent (80%) of the total outcomes were met, with 12% not applicable to all service users. The remaining 8% were split between outcomes not met and no service review occurring.

In the year the company only received one complaint and had eight safeguarding incidents of which one was upheld.

Future Developments

Barnet Homes was successful in a tender to deliver Early Intervention and Prevention mentoring programmes for children and has also delivered the first Council owned Housing for over 20 years in 2013 with initial 3 houses built in Muswell Hill, North London. A further programme of 38 properties is underway and due for completion in the next eighteen months. Barnet Homes is also working with the Council, the Greater London Authority (GLA) and Re (the joint venture between Capita and Barnet Council) to explore further new build opportunities and is in exploring the creation of two new Registered Providers to enable it to maximise its development capability.

Barnet Homes also successfully tendered for alarm monitoring services from the London Borough of Brent and these services are now live. Barnet Homes has also partnered successfully with the London Credit Union to support financial inclusion and Future Gov. in order to roll out Casserole, a service to support isolated older people.

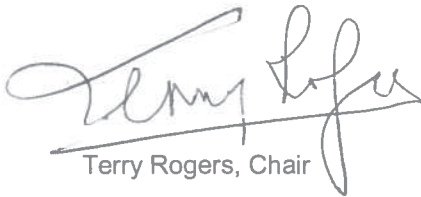
Barnet Homes commenced its All Systems Go project in 2012 which went live in 2013/14 replacing all of its major IT systems. Further work will be undertaken on these systems over the next eighteen months to deliver further improvements to our services.

Your Choice (Barnet) is now part of The Barnet Group Care & Support division which brings together all of the services within Your Choice (Barnet) and the Assist and Sheltered Housing services within Barnet Homes Ltd. The working together, sharing best practice and opportunities for synergies is significant and will enable the Group to bid more robustly.

The Care & Support Directorate now has a Director lead and following the completion of the cost saving programme, Your Choice (Barnet) is well placed to compete for new business and is aiming to deliver a minimum 2% growth over the next 12 months. We are seeing more referrals to our services than ever before and growth within each service is beginning to take shape.

Approval and signature

The strategic report of the Directors was approved by the Board on 22 September 2014 and signed on its behalf by



Terry Rogers, Chair

Independent auditor's report to the members of The Barnet Group Limited

We have audited the financial statements of The Barnet Group Limited for the year ended 31 March 2014 which comprise the consolidated statement of comprehensive income, the consolidated statement of financial position, the consolidated statement of cash flow, the consolidated statement of changes in equity, the company statement of comprehensive income, the company balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 7, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2014 and of its loss for the period then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

John Corbishley
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Milton Keynes

The Barnet Group Limited
Financial Statements for the year ended 31 March 2014

Consolidated Statement of Comprehensive Income

for the year ended 31 March 2014

	Notes	2014 £'000	2013 £'000
Revenue	3	52,469	48,928
Employee benefits expense	13	(17,231)	(17,908)
Retirement pension obligation		(175)	(1,273)
Depreciation	8	(172)	(184)
Amortisation	8	(101)	
Other expenses	4	(36,030)	(30,524)
Operating (loss)/profit		(1,241)	(960)
Finance income	7	1,377	1,791
Finance costs	7	(2,677)	(2,964)
(Loss)/Profit before tax		(2,540)	(2,133)
Income tax expense		(19)	(22)
(Loss)/Profit after tax		(2,558)	(2,155)
Other comprehensive Income			
Actuarial profit/(loss) on pension scheme		4,953	1,509
Total comprehensive income for the year		2,395	(646)
Total comprehensive income is attributable to:			
London Borough of Barnet		2,395	(646)

Reconciliation of total loss for the year after tax				
		2014 £'000	2013 £'000	
(Loss)/profit for the period		(871)	359	
(Loss)/profit from IAS19 pension fund accounting entries		(1,687)	(2,514)	
Total (loss)/ profit for the year after tax		(2,558)	(2,155)	

Consolidated Statement of Financial Position

as at 31 March 2014

	Note	2014 £'000	2013 £'000
ASSETS			
Non-current assets			
Tangible Assets			
Property, plant and equipment	8	488	348
Intangible Assets			
Computer Software & Development	8	1,384	548
		<u>1,872</u>	<u>896</u>
Current assets			
Trade and other receivables	9	14,707	8,975
Short term investment	11	-	506
Cash and cash equivalents	10	3,725	8,919
		<u>18,432</u>	<u>18,401</u>
Total assets		<u>20,304</u>	<u>19,298</u>
EQUITY and LIABILITIES			
EQUITY			
Revenue reserve (excluding IAS 19 provisions)		1,445	2,316
Pension fund		(28,957)	(32,223)
Retained earnings		(27,512)	(29,907)
Total Equity		<u>(27,512)</u>	<u>(29,907)</u>
LIABILITIES			
Non-current liabilities			
Pension and other employee obligations		28,957	32,223
Provisions	14	194	268
		<u>29,151</u>	<u>32,491</u>
Current liabilities			
Trade and other payables	16	18,644	16,692
Current tax liabilities		21	22
		<u>18,665</u>	<u>16,714</u>
Total liabilities		<u>18,665</u>	<u>49,205</u>
Total equity and liabilities		<u>20,304</u>	<u>19,298</u>

The financial statements were authorised and approved by the Board on 22 September 2014 and signed on its behalf by:

Terry Rogers, Chair

Company Number: 07873964

Consolidated Statement of Cash Flow

for the year ended 31 March 2014

	Note	2014 £'000	2013 £'000
Cash flows from operating activities			
Profit/ (loss) before tax		(2,540)	(2,133)
Interest income		(40)	(72)
Depreciation of property, plant and equipment		172	184
Amortisation of intangible assets		101	-
Loss on disposal of non-financial assets		2	37
Change in pension assets		(6,388)	(6,388)
Change in pension liabilities		3,123	7,394
Actuarial loss on pension scheme		4,953	1,509
Change in provisions		(74)	(38)
Taxes paid		(22)	(20)
Other			
Net cash from operating activities		(713)	472
Net changes in working capital:			
Change in trade and other receivables		(5,732)	(3,296)
Change in trade and other payables		1,868	5,835
Change in other employee obligations		84	(3)
Total changes in working capital		(3,780)	2,536
Cash flows from investing activities			
Interest received	7	40	72
Purchases of equipment	8	(1,248)	(692)
Increase in short Term Investment		507	(506)
Net cash used In Investing activities		(701)	(1,126)
Net (decrease) /increase in cash and cash equivalents	23	(5,194)	1,883
Cash and cash equivalents at beginning of year		8,919	7,037
Cash and cash equivalents at end of year	23	3,725	8,919

Consolidated Statement of Changes in Equity

as at 31 March 2014

	Revenue Reserve (excl IAS19 provisions) £'000	Pension Fund £'000	Total retained earnings £'000
Balance as at 1 April 2012	1,957	(31,217)	(29,260)
Profit/ (loss) for the year	359		359
(Increase)/ decrease in retirement pension obligation		(2,516)	(2,516)
Other comprehensive income:			
Actuarial loss on pensions scheme		1,509	1,509
	359	(1,007)	(648)
Balance as at 31 March 2013	(2,316)	(32,223)	(29,907)
Balance as at 1 April 2013	(2,316)	(32,223)	(29,907)
Profit/ (loss) for the year	(871)		(874)
Increase in retirement pension obligation		(1,688)	(1,688)
Other comprehensive income:			
Actuarial gain on pensions scheme		4,953	4,953
Total comprehensive income for the year	(871)	(28,957)	2,392
Balance as at 31 March 2014	(3,187)	(28,957)	(27,515)

Company Statement of Comprehensive Income

for the year ended 31 March 2014

		for the period ending	
	Note	2014 £'000	2013 £'000
Revenue		-	-
Employee benefits expense		-	-
Retirement pension obligation		-	-
Depreciation		-	-
Other expenses	3	(38)	(36)
Operating (loss)/profit		(38)	(36)
Finance income	4	8	3
Finance costs		(1)	-
(Loss)/Profit before tax		(31)	(33)
Income tax expense	9	1	(1)
(Loss)/Profit after tax		(31)	(34)
Other comprehensive income			
Actuarial profit/(loss) on pension scheme		-	-
Total comprehensive income for the year		(31)	(34)
Total comprehensive income is attributable to:			
London Borough of Barnet		(31)	(34)

Reconciliation of total loss for the year after tax		for the period ending	
		2014 £'000	2013 £'000
(Loss)/profit for the period		(31)	(34)
(Loss)/profit from IAS19 pension fund accounting entries		-	-
Total (loss)/ profit for the year after tax		(31)	(34)

Company Statement of Financial Position

as at 31 March 2014

	Note	2014 £'000	2013 £'000
Current assets			
Trade and other receivables	9	9,526	7,712
Cash and cash equivalents	10	1,854	2,511
		<u>11,380</u>	<u>10,223</u>
Total assets		<u>11,380</u>	<u>10,223</u>
EQUITY and LIABILITIES			
EQUITY			
Revenue reserve		(65)	(34)
Total Equity		<u>(65)</u>	<u>(34)</u>
LIABILITIES			
Current liabilities			
Trade and other payables	16	11,444	10,257
Current tax liabilities	17	1	-
		<u>11,445</u>	<u>10,257</u>
Total liabilities		<u>11,445</u>	<u>10,257</u>
Total equity and liabilities		<u>11,380</u>	<u>10,223</u>

The financial statements were authorised and approved by the Board on 22 September 2014 and signed on its behalf by:

Terry Rogers, Chair

Company Number: 07873964

Accounting policies and explanatory notes to the financial statements

Year ended 31 March 2014

1. General information and statement of compliance with IFRS

This is The Barnet Group's second accounting period. The Barnet Group is a local authority controlled company of the London Borough of Barnet limited by shares. The Company is incorporated and domiciled in England. The address of the registered office is Barnet House, 1255 High Road, Whetstone, London N20 0EJ. The company's registration number is 07873964.

The financial statements of the Company have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union and as developed and published by the International Accounting Standards Board (IASB).

Implementation of new accounting standards and policies

The financial statements have been prepared using accounting policies specified by those IFRSs that are in effect at 31 March 2014.

The significant accounting policies that have been applied in preparation of the financial statements are summarised below.

These accounting policies have been used throughout all periods presented in the financial statements.

New standards and interpretations currently in issue but not effective for accounting periods commencing on 1 April 2013 are:

- IFRS 9 Financial Instruments (effective 1 January 2015)
- IFRS 10 Consolidated Financial Statements (effective 1 January 2013**)
- IFRS 11 Joint Arrangements (effective 1 January 2013**)
- IFRS 12 Disclosure of Interests in Other Entities (effective 1 January 2013**)
- IFRS 13 Fair Value Measurement (effective 1 January 2013)
- IAS 19 Employee Benefits (Revised June 2011) (effective 1 January 2013)
- IAS 27 (Revised), Separate Financial Statements (effective 1 January 2013**)
- IAS 28 (Revised), Investments in Associates and Joint Ventures (effective 1 January 2013**)
- Presentation of Items of Other Comprehensive Income - Amendments to IAS 1 (effective 1 July 2012)
- Disclosures - Offsetting Financial Assets and Financial Liabilities - Amendments to IFRS 7 (effective 1 January 2013)
- Offsetting Financial Assets and Financial Liabilities - Amendments to IAS 32 (effective 1 January 2014)
- Mandatory Effective Date and Transition Disclosures - Amendments to IFRS 9 and IFRS 7 (effective 1 January 2015)
- Government Loans - Amendments to IFRS 1 (effective 1 January 2013)
- IFRIC 20 Stripping Costs in the Production Phase of a Surface Mine (effective 1 January 2013)
- Annual Improvements 2009-2011 Cycle (effective 1 January 2013)
- Transition Guidance - Amendments to IFRS 10, IFRS 11 and IFRS 12 (effective 1 January 2013)
- Investment Entities - Amendments to IFRS 10, IFRS 12 and IAS 27 (effective 1 January 2014)

**** Note:** EU mandatory effective date is 1 January 2014 not 2013. Also Deferred Tax: Recovery of Underlying Assets - Amendments to IAS 12 Income Taxes (IASB effective date 1 January 2012) has a mandatory EU effective date of periods commencing on or after 1 January 2013.

As of 8 April 2013, the following standards and interpretations are in issue but not yet adopted by the EU:

- IFRS 9 Financial Instruments (effective 1 January 2015)
- Investment Entities - Amendments to IFRS 10, IFRS 12 and IAS 27 (effective 1 January 2014)

Presentation of financial statements

The financial statements are presented in accordance with IAS 1 presentation of financial statements (Revised 2007).

The Company has elected to present the statement of comprehensive income in one statement: the 'statement of comprehensive income'.

2. Summary of significant accounting policies

Basis of preparation

These financial statements are for the year ended 31 March 2014 and are presented in Pounds Sterling rounded to the nearest thousand.

The principal accounting policies of the Company are set out below and have been consistently applied to all years presented in these financial statements.

The principal accounting policies have remained unchanged from prior year except where stated.

Basis of consolidation

The company was incorporated on 7 December 2011 and is controlled by the London Borough of Barnet. On 1 February 2012, the company became the sole member of Barnet Homes Limited, a company previously controlled directly by the London Borough of Barnet. The services provided by Barnet Homes Limited remained unchanged, however, these services are now carried out under an agreement between The London Borough of Barnet and The Barnet Group Limited, who in turn have a management agreement with Barnet Homes Limited.

The Barnet Group Limited also holds 100% of the issued share capital of Your Choice (Barnet) Limited, a company which was also incorporated on 7 December 2011. On 1 February 2012, the London Borough of Barnet transferred certain services over to Your Choice Barnet Limited under a contract between The London Borough of Barnet and The Barnet Group Limited, who in turn have a management agreement with Your Choice (Barnet) Limited.

The Directors considered the above restructuring to represent a business combination between entities under common control. This is because the London Borough of Barnet remained the ultimate controlling party of Barnet Homes Limited and therefore in substance, no change in control had occurred. Business combinations between entities under common control are outside the scope of *IFRS 3 Business Combinations (revised 2008)* and therefore acquisition accounting does not apply. The directors are therefore required to develop a suitable accounting policy under which to account for such a transaction.

In preparing these financial statements, the directors have adopted a policy of applying capital reorganisation accounting as this best represents the substance of the transactions which have taken place. In applying the capital reorganisation accounting, the consolidated balance sheet presented in the financial statements incorporates the assets and liabilities of Barnet Homes Limited at their pre-combination carrying amounts, without any fair value adjustments.

Going concern

The financial statements have been prepared on a going concern basis.

Due to the application of IAS19, the Group's pension deficit of £28.957m (2013: £32.223m) is recognised in full on the consolidated statement of financial position. However, the London Borough of Barnet has fully guaranteed the deficit in respect of Barnet Homes Limited at the point of its incorporation (on 1 April 2004). Furthermore, the London Borough of Barnet has also guaranteed the pension deficit in respect of Your Choice Barnet Limited at the point that the employees were transferred to Your Choice Barnet (on 1 February 2012).

In addition, the London Borough of Barnet has provided a letter of comfort to the Directors of Barnet Homes Ltd, setting out its intention to fund Barnet Homes Ltd's ongoing operational cash flow requirements from the point of incorporation onwards via the timing of the payment of the agreed monthly management fee. Therefore the Board considers preparation on a going concern basis to be appropriate.

Revenue

Revenue represents the value (excluding value added tax) of services supplied and management fee to which the Group was entitled in respect of the financial year. The Group's main source of income is the management fee received from London Borough of Barnet in line with the approved management agreement also based on payment by usage for the adult social services arm of the business. The level of the annual management fee has been negotiated with the Council for a 5 year period ending in Year 2016/17, and thereafter will be negotiated either on an annual basis or over a longer period for the housing management arm of the business.

Sundry income is recognised so as to match revenue to the cost of delivering the relevant services in the same accounting year.

Grants received in respect of resident participation and other projects have been credited to the statement of comprehensive income in the same period as the expenditure to which they relate. Any surplus grant is held in deferred income as a current liability until such time that it is used to pay for future expenditure in relation to that project.

Interest income

Interest received on bank deposits is accrued on a time basis by reference to the principal outstanding and the effective interest rate applicable. Any interest receivable that is due has been accrued accordingly.

Operating expenses

Operating expenses are recognised in the statement of comprehensive income upon utilisation of the service or at the date of their origin.

Property, plant and equipment and depreciation

Property, plant and equipment are stated at historic cost less accumulated depreciation. Depreciation is provided on all property, plant and equipment at rates calculated to write off the costs on a straight-line basis over their expected useful lives (with no charge in the year of acquisition) as follows:

Vehicles, plant & equipment: 5 years
Furniture, fixtures & fittings: 5 years
Computer equipment and software: 3 years

The Group elected to change its estimation of the expected useful economic live for computer equipment and software from 3 years to 5 years from the current financial year. Assets purchased and the outstanding balances on existing assets are now depreciated over a 5 year period. Any obsolete assets with a net book value will have all costs written off immediately to the Statement of Comprehensive Income.

The profit or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income.

Leases

All current leases are treated as operating leases. Payments on operating lease agreements are recognised as an expense on a straight line basis over the lease term. Associated costs are expensed as incurred.

Financial Instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred.

A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Financial assets and financial liabilities are measured initially at fair value, except for financial assets and financial liabilities carried at fair value through profit and loss, which is measured initially at fair value

Financial assets and financial liabilities are measured subsequently as described below.

Financial assets

For the purpose of subsequent measurement, financial assets are classified into categories upon initial recognition.

The category determines subsequent measurement and whether any resulting income and expense is recognised in profit or loss or in other comprehensive income.

All financial assets are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or a group of financial assets is impaired.

All income and expenses relating to financial assets are recognised in profit and loss and are presented within 'finance cost', 'finance income' or 'other financial items', except for impairment of trade receivables which is presented within 'other expenses'.

Loans and receivables

All of the Groups financial assets are classified as loans and receivables.

Trade and other receivables are initially recognised at fair value and subsequently carried at amortised cost. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cashflows.

Movements in the provision for doubtful debts are recognised in the statement of comprehensive income.

Generally, this results in their recognition at their nominal value less any allowance for any doubtful debts.

Financial liabilities

Financial liabilities include borrowings and trade and other payables.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

Financial liabilities are contractual obligations to pay cash or other financial assets and are recognised when the Group becomes a party to the contractual provisions of the instrument. All financial liabilities are recorded initially at fair value, net of direct issue costs.

Financial liabilities are recorded at amortised cost using the effective interest method, with interest related charges recognised as an expense in finance cost in profit or loss. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are charged to profit or loss on an accruals basis using the effective interest method, and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

Trade and other payables

Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost.

Generally, this results in their recognition at their nominal value.

Income tax

The relationship between the Group and the London Borough of Barnet has been recognised as one of mutual trading. Consequently, any activities between the Group and the London Borough of Barnet are not liable to corporation tax. Albeit not under a direct ALMO Structure, HM Revenue and Customs states that in substance the Group's trading activities are that of an ALMO, therefore profits and losses incurred as a result, fall outside the scope of corporation tax. Income tax expense represents the sum of tax currently payable and deferred tax where applicable. The corporation tax currently payable is based on the taxable profit for the year from taxable ordinary activities, which have been generated from trading with third parties and investment income (interest received).

Deferred tax is provided on timing differences that have arisen but not reversed by the statement of financial position date, where the timing differences result in an obligation to pay more tax, or a right to pay less tax, in the future. Timing differences arise because of differences between the treatment of certain items for accounting and taxation purposes. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax is measured at the tax rates that are expected to apply in the periods when the timing differences are expected to reverse, based on tax rates and law enacted or substantively enacted at the statement of financial position date. Deferred tax assets and liabilities are not discounted.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, deposits repayable on demand and other short term liquid resources.

Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Short term liquid resources are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. They comprise term deposits with financial institutions.

Short term investment

Cash invested in fixed deposit accounts to obtain a higher rate of interest, with a notice period, which are not readily convertible to cash and with no maturity date are classified as short term deposits.

Equity and reserves

Retained earnings include all current and prior period retained profits.

Post employment benefits and short term employee benefits

During the year, the Group operated a contributory defined benefit statutory pension scheme covering its present and past employees. International Accounting Standard 19 (IAS19) requires the net pension asset or liability of a company's pension scheme to be recognised in full on the statement of financial position. Accordingly, the Group's full net pension liability has been recorded in the consolidated statement of financial position of The Barnet Group Limited. The Company does not have any employees and therefore does not operate a pension scheme.

The regular service cost of providing pension benefits to employees during the year, the costs or gain of any benefits relating to past service, together with the loss on settlements and curtailments is charged to "Employee salaries and benefits" in the statement of comprehensive income in the year. Past service costs or gain arises when the Group awards additional discretionary benefits. A change in benefits may result in either a past service cost or a past service gain. Loss on settlements and curtailments arise as a result of some members transferring from another employer over the year, and as a result of the early payment of accrued pensions on retirement on the grounds of redundancy or early retirement.

Interest on the pension scheme liabilities is charged to "Finance costs" in the consolidated statement of comprehensive income in the year.

The expected return on the assets of the pension scheme during the year is based on the bid value of the assets at the start of the financial year and is recognised within "Finance income" in the statement of comprehensive income in the year.

Provisions, contingent liabilities and contingent assets

Provisions and contingent liabilities are recognised when the Group has a present obligation as a result of a past event, and it is probable that the Group will be required to settle that obligation. Provisions are measured at the Directors' best estimate of the expenditure required to settle the obligation at the statement of financial position date, and are discounted to present value where the effect is material. The Group has no contingent assets.

Significant management judgements in applying accounting policies

When preparing the financial statements, management undertakes a number of judgements, estimates and assumptions about recognition and measurement of assets, liabilities, income and expenses.

The actual results are likely to differ from the judgements, estimates and assumptions made by management, and will seldom equal estimated results.

Information about the significant judgments, estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenses is provided below.

Defined benefit liability

Management estimates the defined benefit liability annually with the assistance of independent actuaries; however, the actual outcome may vary due to estimation uncertainties. The defined benefit liability of £28,957,000 (2013: £32,223,000) is based on standard rates of inflation and mortality. It also takes into account the Company's specific anticipation of future salary increases. Assumptions are set with reference to market conditions at the year end. The discount rate is the annualised yield at the 25 year point on the Merrill Lynch AA rated corporate bond curve which has been chosen to meet the requirements of IAS19 and with consideration of the duration of the Employer's liabilities. Estimation uncertainties exist as the anticipated assumptions could vary.

Provisions

Provisions are mainly in relation to insurance excess on public liability claims, staff redundancy costs and disrepair claims. The disrepair provision is based on Management's estimate of all potential outstanding claims at the year end (many of which originated in prior years). The estimate includes potential legal and compensation costs. It is possible that some of the claims may take several years to process through the legal system. Estimation uncertainties exist particularly with regard to the timing and amount of expenditure.

Useful lives of depreciable assets

Management reviews the useful lives of depreciable assets at each reporting date based on the expected utility of the assets to the Group. The carrying amounts are analysed in note 9. Actual results, however, may vary due to technical obsolescence, particularly for software and IT equipment.

3. Revenue

Revenue is attributable to the principal activities of the Group and arises solely within the United Kingdom.

	2014 £'000	2013 £'000
Management fee paid by the London Borough of Barnet in respect of:		
Barnet Homes housing management and support services	37,725	33,687
Barnet Homes repairs and maintenance	7,800	8,050
Your Choice Barnet adult social care services	4,522	5,369
Your Choice Barnet repair fund	-	26
Total fee received from London Borough of Barnet	50,047	47,132
Capital works carried out directly by Barnet Homes	1,118	802
Total income from the London Borough of Barnet	51,165	47,934
Other operating income	1,304	993
Total revenue	52,469	48,928

4. Other expenses

	2014 £'000	2013 £'000
Housing, estate, hostel repairs & maintenance	8,317	8,061
Third party landlord and temporary accommodation costs	14,240	9,463
Agency Staff	3,860	2,880
Information Technology	1,198	1,300
Grounds Maintenance	610	613
Utility	1,517	1,533
Legal	705	683
Auditors remuneration - statutory audit	44	41
Auditors remuneration - for other services	22	20
Other	5,517	5,930
	36,030	30,524

The other services provided by the auditors relate to corporation tax compliance, online services to file the statutory accounts with HMRC and other tax advisory work.

5. Loss for the year

The loss for the year has been arrived at after charging the following,

	2014 £'000	2013 £'000
Depreciation of property, plant and equipment	273	184
Employee salaries and benefits	17,231	17,908
Auditors remuneration - statutory audit	35	41
Auditors remuneration - for other services	11	20

6. Commitments under operating leases

Group

	2014 £'000	2013 £'000
Within one year	129	63
Later than one year but within five years	98	72
	227	135

The Group leases several vehicles under operating leases from the Council. The vehicle leases vary from a period of less than one year to two years with a fixed lease and overhead cost for the same period. There is an annual service level agreement with the Council to cover the lease of the vehicles. The total number of vehicles with operating leases in 2014 is 16 (2013: 16)

In addition the company leases several printers, photocopier machines, water coolers and one washing machine under operating leases from other organisations. The plant and equipment leases vary from a period of less than one year to one and a half years. There are annual contracts for some of the operating leases and others have a notice period attached to them. The total number of plant and equipment with operating lease in 2014 is 17 (2013: 7).

Company

The Company does not have any commitments under operating leases.

7. Finance income and finance cost

	2014 £'000	2013 £'000
Finance income:		
- bank deposit and short term investment interest	40	72
- return on retirement benefit scheme assets	1,338	1,719
	1,377	1,791
Finance cost - interest on retirement benefit obligation	(2,677)	(2,964)

8. Tangible Assets

Property, plant and equipment

Group

	Vehicles, plant & equipment £'000	Furniture, fixtures & fittings £'000	Computer equipment £'000	Total £'000
Gross carrying amount				
Balance 1 April 2013	111	272	979	1,362
Reclassifications	-	-	27	27
Additions	26	5	254	285
Disposals	(2)	-	-	(2)
Balance 31 March 2014	135	277	1,260	1,672
Depreciation and impairment				
Balance 1 April 2013	46	256	712	1,014
Charge for year	18	5	149	172
Disposals	(2)	-	-	(2)
Balance 31 March 2014	63	262	861	1,185
Carrying amount 1 April 2013	65	16	267	348
Carrying amount 31 March 2014	73	15	399	488

At the balance sheet date the group was committed to purchasing £184,850 of fixed assets.

Intangible Assets

Group

	Computer Software & Development £'000	Total £'000
Gross carrying amount		
Balance 1 April 2013	548	548
Reclassifications	(27)	-
Additions	964	964
Disposals	-	-
	<hr/>	<hr/>
Balance 31 March 2014	1,485	1,485
	<hr/>	<hr/>
Amortisation		
Balance 1 April 2013	-	-
Charge for year	101	101
Disposals	-	-
	<hr/>	<hr/>
Balance 31 March 2014	101	101
	<hr/>	<hr/>
Carrying amount 1 April 2013	548	548
	<hr/>	<hr/>
Carrying amount 31 March 2014	1,384	1,384
	<hr/>	<hr/>

9. Trade and other receivables

Group

	2014 £'000	2013 £'000
Amounts receivable within one year:		
Trade receivables, gross	267	244
Provision for doubtful debt	(6)	(5)
Trade receivables	261	239
Amounts due from the London Borough of Barnet	12,861	7,061
Financial assets	13,122	7,300
Other debtors	6	140
Prepayments and accrued income	1,579	1,536
Non-financial assets	1,585	1,676
Trade and other receivables	14,707	8,975

The trade receivables ageing analysis is as follows:

	2014 £'000	2013 £'000
Current		
0-30 days	12,720	7,016
31-60 days	69	27
> 60 days	333	257
	13,122	7,300

The Group's management considers that all of the above financial assets that are not impaired or past due for each of the reporting dates under review are of good credit quality.

Company

	2014 £'000	2013 £'000
Amounts receivable within one year:		
Amounts due from the London Borough of Barnet	8,808	7,042
Amounts due from subsidiaries	714	640
Financial assets	9,522	7,682
Other debtors	4	30
Prepayments and accrued income	4	30
Non-financial assets		
Trade and other receivables	9,526	7,712

The trade receivables ageing analysis is as follows:

	2014 £'000	2013 £'000
Current		
0-30 days	9,027	1,183
31-60 days	267	6,471
> 60 days	228	28
	9,522	7,682

The Group's management considers that all of the above financial assets that are not impaired or past due for each of the reporting dates under review are of good credit quality.

10. Cash and cash equivalents

Group

	2014 £'000	2013 £'000
Bank accounts	2,705	6,805
Cash in hand	9	6
Short term deposits	1,011	2,108
	<hr/>	<hr/>
	3,725	8,919
	<hr/>	<hr/>

Short term deposits represents cash held in the bank for 3 months fixed deposit account, with a maturity date.

Company

	2014 £'000	2013 £'000
Bank accounts	1,854	2,511
	<hr/>	<hr/>
	1,854	2,511
	<hr/>	<hr/>

11. Short Term Investment

Group

	2014 £'000	2013 £'000
Short term investments	-	506
	<hr/>	<hr/>

("013: Short term investment (£0.507 million) represents cash held in the bank in a 95 days notice fixed rate deposit account, with no maturity date).

12. Equity

12.1 Share Capital

The Barnet Group is a company limited by shares, with 100 £1 shares owned by The London Borough of Barnet.

The Barnet Group is a local authority controlled trading company under the control of London Borough of Barnet.

The ultimate parent entity is London Borough of Barnet by virtue of its controlling interest in The Barnet Group Limited The largest and smallest group in which the results of the company are consolidated is that headed by The Barnet Group Limited.

13. Employee remuneration

13.1. Employee benefits expense

	2014 £'000	2013 £'000
Wages and salaries	13,241	13,999
Social security costs	1,037	1,136
Pensions costs	2,953	2,773
	<hr/>	<hr/>
	17,231	17,908
	<hr/>	<hr/>

Directors' salary costs are included in total employee costs.

Barnet Homes Limited undertook a restructure in the Housing Options and Business Improvement service areas during the course of the financial year.

In this financial year, wages and salary costs include redundancy costs of £278,302 (2013: 265,091) and pension costs include early retirement pension strain costs of £98,777 (2013: £105,365).

13.2. Employees

The average number of permanent employees (excluding agency staff) employed by the Group during the year was:

Service	2014	2013
Chief Executive Office	2	2
Business Services Directorate	61	57
Operations Directorate	398	439
Future Jobs Fund	1	-
Non Executive Directors	7	11
	<hr/>	<hr/>
	469	509
	<hr/>	<hr/>

14. Pension and other employee obligations

15. Provisions

Group

	Insurance claims £'000	Disrepair claims £'000	Other provision £'000	Total provisions £'000
Carrying amount at 1 April 2013	121	38	110	268
Utilised	-	(37)	(98)	(135)
Released	(36)	(1)	(11)	(48)
Increase in provisions	-	-	109	109
Carrying amount at 31 March 2014	85	0	108	194

Insurance claims are provisions in respect of public liability claims which are outstanding at 31 March 2014. The Group's liability is restricted to the amount of the claim or the policy excess, whichever is the greater. The policy excess is currently £2,500. Disrepair claims are estimates relating to outstanding disrepair cases. The Group has provided for any such challenges where at the end of the year it is more likely than not that there is an obligation to be settled.

Other provision is the redundancy and early retirement pension strain costs for five staff £108,548 (£2013: 109,742) as a result of organisational restructure.

Company

The company had no provisions at 31 March 2014 (2013: nil)

16. Trade and other payables

Group

	2014 £'000	2013 £'000
<i>Current:</i>		
Trade payables	293	3,893
Amount owed to the London Borough of Barnet	863	2,441
Financial liabilities	1,156	6,334
Other payables	114	37
Other taxation and social security	1,380	1,801
Accruals and deferred income	15,994	8,520
	18,644	16,692

The Group aims to pay all suppliers within the contract or invoice payment terms and within the limits set by the late payment legislation.

Company

	2014 £'000	2013 £'000
<i>Current:</i>		
Trade payables	44	27
Amount owed to subsidiaries	7,431	5,890
Amount owed to the London Borough of Barnet	739	774
Financial liabilities	8,214	6,691
Other payables	32	
Other taxation and social security	3,184	3,539
Accruals and deferred income	15	26
	11,445	10,257

17. Income Tax Expense

18. Financial assets and liabilities

The carrying amounts presented in the statement of financial position relate to the following categories of assets and liabilities:

Group

	Note	2014 £'000	2013 £'000
Financial assets			
Loans and receivables:			
Trade and other receivables	10	13,122	7,300
Cash and cash equivalent	11	3,726	8,919
Short term investments	12	-	507
		<u>16,848</u>	<u>16,725</u>
Financial liabilities			
Financial liabilities measured to amortised cost:			
Trade and other payables	15	<u>1,156</u>	<u>6,334</u>

Company

	Note	2014 £'000	2013 £'000
Financial assets			
Loans and receivables:			
Trade and other receivables	10	9,522	7,682
Cash and cash equivalent	11	1,854	2,511
		<u>11,376</u>	<u>10,193</u>
Financial liabilities			
Financial liabilities measured to amortised cost:			
Trade and other payables	15	<u>8,214</u>	<u>6,691</u>

19. Related party transactions

19.1 Transaction with controlling party/related parties

	2014	2013
	£'000	£'000
Invoices to London Borough of Barnet	88,756	74,208
Invoices from London Borough of Barnet	3,927	4,349
Amount owed to London Borough of Barnet	737	774
Amount owed by London Borough of Barnet	8,803	7,061
Invoices to London Borough of Barnet Pensions	-	-
Invoices from London Borough of Barnet Pensions	95	122
Amount owed to London Borough of Barnet Pensions	2	2
Amount owed by London Borough of Barnet Pensions	-	-

The London Borough of Barnet owns 100% of the share capital of the Barnet Group Ltd. The Barnet Group Ltd owns 100% of the share capital of Your Choice (Barnet) Ltd. The Barnet Group Ltd is the sole member and guarantor of Barnet Homes Ltd, a company limited by guarantee. The London Borough of Barnet contracts with The Barnet Group Ltd for the provision of Adult Social Care Services and Housing Management Services. The Barnet Group Ltd then contracts on a back to back basis with Your Choice (Barnet) Ltd and Barnet Homes Ltd in respect of Adult Social Care Services and Housing Management Services respectively. As a result, The Barnet Group Ltd receives the management fee from The London Borough of Barnet on behalf of Barnet Homes Ltd and Your Choice (Barnet) Limited. It also invoices for ad hoc services on behalf of the two companies and for the capital works programme carried out by Barnet Homes on behalf of the London Borough of Barnet.

As at 31 March 2014, The Barnet Group Ltd owed £737,000 to The London Borough of Barnet in respect of expenses on behalf of Barnet Homes Ltd and The Barnet Group was owed £8,803,000 by the London Borough of Barnet in respect of management and other fees in respect of services provided by the Group.

All outstanding balances with these related parties are due to be settled in cash. None of the balances are secured.

20. Key Management Personnel

20.1 Non Executive Directors

The Non Executive Directors are defined as being the members of the Groups Main Board's who are not executive officers of the Group. The Non Executive Directors received emoluments for the financial year and were entitled to reimbursement of incidental expenses incurred when attending board meetings and other formal events in their capacity as board members. The Non Executive Directors are not entitled to pension benefits.

These are the only transactions with the Non Executive Directors of the Group.

	2014	2013
	£'000	£'000
Salaries	33	37
Incidental expenses	2	3
	<hr/>	<hr/>
	35	40
	<hr/>	<hr/>

20.2 Executive Directors

	2014	2013
	£'000	£'000
Salaries	351	395
Performance Bonus	13	8
Social security costs	43	48
Pensions costs	63	78
Car Lump Sum	-	1
	<hr/>	<hr/>
	470	531
	<hr/>	<hr/>

The Executive directors are defined as being the members of the Group's Main Board's who are executive officers of the Group.

The Executive Directors consists of the Chief Executive Officer, Director of Operations and Director of Business Services (see Company Information - page 3).

Three of the executive directors have retirement benefits accruing under the defined benefit pension scheme in respect of qualifying services.

21. Contingent Assets and Liabilities

At 31 March 2014, a possible liability existed as a result of Connaught Ltd going into administration in relation to the Groups pension deficit for staff transferred from Barnet Homes Limited to Connaught Ltd in prior years. The Local Authority Pension Scheme could make a claim to Barnet Homes in respect of the pension deficit not met by Connaught Ltd.

22. Financial instrument risks

Risk management and objectives and policies

22.1 Interest rate sensitivity

Other than cash held in bank accounts, all of the Group's cash and cash equivalents are fixed rate, fixed term deposits, and so are not sensitive to variations in interest rates.

22.2 Credit risk analysis

The Group's principal financial assets are bank balances, cash and trade and other receivables. Liquid funds are placed with financial institutions with high credit ratings, as assigned by credit rating agencies. The Group's primary credit risk relates to its fee receivables. The amount presented in the statement of financial position are net of provisions for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on past experience and management's forecasts, is evident of a reduction in the recoverability of the cash flow. See note 2 above for further information on impairment of financial assets that are past due. The Groups risk in relation to its income receivable is low as the main income is receivable from London Borough of Barnet. Placement of liquid funds are currently with multiple banks, which is considered a low risk, and management prioritised the diversification of liquid assets.

22.3 Liquidity risk analysis

The Group manages its liquidity by carefully monitoring and reviewing the cash cycle and credit control efficiency. Control of the Trade Receivables element involves a fundamental trade-off between the cost of providing credit to customers and the additional net revenue that can be earned in doing so. We aim to keep the former to a minimum with effective credit control policies which will require setting and enforcing credit terms, efficient invoicing and statement generation and prompt query resolution, by continuous review of the receivables position by generating an 'aged receivables' report and effective monitoring and collection procedures. The credit periods granted vary between suppliers with usual terms. Cash flows from trade and other receivables are contractually due within 28 days. Trade creditors and other payables are also monitored to ensure that payments are made in a timely manner to avoid any interest charges or penalties. Payment terms range between 14 days to 28. A settlement policy is in place so that invoices are properly authorised for payment to ensure they are paid when due. Cash is the controlling element. The first control concerns efficient banking so that all monies received are banked immediately, making payments in the most efficient way and ensuring that any surplus balances are put to interest earning use. The fundamental aspect is cash flow control and ensuring funds are available when needed. This is achieved by preparation of monthly forecasts for comparisons with actual results. The Company is not affected by gearing as it does not owe any money to any financial institutions in the form of debt or borrowings and is therefore highly liquid.

23. Capital management policies and procedures

The Group's capital management objective is to maintain its assets in order to ensure ability to continue to provide improved quality of service to the residents at an affordable price and sustain itself as a going concern. As the Group is not set up for profit it continues to strive to maintain a balance between liquidity and provision of value for money services. The main capital making owned by the Group are liquid cash and cash equivalent and cash held in standard time deposit accounts. The Group continues to monitor this investments with the Bank to ensure its going concern is not at risk.

The capital for the reporting period under review is as summarised below:

	2014 £'000	2013 £'000
Cash & cash equivalent	3,726	8,919
Short term investments	0	507
	<hr/>	<hr/>
	3,726	9,426
	<hr/>	<hr/>

AGENDA ITEM 8



Performance and Contract Management Committee

11 November 2014

Title	Quarter 2 Budget and Performance Monitoring 2014/15
Report of	Deputy Chief Operating Officer
Wards	All
Date added to Forward Plan	1 April 2014
Status	Public
Enclosures	<p>Appendix A Performance Report (including performance methodology)</p> <p>Appendix B Revenue Monitoring by Delivery Unit</p> <p>Appendix C Capital Monitoring Programme Outturn by Programme</p> <p>Appendix D Capital Programme Funding Adjustments</p> <p>Appendix E Transformation Programme</p> <p>Appendix F Prudential Indicator Compliance</p> <p>Appendix G Investments outstanding as at 30 September 2014</p> <p>Appendix H Corporate Risk Register</p> <p>Appendix I School HR Update</p> <p>Appendix J Single Person Discount</p>
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Summary

This report provides the delivery and financial performance of both contracts and non-contracted services under paragraph 1.6. Additional overview on the contract performance can be located in Appendix A at section 2.6.

The Council's historic performance can be accessed from www.barnet.gov.uk/performance, within this page there is also a link to the quarterly reporting explanatory note. A brief methodology explanation is also contained under section 6 of Appendix A.

Delivery of the Council's Corporate Plan

The Corporate Plan sets the strategic objectives for 2013-2016 focusing on three main priority areas; promote responsible growth, development and success across the borough; support families and individuals that need it, promoting independence, learning and well-being; and improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study. Targets are in place to encourage improvement against these priority areas.

There are a number of successes to report from quarter 2 of 2014/15, including: increased educational attainment at Early Years Foundation Stage with 65.5% of children achieving a 'good level of development' and pupils making two levels progress in reading and writing between key stage 1 and 2 increased to 93.3% and 93.8%; there were 2,633 eligible recipients of NHS health checks; over 99% of eligible adult social care customers were receiving self-directed support; there were 190 private rented sector lettings achieved against a target of 158; the successful completion of programmed works on roads and footpaths continued in quarter 2.

Of the Corporate Plan Indicators (CPIs) that reported in quarter 2; 73.9% were rated as green, 21.8% as green amber and 4.3% as red (there were none rated red amber). Specific challenges are highlighted in section 1.4.2.

The key challenge from quarter 2 is the number of households in emergency accommodation increased from 486 to 511 in September 2014 - coupled with rising costs. A number of national-level changes in how GCSE performance is calculated have impacted on all authorities. Barnet schools saw a provisional decline in GCSE results. Provisional attainment results for the 2013/14 academic year reflect a reduction in the percentage of pupils achieving 5 or more A* to C GCSE's including English and Maths from 71% to 66.3%. Our provisional data suggests the Council's performance is in the top 10% nationally.

Customer experience

The introduction of two new contact centres – one in Coventry run by CSG in April 2014 and one in Barnet run by Re from May 2014 – have brought changes that will deliver benefits to the customer.

Within quarter 2, the satisfaction with service provided through the customer the CSG contact centre has steadily increased, standing at 88% in quarter 2. Barnet Homes' customer satisfaction levels continue to be very high with most services achieving above 90% satisfaction.

There has also been a continuation of a high proportion of phone calls answered by customer services (CSG) and Re from quarter 1, with CSG continuing to answer over 78%

of calls in under 20 seconds.

Contract monitoring

Detailed assessment of the contracts monitored through the quarterly monitoring report (Re, CSG, Barnet Homes, Parking & Infrastructure and HB Public Law) are outlined in paragraph 1.8 (Delivery Performance) with an overview for each contract (including Your Choice Barnet) at Appendix A section 2.6. The full individual performance reports can be accessed from www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

Key challenges

There were a number of key challenges in quarter 2 2014/15 that require the council to deliver high level improvement plans: The budget monitoring position across the Council requires plans to be in place to deliver to agreed budgets; the creation of Delivery Unit workforce plans to be produced to address the agency usage across the Council; to deliver the Parking Improvement Plan, including agreement of a new Parking Policy, following consultation committee; the related parking budget challenge; and the relocation of the Council's Depot against tight timescales.

Delivery performance

The direction of all Delivery Units (internal and external) in 2014/15 is guided by a set of priorities. A summary of progress against these priorities is provided in section 1.7- Commissioning Priorities, with a qualitative view of progress provided by the Council's Lead Commissioners. Each Delivery Unit also has a set of operational performance indicators – in addition to Corporate Plan targets. Across all these performance indicators, 82.6% are on target. A summary of successes and challenges is provided in section 1.8 - Delivery Performance.

Benchmarking

The Council reviews its performance against other local authorities using the Local Government Association benchmarking tool. This data shows that Barnet is above the England benchmark (single tier and county councils) for 85.7% of service indicators.

Benchmarking of the Council's planned spend over 2014/15 illustrates Barnet is continuing to provide services more efficiently and at lower cost than the London average, across 8 of the 9 services within the sample. Spend on Highways and Transport Services is above the London average at £29,113 compared to £22,583 per kilometre of road network.

Programmes

Within the Transformation programme, progress has been made across a number of projects. For Health and Social Care Integration, significant progress has been made and a business case was prepared for Adults and Communities Committee, in October. For the Education and Skills project, work is underway to produce a final Outline Business Case for Children, Education, Libraries and Safeguarding Committee in January 2015. A Full Business Case was submitted for the Early Years services to Children's, Education Libraries and Safeguarding Committee at the end of October.

The Capital programme is rated as green. A number of projects have progressed positively, such as practical completion has taken place at Mill Hill East primary and the opening ceremony for the Orion primary took place in September. The Depot relocation project has improved from red to amber rated. The Menorah Foundation project has also

improved from a red to green rating, as a robust process is underway to procure a new contractor which is on schedule for the contractor to be mobilised at the end of October.

The Regeneration programme overall is rated as green. The Brent Cross project has made good progress including the commencement of the Brent Cross South procurement process. Progress has been made in Colindale with the commencement of the tube station works and the submission of the housing zone bid to Greater London Authority.

Three cross-cutting projects are also underway. Firstly, Connecting with Barnet aiming to improve interactions with customers, reporting that a new transparency portal has been implemented and new approach to consultation is in place. Secondly, the Smarter Working programme, which seeks to embed more agile working practices, reduce costs office accommodation and promote flexibility, and enable a significant saving. Progress was made, with initial proposals for office accommodation developed during quarter 1. Thirdly, the Unified Reward project, which aims to develop a new pay and reward model for the Council.

Risk summary

All corporate risks are monitored by allocated officers and reviewed regularly to ensure the level and mitigating actions are suitable. Two new risks have been added to the Corporate Risk Register since the beginning of 2014/15 – a strategic risk regarding the potential impacts of a safeguarding incident and a commissioning risk regarding a potential inconsistent application of commissioning activities.

There has also been an increase in the risk rating of the homelessness risk following the increase in the number of homeless households and the rising costs of temporary accommodation. The full Corporate Risk Register is available in Appendix H.

Budget outturn

The quarter 2 forecast outturn general fund expenditure (after reserve movements) is £290.511m which is an adverse variance of £3.739m (1.3%) against the revised budget of £286.412m. This position is before a movement of £1.020m from contingency which will be proposed to the Policy and Resources Committee in December 2014. Assuming agreed this will reduce the adverse variance to £2.719m. (see 1.11 table 5) The equivalent quarter in quarter two in the prior year, 2013/14, was £3.509m – the final outturn for 2013/14 was an under spend variance of £0.120m.

The quarter 2 forecast expenditure during 2014/15 on the Council's capital programme is £117.707m, £85.725m of this relates to the general fund programme and £31.982m for the HRA capital programme. This is a variance of £31.396m against the latest approved budget of £149.103m, an increase of £9.933m (£21.463m in quarter 1 2014/15).

Treasury Outturn

The Council has been compliant throughout quarter 2 2014/15 with the set Prudential Indicators and has not breached its Affordable Borrowing Limit.

Investment Performance

At the end of quarter 2, the total investments deposited were £229.287 million, achieving an average annual rate of return of 0.70 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.34 per cent.

Recommendations

- 1. The Committee is asked to agree the following referrals to thematic committees:**

COMMITTEE	REFERRAL
Policy and Resources	To note the current capital slippage and to address the capital forecasting and profiling process to ensure less slippage between years.
Adults and Safeguarding	None
Assets, Regeneration and Growth	To note the concern of the Performance and Contract Management Committee of the tight timescales for the relocation of the Depot when considering the update report at the next meeting of the committee.
Children, Education, Libraries and Safeguarding	To note the current academic performance when considering the Education and Skills options.
Community Leadership	None
Environment	To note, during finalisation of the Parking Policy, the increasing number of transactions and to be aware of the variation from budget in the Special Parking Account.
Housing	To note the increasing homelessness levels and rising accommodation costs as part of the finalisation of the Housing Strategy.
General Function Committee	To note the requirement of Delivery Units to complete workforce plans by the end of 2014/15 to outline appropriate levels of agency resourcing.

- 2. The Committee is asked to note the quarter 2 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.14.**

- 3. The Committee is asked to refer to Policy and Resources Committee the request for the funding of pressures on permit income within the Special Parking Account (£1.020m) be funded from contingency, as outlined in section 1.11.**

- 4. The Committee is asked to note the Agency Costs for the quarter 2 2013/14 as detailed in paragraph 1.16.**

- 5. The Committee is asked to note the Transformation Programme position as at the 30 September 2014 as detailed in paragraph 1.17.**

- 6. The Committee is asked to note the Treasury position outlined in paragraph 1.18.**

- 7. The Committee is asked to approve the projected £31,136m capital slippage of the outturn at quarter 2 2014/15, as outlined in Appendix C.**

- 8. The Committee is asked to note the additional information requested at committee on the 23 July 2014; HR Schools update, as set out in Appendix I.**

9. The Committee is asked to note the additional information requested regarding Single Person Discounts, as set out in Appendix J.
10. The Committee are asked to refer for approval the write off of Sundry debt of £0.166m as set out in table 14 to the Policy and Resources Committee.

WHY THIS REPORT IS NEEDED

1.1 This report outlines the quarterly position of the Council's performance against the priorities outlined in the Corporate Plan, the delivery performance of major contracts, performance of internal Delivery Units and the budget position.

1.1.1 The performance of Delivery Units is measured across a number of areas:

- The Corporate Plan's measures of success, measured as Corporate Plan Indicators – successes and challenges are highlighted in section 1.4.
- Commissioning Priorities, the success of activities specified for internal Delivery Units to deliver the commissioned priorities – these are outlined in section 1.7.
- Delivery performance indicators which measure the success of the delivery of key services – successes and challenges are outlined in section 1.8.

1.2 The past three years of performance information is available at: www.barnet.gov.uk/performance with the most up-to-date version available from www.barnet.gov.uk/currentperformance. To further increase transparency of the Council's performance; the performance results from each quarter are published on the Council's data portal <https://open.barnet.gov.uk/>.

1.3 Key challenges

There were a number of key challenges in quarter 2 2014/15 that require the council to implement or continue to deliver improvement actions:

- The Council's monitoring position: the forecasted overspends across a number of Delivery Units, including known areas of pressure, currently exceed the Council's agreed budget.
- Workforce planning: the council requires Delivery Units to finalise their workforce plans by the end of 2014/15.
- Depot relocation: the timescales for provision of the council's depot are tight. An update report will be presented to Assets, Regeneration and Growth Committee at the next meeting of the committee.
- Homelessness: the increasing number of homelessness households and increasing costs associated with the provision of emergency temporary accommodation has resulted in large forecast variation from budget.
- Parking:
 - Taking due regard to the responses received from the public consultation on the draft Parking Policy, to propose a final Parking Policy for agreement alongside the continued improvement across the parking service.
 - There is expected to be a £2.187m shortfall largely due to reduced permit income of £1.020m (resulting from a judicial

review), £0.467m additional contract payments to ensure contractually required enforcement and a £0.606m reduction in PCN income due to anticipated reduced volumes. However, a 35% cost reduction in parking tariffs at certain locations across Barnet as well as the introduction of contactless payments in 59 locations has resulted in an increase of over 50,000 transactions or 158% up from last quarter. This has resulted in a complex challenge to be addressed.

A proposed set of referrals of the above challenges is outlined in Recommendation 1.

1.4 Corporate Plan successes and challenges

The following is an overview of the successes and challenges across the Corporate Plan:

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

1.4.1 Successes

There are a number of successes across Barnet for quarter 2 2014/15, these have been highlighted as:

- For the academic year 2013/14, there has been an increase in the percentage of **children achieving a 'Good level of Development' in Early Years Foundation Stage Profile** from 60% to 65.5%.
- The percentage of **pupils making two levels progress in reading and writing between Key Stages 1 and 2** increased to 93.3% and 93.8%.
- There has been a significant improvement in the **number of eligible people receiving NHS health checks** in the first quarter of Public Health reporting with 2633 against a target of 1150.
- Over 99% of eligible **adult social care customers receiving self-directed support**.
- An increase in the number of **carers receiving support services** from 30.3% to 33.9%.
- There were 190 **private rented sector lettings** achieved from April 2014 to September 2014, exceeding the target of 158.
- A continued reduction in the **level of domestic burglaries** in August 2013 to July 2014 to 19.75 per 1,000 households compared to a target of 22.
- Barnet has seen a reduction of **first time entrants to the Youth Justice System** from 337 to 286.
- All planned **resurfacing and maintenance work on roads and footpaths** were completed during quarter 2 2014/15.

1.4.2 Challenges

There are some performance issues that required the implementation of an improvement plan following quarter 2 2014/15:

- The number of **households in emergency accommodation** increased from 486 to 511 in September 2014.
- The percentage of pupils achieving **5 or more A* to C GCSE's including English and Maths** provisionally declined from 71% to 66.33% in the academic year 2013/14. GCSE results have fallen nationally as a result of various changes to the curriculum and examination arrangements – most notably that only the first examination attempt is counted. Barnet's results fell in line with the national trend for 5 or more A*-C including English and Maths. Final results will be available as part of the quarter 3 2014/15 monitoring report. Provisional data suggests the Council will remain within the top 10% of local authorities for GCSE results.

The following challenges are those that are emerging or have continued to decline in quarter 2 2014/15:

- The percentage of **household waste sent for reuse, recycling and composting** narrowly missed the 41.94% target with an outturn of 41.88% in April to June 2014. Notably though, this is an improvement on the previous collection regime's performance from the same period last year (35.99%).
- There has been a decrease in the **percentage of draft committee reports and delegated power reports being cleared in 5 working days** from 96.1% to 92.5%. Of the 9 reports where clearance took longer than 5 days, one took 17 days due to complexity, the others took between 6 and 9 days to clear.

Other challenges experienced by Barnet are in relation to schools. There has been a decline in pupil referral unit (PRU) judged as good or better by Ofsted from 100% to 66% (2 out of 3 schools). In addition to declining overall GCSE results, the gap has widened between Special Educational Needs pupils and their peers from 44.9% to 45.5% achieving 5 A* to Cs including English and Maths. The gap has also widened between Free School Meal pupils and their peers from 21.8% to 26.4%. The percentage of statutory statements completed within statutory timescales were 64% against a target of 100%.

1.5 Customer experience

Resident Perception Survey

The most recent Spring Residents Perception Survey results were reported to the Performance and Contract Management Committee in quarter 4 2013/14. Overall the Residents Perception Survey showed that Barnet are significantly above the national average for satisfaction of the local area and the way the council runs things. The next survey result will be reported as part of the quarter 3 2014/15 monitoring report in February 2015.

Full survey results are available from [http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-2014/consult view](http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-2014/consult_view). Details are available for individual Delivery Units reports at www.barnet.gov.uk/currentperformance

Quarter 2 Customer Experience report

Satisfaction with customer services has steadily improved – both on the telephone with 88% of respondents satisfied with more people than ever

responding to the survey, and at Barnet Homes and Burnt Oak with 79% of respondents satisfied with the service they have received. Barnet Homes call centre has particularly high satisfaction levels – over 90% for the majority of services.

Mystery shopping of council services, conducted by council staff from across different service areas which involve measuring experience against a number of scenarios shows 81% success in call resolution which is a key driver for customer satisfaction success.

Calls to the Barnet telephone contact centre have continued to be answered quickly. 78.1% were answered within 20 seconds.

1.6 Performance against the Corporate Plan

Table 1 below provides a breakdown of the RAG (red, amber or green) rating of the Corporate Plan Indicators, expected to report in quarter 2, by each Delivery Unit.

Table 1: Corporate Plan Indicator by Delivery Unit

Delivery Unit	Total no. of Corporate Plan indicators	No. of indicators expected to report in quarter 2 2014/15	RAG ratings				Positive/neutral Direction of Travel	Negative Direction of Travel
			Green	Green amber	Red amber	Red		
Adults and Communities	10	6	3	3	-	-	4	2
Children's Education and Skills	6	4 ¹	3	-	-	-	3	-
Family Services	5	3 ²	2	-	-	-	2	-
Commissioning Group	1	n/a	-	-	-	-	-	-
Street Scene	3	1	-	1	-	-	-	1
Public Health	4	4	4	-	-	-	2	1
Barnet Homes	2	2	1	-	-	1	-	1
R ^e	5	5 ³	2	1	-	-	4	1
Parking and Infrastructure	2	2	2	-	-	-	3	2
Total	41	27	17 (73.9%)	5 (21.8%)	0 (0%)	1 (4.3%)	18	8

¹ One indicator will not be RAG rated until the final results are available in quarter 3 2014/15.

² One indicator is for monitoring purposes only and will not be RAG rated.

³ Re reported five indicators, two of which are for monitoring purposes and will be RAG rated in quarter 4 2014/15.

Of the Corporate Plan Indicators (CPIs) that reported in quarter 2, the balance of met and missed targets was 73.9% were rated as green, 21.8% green amber, and 4.3% of Corporate Plan Indicators were rated as red (none were rated as red amber).

The focus of Barnet during 2013/16 Corporate Plan period is to remain an attractive and successful London borough where people want to live, become an enterprising place and support people that need it. Against the Corporate Plan strategic objectives:

- Promoting responsible growth, development and success across the borough achieved 80% of performance indicators on target.
- Support families and individuals that need it - promoting independence, learning and well-being achieved 61.5% of performance targets.
- Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study achieved 75% of targets being met.

See section 2.4 of Appendix A for full detail.

1.7 Commissioning Priorities

For 2014/15, Lead Commissioners have defined a set of five commissioning priorities, which are underpinned by a set of commissioning priority indicators and activities. Lead Commissioners and Delivery Units have agreed a RAG rating for each Commissioning Priority, based on a qualitative assessment. Table 2 outlines the RAG rating for the Commissioning Priorities by area:

Table 2: Commissioning Priorities by Lead Commissioner

Lead Commissioner	RAG ratings			Direction of Travel [^]	
	Green	Amber	Red	Positive/ neutral DoT	Negative DoT
Later Life (Adults and Communities)	4	1	-	5	-
Schools, Skills and Learning (Children's Education and Skills)	2	3	-	5	-
Family & Community Wellbeing (Family Services)	1	4	-	5	-
Environment (Street Scene and Parking & Infrastructure)	3	2	-	5	-
Public Health (Public Health)	5	-	-	N/A	N/A
Total	16	9	-	20 ⁴	-

⁴ Public Health reported against commissioning priorities for the first time this quarter.

A total of 16 out of 25 Commissioning Priorities achieved a green rating in quarter 2 2014/15. Of the indicators that reported, 64% of the RAG ratings were Green with the remainder (36%) rated as Amber (indicating improvement required).

Later Life (Adults and Communities)

One commissioning priority remained amber in quarter 2 2014/15; **sufficiency and quality of the social care delivery workforce**. The amber rating is due to scheduling delays in the second phase of the Adults transformation. Other activities were carried out including a new set of staff standards and the launch of the Quality Assurance Framework. Two commissioning priorities went from amber to green; **health and social care integration** including through Better Care Fund (BCF); and delivery of the **new vision for adults social care**. The positive direction of travel is as a result of clarification of the work programme and leadership for the new vision of adult social care and several elements of the integration care model now being in operation and the BCF is underpinned by a full business case.

Schools, Skills and Learning (Children's Education and Skills)

There are 3 out of 5 commissioning priorities that are rated as amber in quarter 2 2014/15; ensure LA monitoring and **challenge of all schools is robust and focussed to drive a rise in attainment**; challenge schools to **raise attainment of vulnerable pupils** particularly those on Free School Meals and Looked After Children; and develop **alternative model of delivery to deliver medium term financial strategy (MTFS) savings**. These priorities remain amber from quarter 1 as a result of schools rated as good and outstanding not being at the required level and attainment gaps for vulnerable children remaining wider than expected. The project for an alternative delivery model is on track however impact of savings cannot yet be realised.

Family & Community Wellbeing (Family Services)

There are 4 out of 5 commissioning priorities that are rated as amber in quarter 2 2014/15; ensure social care, youth offending and children's centres **practice is 'inspection ready' and safeguarding arrangements are effective and robust**; **review and re-model social care, placements and permanence**; **implementation of the early years review** following full business case sign off; determine the **future of early intervention services** and in particular the Family Focus team; ensure there is **sufficient budget to meet the council's thresholds for quality and safety** following MTFS implications. All four remain amber due to the nature of the service; there is extensive monitoring and checking processes in place through programme boards and assurance meetings to ensure safeguarding is effective and robust. The Looked After Children transformation programme is in delivery phase and a revised recruitment process is being implemented, and the support offer has been consolidated and further strengthened to improve placement stability. Implementation of the early years review will commence once the full business case has been completed and the redesign of early intervention services began its consultation phase. The Delivery Unit continues to face challenges with delivery of MTFS savings, the transformation programme is in place to manage this.

Environment (Street Scene and Parking & Infrastructure)

Two out of five commissioning priorities remained amber in quarter 2 2014/15; **enhance Passenger Transport service delivery offer, customer experience, coherence of service offer and reduce costs**; and **increased satisfaction with parking services and establish a coherent, co-ordinated customer facing service**. There were challenges achieving a green due to a delay in remodelling of transport arrangements and there were some technical issues with the parking database in quarter 2, although the parking policy began public consultation during the quarter. Reducing the volume of waste sent to landfill and increasing efficiency of collection improved as a result of improvement in waste and recycling services. Street cleansing resources are being utilised to test cleansing pilots on the ground in order to sustain borough cleanliness.

Public Health (Public Health)

All commissioning priorities were rated as on target this quarter. All areas of the school **nursing and health visiting review** are on track ahead of the assuming responsibilities for Health visiting services in 2015. The necessary governance framework and working groups are being put into place and dialogue with NHS England have begun. **Fit and Active Barnet campaign** is in place to encourage active residents and an inclusive section has been added to the website to encourage people with disabilities. An options paper is in development as part of introducing the **new self-care programme** in partnership with the Barnet Clinical Commissioning Group. Public Health are on track to present the local sexual health strategy for Barnet to the Health and Wellbeing board which proposes collaborative approach to the future of GUM commissioning as part of the **re-procurement of sexual health services**. The service continues to work with West London Alliance to co-design a pilot on mental health and employment intending to move people back to work more quickly as part of the priority to **support other areas of the council that influence the wider determinants of health**.

The full detail can be found in individual Delivery Unit reports on www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

1.8 Delivery Performance

Delivery Units report on performance, finance and risks in detail in individual reports available here. In addition to the Corporate Plan Indicators, Delivery Units each have a set of Key Performance Indicators (KPIs) to measure the success of the delivery of key services. The overall delivery performance for quarter 2 2014/15 for each Delivery Unit is outlined in Table 3 below:

Table 3: Delivery Performance Indicators by Delivery Unit

Delivery Unit	RAG ratings				Direction of Travel*		No. of Indicators reported
	Green	Green amber	Red amber	Red	Positive/neutral DoT	Negative DoT	
Adults and Communities	8	-	-	1	6	2	12
Children's Education and Skills	3	4	-	3	6	1	11
Family Services	KPIs reported as part of Commissioning Priority Indicators.						
Street Scene	KPIs reported as part of internal contract monitoring and Commissioning Priority Indicators.						
Public Health	4	-	-	3	-	1	7
Barnet Homes	8	2	-	2	8	4	12
R ^e	51	2	2	2	42	14	57
CSG	23	-	1	1	11	3	25
HB Public Law	12	-	-	1	12	1	13
Parking & Infrastructure	14	2	-	-	n/a	n/a	17
Total	123 (82.6%)	10 (6.7%)	3 (2%)	13 (8.7%)	85	26	154

*The Direction of Travel indicates the performance compared to the last time it was reported. Various KPIs did not report a direction of travel due to reporting for the first time.

The table above illustrates that of the Delivery Performance Indicators expected to report in quarter 2 2014/15 – a large majority of indicators met their target (83.1%).

The Council uses an escalation approach which highlights where there are performance challenges within Delivery Units, whether an internal or external Delivery Unit. This approach ensures that the areas are subject to challenge and action planning. This approach is also used to highlight the successes across the Council.

There are a number of successes across Barnet Delivery Units for quarter 2 2014/15, these have been highlighted as:

- The estates service in CSG successfully delivered six primary school projects with all schools being occupied in September 2014.
- HB Public Law received a Law Society Award for Practice Management during quarter 2.
- The total number of homeless preventions completed by Barnet Homes exceeded the target of 350 for April 2014 to September 2014 with an outturn of 384.
- Barnet exceeded the outer London averages for costs per week for people with learning disabilities and physical disabilities under 65 on care services.

- In CSG, there were 0.23% pay errors across quarter 2 compared to 6.12% last quarter, meeting the target.
- There was a reduction from 26% to 25% of people reporting that they were very or fairly worried about Anti-Social behaviour in their area.
- Barnet are in the top percentile in England for the proportion of people with needs relating to sexually transmitted infections who have a record of having an HIV test at first attendance at 99% (excluding those already diagnosed HIV positive).
- Compliance with planning application statutory timescales achieved 88.2%, exceeding the target of 75%.

There were also some challenges experienced across Barnet Delivery Unit KPIs for quarter 2 2014/15 which include:

- Current arrears as a percentage of the total owed (debit) in Barnet Homes increased from 3.05% to 3.45% with a total sum of £2,047,202 compared to £1,800,503 last quarter.
- Temporary accommodation arrears as a percentage of the total owed (debit) in Barnet Homes increased from 5.55% to 6.49%, an increase of 17% to £994,824.
- Percentage of calls answered by the CSG contact centre within 20 seconds were 78.1%, a small decline since quarter 1 and missing the 80% target.

1.9 Benchmarking

Local Authorities review and compare performance with other council's through benchmarking of common performance indicators. The Headline Report of the Local Government Association (LGA) public benchmarking tool – LG Inform – ranks Barnet across 14 service indicators. Barnet was above benchmark in 85.7% of service indicators (12 out of 14). See appendix A, section 4 for full detail.

The two services highlighted as below benchmark are:

- Overall *satisfaction of people who use services with their care and support* in 2013/14 is illustrated as below the Unitary/County Council benchmark with Barnet appearing in the bottom 3rd quartile. It is to be noted that the current release is based on provisional data.
- Barnet remained below the England benchmark for Social-care related quality of life (2013).

1.10 Programmes

Within the Transformation programme, progress has been made across a number of projects. The overall assessment is that the programme is amber. There are no red rated projects. For the Health and Social Care Integration, significant progress has been made and a business case was prepared for Adults and Communities Committee, though challenges remain over the delivery of required financial benefits. For the Education and Skills project, work is underway to produce a final Outline Business Case for Children, Education, Libraries and Safeguarding in January 2015. A Full Business

Case was submitted for the Early Years services to Children's, Education, Libraries and Safeguarding Committee at the end of October.

The Capital programme is rated as green. A number of projects have progressed positively, such as practical completion has taken place at Mill Hill East primary and the opening ceremony for The Orion primary took place on the 24th September. The Depot Relocation project has improved from red to amber rated. The Menorah Foundation project has also improved from a red to green rating, as a robust process is underway to procure a new contractor which is on schedule for the contractor to be mobilised at the end of October.

The Regeneration programme overall is RAG rated as green with good progress being made across all schemes. Two projects, Brent Cross Cricklewood and Colindale have improved from amber to green ratings. The Brent Cross project has made good progress including the commencement of the Brent Cross South procurement process. Progress has been made in Colindale with the commencement of the tube station works and the submission of the housing zone bid to Greater London Authority.

In addition to above a number of Delivery Unit Transformation programmes are underway. Within Adults and Communities, there has been significant progress in developing plans to meet the requirements of the Care Act, procuring a new ICT system for the service is underway, with planned go-live in 2015. Within Family Services, projects to improve performance, provide effective management information and transform service delivery are progressing. For Street Scene, a programme was set up in quarter 1 to co-ordinate a number of projects in the service area, including achievement of savings in 2015/16, embedding new strategies and delivering efficiencies. Three cross-cutting projects are also underway. Firstly, Connecting with Barnet aiming to transform interactions with customers, reporting that a new transparency portal has been implemented and new approach to consultation is in place. Secondly, the Smarter Working programme, which seeks to embed more agile working practices, reduce office accommodation and enable a significant saving. Progress was made, with initial proposals for office accommodation developed during quarter 2. Thirdly, the Unified Reward project, which aims to develop a new pay and reward model for the Council. Where preparatory work accelerated significantly during quarter 2 with a plan in place to complete the project within the timescales set by Committee.

1.11 Quarter 2 Revenue Monitoring

Table 4 below provides a summary of the 2014/15 quarter 2 forecast analysis compared to the revised budget position. The quarter two forecast outturn general fund expenditure (after reserve movements) is £290.511m which is an adverse variance of £3.739m (1.3%) against the revised budget of £286.412m.

Note that the overall over spend projected at quarter 2 in the prior year, 2013/14 was £3.509m. The final outturn for the prior year was an under spend

variance of £0.120m. A breakdown of revenue monitoring by each delivery unit is set out in Appendix B and summarised in the table below.

Table 4: 2014/15 Revenue Quarter 2 Analysis – Summary

Description	Variations				
	Original Budget	Revised Budget V1	Q2 Forecast	Variation	Variation Vs Revised Budget
	£000	£000	£000	£000	%
Adults and Communities	89,669	90,762	91,503	741	0.8
Assurance	4,005	4,057	3,990	(67)	(1.7)
Children's Education	7,183	7,120	7,455	335	4.7
Children's Family Service	48,228	50,359	50,647	288	0.6
Commissioning Group	6,668	7,284	7,284	-	0.0
Streetscene	15,650	15,747	15,944	197	1.2
Parking & Infrastructure	(1,657)	(1,032)	1,143	2,175	(210.8)
Public Health	14,302	14,335	14,296	(39)	(0.3)
HB Public Law	1,782	1,952	2,126	174	8.9
Barnet Group	3,338	4,254	5,209	955	22.5
Re	766	1,030	1,302	272	26.4
CSG	22,153	22,922	23,070	148	0.6
Central Expenses	74,324	67,621	66,181	(1,440)	(2.1)
Service Total	286,412	286,412	290,151	3,739	1.3
Allocations agreed from GF Balances					
GF Balances as at 01/04/14				(15,950)	
Forecast GF Balances as at 31/03/15				(12,211)	

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.

Housing Revenue Account

Description	Variations				
	Original Budget	Revised Budget V1	Q2 Forecast	Variation	Variation Vs Revised
	£000	£000	£000	£000	%
LBB Retained	175	175	0	(175)	(100.0)
HRA Regeneration	1,126	1,126	1,326	200	17.7
HRA Other Income and Expenditure (net)	1,549	1,549	1,536	(13)	(0.8)
Support Service recharges	576	576	576	0	0.0
Interest on Balances	(80)	(80)	(80)	0	0.0
HRA Surplus/Deficit for the year	(3,346)	(3,346)	(3,346)	0	0.0
Total	0	0	12	12	100.0

Please see table 6 for the impacts to the Housing Revenue Account Balances

Dedicated Schools' Grant

Description	Variations				
	Original Budget	Revised Budget V1	Q2 Forecast	Variation	Variation Vs Revised Budget
	£000	£000	£000	£000	%
Childrens Social Care (DSG)	426	428	464	36	8.5
Early Intervention & Prevention (DSG)	6,173	5,966	4,739	(1,226)	(20.6)
Education (DSG)	(6,599)	(6,393)	(8,109)	(1,716)	(26.8)
Schools Funding DSG	0	0	0	0	0.0
Total	0	0	(2,906)	(2,906)	(100.0)

Please see table 7 for the impacts to the Dedicated Schools Balances

Impact on Balances

Table 5: General Fund Balances

	£'000
General Fund Balances brought forward 1 April 2014	(15,950)
Budgeted Use of Balance	0
Outturn Variation	3,739
Proposed contingency SPA permit income	(1,020)
Forecast General Fund Balances 31 March 2015	(13,231)

The Council's overall General Fund balance position has improved slightly since quarter 1 (by £0.591m). It will be proposed to the Policy and Resources committee that the pressures on permit income within the Special Parking Account (£1.020m) be funded from contingency on a recurring basis. If agreed, the Council's General Fund Balances are still forecast to fall below the recommended level of £15m, and forecast to be £13.231m.

Further, it will be proposed to the Policy and Resource Committee that any impacts of an inflationary pay award for all staff will also be funded from contingency. Service recovery plans are being put in place by Delivery Units to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level.

Table 6: Housing Revenue Account Balances

	£'000
Housing Revenue Account Balances brought forward 1 April 2014	(14,831)
Budgeted Use of Balance	3,346
Outturn Variation	12
Forecast Housing Revenue Account Balances 31 March 2015	(11,473)

The in-year Housing Revenue Account (HRA) is showing a £0.012m deficit position for the 2014/15 financial year. The projected deficit is largely due to anticipated unrecoverable regeneration staffing expenditure, as a consequence of exceeding the private developer agreement (PDA) value, offset by anticipated under spends of £0.175m within other staffing budgets.

Table 7: Dedicated Schools Grant Balances

	£'000
DSG Balances brought forward 1 April 2014	(3,678)
Budgeted Use of Balance	2,333
Outturn Variation	(2,905)
Forecast DSG Balances 31 March 2015	(4,250)

Brought forward balance

The brought forward balance at 1st April 2014 (£2.333m) is made up of £1.312m from 2013/14 financial year and £2.366m from 2012/13. In February 2014 the Schools Forum agreed to distribute the 2012/13 under spends in 2014/15 as follows:

- £1.100m to schools and academies at £23.00 per pupil
- £0.300m to early years providers at £0.02 per hour
- £0.250m for closure costs at St Mary's High School
- £0.548m for nursery school transitional funding
- £0.135m contingency.

In October 2014 the Schools Forum agreed to distribute the 2013/14 underspend (£1.333m) in 2015/16 as follows:

- £0.445m for nursery school transitional funding
- £0.888m for funding growth in school places from September 2015

In year variance

The projected in year under spend is £2.905m, this is due to £1.156m anticipated under spends mainly in the take up of the two-year old offer within Early Intervention and Prevention and £1.748m under spend relating to top up funding in high needs due to more up to date information from out of borough schools and the reduction in the use of more expensive placements. This may be needed in full or part to fund any shortfall in the 2015/16 budget, or carried forward for distribution to schools or other priorities in 2016/17.

The projected Dedicated Schools Grant (DSG) balance at year end is expected to be £4.250m.

One key reason for this is the change in funding methodology for 2-year-olds. Until now funding has been based on target numbers. As actual numbers have lagged behind targets there has been an under spend. From 2015/16 places will be funded based on actual take-up as shown in the January census. This is expected to reduce funding levels by £2m compared to 2014/15.

Another pressure comes from the nursery schools' subsidy - the four nursery schools are paid a premium of £890,000 over and above the income generated from 'free entitlement' places. This represents 70% more per place than is paid through the Early Years Single Funding Formula (EYSFF) to other Early Years providers (nursery classes and the PVI sector). The subsidy has been funded from the DSG underspend in the 'Dedicated Schools Grant'. This is unsustainable due to the other pressures on the DSG budget but a transitional subsidy is proposed for the next 2 years, to be paid from DSG underspends, to facilitate the transition to new delivery models. This would cost £0.445m in 2015/16.

The other main pressure on budgets is the growth fund. This is the fund that pays the one-off additional/start-up costs of new/bulge classes, new phases/year groups and new schools. The demands on this budget are potentially greater for Barnet because from next year the LA will have to fund the start-up/growth costs of Free Schools after the first year. The growth fund this year is £1.8m but it is estimated that £2.8m will be needed in 2015/16, of which about £1m relates to Free Schools.

1.11.1 Commentary for Budget Variances

Adults and Communities

The over spend for Adults and Communities of £0.741m represents 0.8% of the delivery unit budget (£90.762m). An increase in deprivation of liberty safeguards (DOLS) assessments has arisen following recent supreme court judgements causing an overspend of £0.264m. There is a risk that the year to date activity may continue throughout the year. The demand for this service is unpredictable and the local authority has a legal duty to support clients who come forward for support.

£0.199m of the over spend is a consequence of additional pressures resulting from three new ordinary residence clients, where Barnet becomes legally responsible for clients placed in supported living or residential or nursing care in Barnet by another Council, and an increase in service users with learning disabilities compared to last year.

Finally, a £0.278m over spend is anticipated due to clients who were self-funders, whose funds have depleted and are now the responsibility of the local authority (fourteen in total). The number of self-funders who come

forward is difficult to predict and the local authority has a legal duty to support client's needs.

Assurance

The under spend for Assurance of £0.067m represents 1.7% of the delivery unit budget (£4.057m). The under spends are largely due to the savings realised as a consequence of the revised members allowance scheme (£0.083m), implemented in June 2014. The anticipated full year effect would be a saving of £0.100m.

Children's Education and Skills

The over spends for Children's Education and Skills of £0.335m represents 4.7% of the delivery unit budget (£7.120m). The forecast is largely due to anticipated over spends of £479k within high needs supports due to budget efficiencies not being fully realised in 2013/14, with the same underlying problems remaining in 2014/15 within Special Educational Needs transport.

Projects are in place in Street Scene and Education and Skills to identify possible ways to achieve further savings. The current overspend is off-set by £0.110m of under spends from managing the demand in the schools causing concern budget within Education Partnership and Parking & Infrastructure Services, where funding is provided to schools to avoid schools going into special measures.

Children's Family Services

The over spends for Children's Family Services of £0.288m represents 0.6% of the delivery unit budget (£50.359m). The over spend is the net impact of variances across the service. Within Social Care Management there is a £0.061m under spend within staffing costs. There is an over spend of £0.395m largely from the use of agency staff to cover permanent posts, there is also an over spend identified in direct payments. Within Children's in Care and Provider services there is an under spend of £0.149m relating to adoptions.

There are anticipated over spends from staffing costs within Safeguarding and Quality Assurance amounting to £0.074m. There are also anticipated under spends from staffing costs within Commissioning and Business and Improvement of £0.075m and Youth and Community services of £0.094m. Finally, there are anticipated under spends of £0.098m in Family Support and Early Intervention largely attributable to Children's Centres.

Street Scene

The over spends for Street Scene of £0.197m represents 1.2% of the delivery unit budget (£15.747m). £0.160m of the over spend relates to an expected shortfall in the £1.100m co-mingled recyclable materials income due to significant market changes affecting the value of this waste material stream. In particular the price shift has gone from £25.00 per tonne to £23.71 per tonne. This is managed by the North London Waste Authority on behalf of the Council and maximises economies of scale for participating authorities.

Further, staff costs from the current service structure are leading to an overall cost pressure (£0.110m) which has exceeded a small forecast over achievement of income (£0.050m) from trade waste customers. Finally, higher than expected income of £0.034m from the hire of park facilities are helping to offset increasing costs elsewhere within the service.

Parking and Infrastructure

The over spends for Parking & Infrastructure of £2.175m represents 210.8% of the delivery unit budget (income of £1.032m). The over spend is almost wholly as a consequence of the anticipated Special Parking Account (SPA) contribution to the general fund. There is expected to be a £2.187m shortfall largely due to reduced permit income of £1.020m (resulting from a judicial review), £0.467m additional contract payments to ensure contractually required enforcement and a £0.606m reduction in PCN income due to anticipated reduced volumes. As reported in 'impact on balances' section above, it will be requested to the Policy and Resources Committee that the reduced permit income pressure (£1.020m) be funded from contingency.

HB Public Law

The over spends for Legal Services of £0.174m represents 8.9% of the delivery unit budget (£1.952m). This figure shows that the current income target is not being achieved. As with any income target this amount is based on a number of historical assumptions and therefore total accuracy cannot be predicted.

Barnet Group

The over spends for the Barnet Group of £0.955m represents 22.5% of the delivery unit budget (£4.254m). The variance is due to Temporary accommodation pressures that have resulted due to increasing number of clients and high inflation rates for emergency accommodation during 2014. July and September both saw extremely high levels of demand and October is already beginning to look similar. In September we had over 120 moves into short term temporary accommodation. Emergency accommodation has seen a 35% increase in costs over this calendar year with 2 beds in particular being

unavailable at affordable rates. The demand is being controlled as far as possible through mitigations being undertaken within the service.

R_e

The over spends for R_e of £0.272m represents 26.4% of the delivery unit budget (£1.030m). The over spend is as a consequence of higher than budgeted costs for TUPE officers, as reported in quarter 1, being funded from R_e's management fee. A recovery plan is currently being finalised and agreed with R_e to bring the position to break even by year end.

Customer Support Group (CSG)

There is a pressure on managed budgets leading to an over spend of £0.148m represents 0.6% of the delivery unit budget (£22.922m).

Central Expenses

The under spends for Central Expenses of £1.483m represents 2% of the delivery unit budget (£72.880m). The under spend is predominantly as a consequence of under spends against the North London Waste Authority (NLWA) and London Pension Fund Authority (LPFA).

1.12 Savings

The current Medium-Term Financial Strategy sets out savings to be achieved up to 2015/16. Table 8 below outlines progress made towards achieving the savings outlined for 2014/15.

Table 8: Savings

	2014/15 MTFS savings allocation	Achievable	Non- achievable	Achieved savings	Identified savings against allocation
	(£000s)	(£000s)	(£000s)	(£000s)	%
Adults and Communities	8,377	8,377	0	6,112	73%
Assurance	40	40	0	40	100%
Housing Need Revenue	55	55	0	55	100%
Commissioning Group	800	796	4	796	100%
CSG	2,393	2,393	0	2,393	100%
Education and Skills	561	561	0	561	100%
Family Services	3,879	3,474	405	3,474	90%
HB Public Law	150	100	50	150*	100%
Re	1,355	1,083	272	733	54%
Street Scene	1,005	955	50	955	95%
Parking and Infrastructure	395	200	195	200	51%
Total	19,010	18,034	976	15,469	81%

* Above allocation savings achieved.

There is a risk that about £0.976m of the savings for 2014/15 are not achievable. The breakdown of that is in the table above. The outlook for 2015/16 is that savings of £17.269m need to be achieved. Some of the savings agreed before have now been profiled to 2016/17 (£1.873m). Pressure of £1.400m due to legislative changes in the Care Act will impact in 2015/16.1.13

1.13 Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that required settlement by a transfer of economic benefits or service potential and a reliable estimate can be made of the account of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

As at the 31 March 2014 the Council held provisions of £10.515m. The level of provisions as at the end of the 2014/15 financial year is forecast to be £9.460m.

Table 9: Provisions

Description	Provsions brought forward 01 April 2014	Q2 Forecast in-year expenditure	Written back in year	New provision raised	Provsions carried forward 31 March 2015
	£000	£000	£000	£000	£000
Adults	552	(74)	0	0	478
Resources (grant unit)	105	(105)	0	0	0
Corporate	8,850	0	0	0	8,850
Regional Enterprise (RE)	160	(160)	0	0	0
Commercial	256	(256)	0	0	0
Childrens	152	(52)	0	0	100
Streetscene	67	(67)	0	0	0
Carbon Reduction Commitment	373	(341)	0	0	32
Total	10,515	(1,055)	0	0	9,460

1.14 Reserves

The Council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at the 31 March 2014 the Council held reserves of £91.625m. As at quarter 2, the forecasted level of reserves anticipated to be carried forward at 31 March 2015 is £73.240m.

Table 10: Reserves

Description	Reserves brought forward 01 April 2014	Q2 Forecast in-year expenditure	New reserves raised	Reserves carried forward 31 March 2015
	£000	£000	£000	£000
Central - Financing	2,673	(122)	0	2,551
Central - Community Infrastructure L	992	0	0	992
Central - Infrastructure	21,573	(4,050)	8,417	25,940
Central - Risk	15,500	(1,194)	0	14,306
Central - Services Development	9,577	(3,738)	0	5,839
Central - Transformation	11,293	(5,950)	0	5,343
Service - Other	12,237	(2,551)	1,408	11,094
Sub total general fund earmarked reserves	73,845	(17,605)	9,825	66,065
Service - DSG	3,676	(3,676)	0	0
Service - Housing Benefit	5,773	(5,773)	0	0
Service - NLSR	1,228	(235)	0	993
Service - PFI	3,117	(3,117)	0	0
Service - Street Lighting	1,149	(1,149)	0	0
Service - Section 256 - NHS Social Care Funding	1,596	(1,596)	0	0
Service - Public Health	831	(831)	0	0
Special Parking Account (SPA)	409	0	0	409
Sub total ring fenced reserves	17,779	(16,377)	0	1,402
Total all earmarked reserves	91,624	(33,982)	9,825	67,467

The largest reserve the Council has is the infrastructure reserve, where income is received for new homes bonuses.

1.15 Quarter 2 Capital Monitoring

The quarter 2 forecast expenditure during 2014/15 on the Council's capital programme is £117.707m, £85.725m of this relates to the general fund programme and £31.982m for the HRA capital programme. This is a variance of £31.396m against the latest approved budget of £149.103m. The table below summarises the expenditure by each service.

Table 11: Capital Programme Position at Quarter 2

Description	2014/15 Latest Approved Budget	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	2014/15 Budget (including Quarter 2)	Forecast to year-end	Variance from Revised Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Adults and Communities	3,060	314	(800)	2,574	2,574	(486)	-26.1%
Children's education	54,759	(453)	(17,512)	36,793	36,793	(17,965)	-32.0%
Children's family services	3,542	-	(1,491)	2,051	2,051	(1,491)	-42.1%
Commissioning Group	5,990	200	(2,999)	3,191	3,191	(2,799)	-50.1%
Street Scene	3,803	283	(856)	3,230	3,230	(573)	-22.5%
The Barnet Group	294	6	(148)	152	152	(142)	-50.4%
Re delivery unit	39,992	(610)	(1,648)	37,734	37,734	(2,258)	-4.1%
General Fund Programme	111,439	(260)	(25,454)	85,725	85,725	(25,714)	-22.8%
HRA	37,664	-	(5,682)	31,982	31,982	(5,682)	-15.1%
Total Capital Programme	149,103	(260)	(31,136)	117,707	117,707	(31,396)	-20.9%

The capital monitoring summary and scheme details by service directorate is set out in Appendix C.

Table 12 below analyses the 2014/15 capital programme as at the end of quarter 2. A detailed analysis of changes including additions, deletions and budget movements is provided in appendix D.

Table 12: 2014/15 Capital Funding Changes at Quarter 2

Description	Grants	S106 / Other Contribution	Capital Receipts	Revenue/ MRA	Borrowing	Capital Reserve	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	(1,300)	0	0	814	0	0	(486)
Children's Family Services	0	0	(1,491)	0	0	0	(1,491)
Children's Education and Skills	(7,439)	203	(1,454)	100	(9,375)	0	(17,965)
Commissioning Group	0	0	(2,372)	(427)	0	0	(2,799)
Street Scene	(232)	(135)	(218)	150	(139)	0	(573)
Re delivery unit	(1,065)	5,914	(2,884)	(4,323)	100	0	(2,258)
CSG delivery unit	0	0	0	0	0	0	0
The Barnet Group	0	0	(142)	0	0	0	(142)
General Fund Programme	(10,036)	5,982	(8,561)	(3,686)	(9,413)	0	(25,714)
HRA	0	0	(3,932)	(1,750)	0	0	(5,682)
Total Capital Programme	(10,036)	5,982	(12,493)	(5,436)	(9,413)	0	(31,396)

1.15.1 There is a forecasted 20.9% reduction in the capital programme at end of quarter 2, with the projected outturn expenditure being £117.707m against the latest budget of £149.103m. It is projected, over the full financial year, there will be slippage of £31.136m, representing 20.9% of the latest approved budget programme.

The main outturn slippage this quarter is as follows:

- The total Children's Education and Skills programme has net slipped by £17.512m. According to current project plans the Menorah foundation is anticipated to slip by £1.538m. Slippage of £1.139m has been requested for the watching brief of St Joseph's RC Junior & St Joseph's RC Infants School based on cash flow forecast. In line with budget re-profiling, it is now anticipated works will commence on Monkfrith at the end of June 2015 resulting in an anticipated slippage of £3.455m. There is anticipated slippage on the Wren Academy amounting to £6.139m due to budget re-profiled into the 2015/16 financial year. There is also anticipated slippage on the London Academy amounting to £5.399m as a consequence of additions to programme in relation to removals of de-mountables and slippage in line with contractor billing time line. Due to budget re-profile in line with start date on site being later than original programmed there is also anticipated slippage at Oak Lodge Special School amounting to £4.323m.
- There are also expected accelerations within total Children's Education and Skills programme, this includes unallocated projects due to adjustment to funding type for Orion, St Mary's and St Johns and budgets required for

Wren and London Academy amounting to £2.244m and accelerations of £2.542m due to budget allocations for Christ's College.

- The Commissioning Group programme has net slipped by £2.999m. This is largely due to anticipated slippage £2.992m relating to customer access improvements.
- The HRA programme has slipped by £5.682m. This is largely due to the New Affordable Homes programme as part of the Housing Revenue Account, amounting to £3.932m. The slippage is due to works progressing faster than originally anticipated. Other contributors towards the slippage in the programme relate to £0.882m slippage relating to major works where works have been deferred on Burnt Oak Broadway flats whilst further option appraisals are being considered and revised roof replacement programme has been deferred to 2015/16. Finally slippage of £0.850m is anticipated in regeneration due to the cancellation of redecoration works at West Hendon and reduced budget required for Grahame Park windows.

1.15.2 The slippage column in the report is a net figure based on slippage (budget required for future financial years) and accelerated spend (budget required from future years). As an example, a budget may be set for a school build but construction may not start until half way through the year and is due to continue into future financial years. As construction accounts for the majority of the budget, it needs to be re-profiled (slipped) into the financial year it is required for. Slippage does not indicate an over spend, just a movement of budget into future financial years.

1.16 Agency Costs

The table below details all agency staff costs incurred during quarter two 2014/15 financial year in comparison to quarter two 2013/14 financial year. This identifies that agency and consultancy expenditure has reduced by £4.939m from the equivalent quarter last year.

- 1.16.1 The current level of agency usage is consistent with the Council's strategic approach to ensure business critical functions continue to operate and perform while going through significant change. This strategic approach reflects the Council's desire to reduce redundancies from the workforce.
- 1.16.2 Nearly a quarter (22%) of the full time equivalent roles carried out by agency workers are in Social and Healthcare Qualified positions. An additional third (33%) of agency workers are covering other front line roles across Delivery Units.

Table 13 – Agency Costs for 2014/15

Description	2013/14			2014/15		
	Agency Spend	Consultants Spend	Total Agency & Consultants Expenditure Q1 - Q2	Agency Spend	Consultants Spend	Total Agency & Consultants Expenditure Q1 - Q2
	£000	£000	£000	£000	£000	£000
Adults and Communities	1,837	223	2,060	2,054	4	2,058
Assurance	19	0	19	34	8	42
Barnet Group	0	5	5	0	0	0
Children's Education	724	230	954	665	(132)	533
Children's Families Service	1,183	45	1,228	1,620	90	1,709
Parking & Infrastructure	1,034	582	1,616	349	384	733
Commissioning Group	819	1,136	1,955	843	91	934
CSG	2,788	225	3,014	0	(12)	(12)
HRA	178	1,125	1,303	0	1,150	1,150
Public Health	0	18	18	0	0	0
Re	33	443	476	(0)	74	74
Schools Direct Management	31	0	31	0	0	0
Street Scene	632	4	636	1,143	11	1,154
Total	9,279	4,035	13,314	6,707	1,668	8,375

* Data as at 30th September 2014 includes revenue (£8.177m) and capital spend (£0.198m)

Note - The Children's Education figure has been restated from 2013/14 to take into consideration expenditure which was later charge to the capital programme

1.17 Transformation Programme

The expenditure on the Transformation programme and projections for 2014-15 as at the end of September 2014 is included in Appendix E of the report. Policy and Resources Committee on the 10th June 2014 approved transformation reserve drawdown; and a further report will be provided to Policy and Resources Committee on 2 December 2014 identifying potential transformation funding requirements to enable delivery of the Corporate Plan and Medium Term Financial Strategy.

Children's, Education, Libraries and Safeguarding Committee approved an additional £0.050m for the development of a revised Outline Business Case for Education and Skills services. This is reflected in Appendix E.

An additional £0.213m has been moved from the Project Management Office (PMO) cost centre to fund the 'Connecting with Barnet' programme, which is underway to embed transparency, improve the Council's consultation approach and practices and improve services to customers. In addition, £0.056m has been moved from the PMO cost centre to fund the Parking improvement project, including the roll out of new systems, development of a new draft Parking Policy and seeking to improve customer experience.

1.18 Write-off's

As part of the quarterly monitoring process the Council will now report on all scheduled write-off for sundry debt in excess of £5,000. The value of a write off is determined at a debt value as per the Council's financial regulations. Debts under £5,000 are approved by the Director of Finance.

Actions taken to recover debt is as per the Council's Income & Debt Management Policy. If an invoice is raised and remains unpaid, "dunning" process comes into play as follows:-

- Level 1 - a reminder is sent after 21 days
- Level 2 - a final notice is sent after 35 days i.e. a further 14 days

The Income Team will review all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery should proceed.

Depending on the type of debt, customer and circumstances consideration of the use of debt collectors or issuing proceedings in the County Court is considered. Every case is treated individually, hence the circumstances of each debt is assessed prior to taking a decision on the recovery of the debt in conjunction with the delivery unit.

Table 14 below analyses the scheduled write-off's where the individual debt level is in excess of £5,000, the aggregate of these write-offs is anticipated to total £0.166m.

Table 14 – Write-off's in excess of £5,000

Customer Name	Transaction date	Sales Office	Description	Amount	Comments
ROYAL BRITISH LEGION NORTH	25-Mar-2010	COMM	Commercial Rents	26,250.00	Property Services have advised the company is dissolved.
Redacted	19-Nov-2007	ADUL	Appointeeship	31,372.66	Barnet Council is the appointee now and the debt relates to suspected financial abuse.
Redacted	22-Sep-2008	ADUL	Resident-DWP Payts	6,759.21	Barnet Council became appointee prior to death and the debt relates to mis-management of finances.
Redacted	24-Apr-2006	ENVS	Works in Default	281.38	County Court judgement obtained and referred to High Court Sheriffs, but unable to enforce the debt.
Redacted	07-Jan-2008	ENVS	Works in Default	13,161.38	County Court judgement obtained and referred to High Court Sheriffs, but unable to enforce the debt.
Redacted	05-Jun-2009	ADUL	Residential Write Off	1,577.83	Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	23-Jul-2012	ADUL	Residential Write Off	4,378.85	Debtor has deceased, can not locate a next of kin and probate searches have come back negative.
Redacted	30-Aug-2011	ADUL	Residential Write Off	5,446.85	Debtor has passed away, can not locate a next of kin & probate searches have come back negative
Redacted	09-Jul-2010	ADUL	Appointeeship	5,549.25	Barnet Council became appointee prior to death and the debt relates to mis-management of finances.
Redacted	31-Mar-2009	ADUL	Residential Write Off	7,264.73	Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	01-Jun-2009	ADUL	Residential Write Off	1,328.68	Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	12-Mar-2012	ADUL	Residential Write Off	7,124.38	Customer is paying ongoing invoices. This relates to initial charge and proof has been received that they do not have the means to pay.
Redacted	30-Aug-2011	ADUL	Residential Unsecured Norwel	5,886.84	Debtor has passed away and insufficient funds in estate to pursue.
Redacted	12-Nov-2012	ADUL	Residential Write Off	721.08	Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	26-Nov-2010	ADUL	Residential Write Off	6,392.75	Debtor has passed away, can not locate a next of kin & probate searches have come back negative.
Redacted	28-Aug-2012	ADUL	Residential Write Off	7,138.01	Debtor has passed away and insufficient funds in estate to pursue.
Redacted	28-Aug-2012	ADUL	Residential Write Off	16,054.73	Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	18-Dec-2013	ADUL	FC Actuals Billing	7,045.00	Debtor has passed away and insufficient funds in estate to pursue.
Redacted	02-Jan-2012	ADUL	Residential Unsecure	5,362.33	Debtor has passed away and insufficient funds in estate to pursue.
Redacted	14-Oct-2013	ADUL	Residential Unsecured Norwel	6,552.12	Debtor has passed away and insufficient funds in estate to pursue.
Total				165,648.06	

1.19 Treasury

1.19.1 Treasury Outturn

In compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 30 September 2014. 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 F.

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 period to 30 September 2014 there were no breaches of the Authorised Limit and the Operational Boundary.

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. The Treasury Management Strategy 2014/15 was approved by Council on 5 March 2014 and the revised strategy applied with immediate effect. The Treasury Management Strategy 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 Treasury Management Strategy.

There has been continued cautious approach to the current investment strategy and as a result of considerable stabilisation and in some cases improvement in credit metrics, the revised treasury strategy for 2014/15 has extended the maximum duration to 10 years with further diversification, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

1.19.2 Investment Performance

Investment deposits are managed internally. As at 30th September 2014, deposits outstanding were £229.287 million (excluding Icelandic deposits), achieving an average annual rate of return of 0.70 per cent (adjusted for Icelandic deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.34 per cent. A list of deposits outstanding as at 30th September 2014 is attached as Appendix G.

The benchmark, the average 7-day LIBID rate, is provided by the authority's treasury advisors Arlingclose. The LIBID rate is the rate that a Euromarket bank is willing to pay to attract a deposit from another Euromarket bank in London.

All deposits have been settled for the Icelandic banks, with the exception of the £2.5m held in an escrow account in Icelandic Krónur because of Icelandic currency export restrictions.

1.19.3 Debt Management

The total value of long term loans as at 30th September 2014 was £304.080m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 30th September 2014 was 3.89 per cent.

2. REASONS FOR RECOMMENDATIONS

- 2.1** These recommendations are to allow the Council to meet the budget agreed by Council on 4 March 2014.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** None.

4. POST DECISION IMPLEMENTATION

- 4.1** None.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** This report presents the performance of the Council at meeting the measures of success for the Corporate Priorities. This report also includes performance indicators of the delivery of services by the Council, such as the performance levels of contracts, internal Delivery Units and partners.

- 5.1.2** The past three years of performance information is available at: www.barnet.gov.uk/performance

- 5.1.3** 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.

- 5.1.4** Relevant Council strategies and policies include the following:

- Corporate Plan 2013-16;
- Medium Term Financial Strategy;
- Treasury Management Strategy;
- Debt Management Strategy;

- Insurance Strategy;
- Risk Management Strategy; and
- Capital, Assets and Property Strategy.

5.1.5 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

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

5.3 Legal and Constitutional References

5.3.1 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.

5.3.2 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 deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.3.3 The Council’s Constitution, in Part 15 Annex A, Responsibility for Functions, states in Annex A the functions of the Performance and Contract Management Committee including:

- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group (Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance
- c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.

- e) Specific responsibility for the following function within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
- f) Approve the Annual Report of the Barnet Group Ltd.

5.3.4 The Council's Constitution, Part 21, Financial Regulations section 4. paragraphs 4.4.9 - 11 state:

- Allocations from the central contingency relating to planned developments will be approved by the Chief Finance Officer (section 151 officer), in consultation with the Chairman of the Performance and Contract Management Committee, following the receipt from a Chief Officer of a fully costed proposal to incur expenditure that is in line with planned development (including full year effect).
Where there is a significant increase in the full year effect, the contingency allocation must be approved by the Performance and Contract Management Committee.
- Allocations from the central contingency for unplanned expenditure, including proposals to utilise underspends previously generated within the service and returned to central contingency, will be approved by the Chief Finance Officer in consultation with the Chairman of Performance and Contract Management.
Where there are competing bids for use of underspends, additional income or windfalls previously returned to central contingency, priority will be given to the service(s) that generated that return.
- Allocations for unplanned expenditure over £250,000 must be approved by Performance and Contract Management Committee.

5.3.5 The Chief Finance Officer (section 151 officer) will report in detail to Performance and Contract Management Committee at least four times a year, at the end of each quarter, on the revenue, capital budgets and wider financial standing.

5.3.6 The Council's Constitution, Part 21, Financial Regulations section 4 paragraph 4.4.3 states amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee
Capital Virements
Performance and Contract Management approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) 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.

5.4 Risk Management

5.4.1 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.

5.4.2 The revised forecast level of balances needs to be considered in light of the risk identified in 5.4.1 above.

5.5 Equalities and Diversity

5.5.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advancement of equality of opportunity between people from different groups
- Fostering of good relations between people from different groups

5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation. .

5.5.3 The council aims to adopt a proportionate approach to meeting the duty to pay due regard to equalities by:

- Trying to understand the diversity of our customers to improve our services
- Considering the impact of our decisions on different groups to ensure they are fair
- Mainstreaming equalities into business and financial planning and integrating equalities into everything we do.
- Learning more about Barnet's diverse communities by engaging with them

This is also what we expect of our partners.

5.5.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective- as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.5.5 Progress against the performance measures we use is published on our website at:

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

5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey.
- Phase two (November 2012 – January 2013): Corporate Plan consultation
- Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation

5.6.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8).

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>

6. BACKGROUND PAPERS

- 6.1** Performance and Contract Management Committee, 11 June 2014 (Decision Item 5) – approved Final Outturn and Quarter 4 Monitoring Report 2013/14
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7868&Ver=4>
- 6.2** Council, 4 March 2014 (Decision item 2.1) – approved the Business Planning 2014/15 – 2015/16 report.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7516&Ver=4>
- 6.3** Policy and Resources Committee, 21 July 2014 (Decision item 5) – approved inflation amounts to budgets (total £3.390m) and the £1.4m set aside specifically for pressures in Children’s social care budget, this is to be transferred from contingency to Family Services.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7860&Ver=4>

Appendix A: Performance Report: Quarter 2 2014/15

1. Corporate performance overview

1.1 Corporate performance dashboard

Delivery Unit	Corporate Plan performance Overall performance rating achieved against all Corporate Plan Indicators reported this quarter	Projected revenue budget variance £'000 Expected revenue expenditure variation from revised budget	Capital actual variance £'000 Capital spend variation from budgeted amount as at quarter end	Management Agreement/ Contract Performance Overall performance rating achieved against all Management Agreement or Contract Indicators reported this quarter
Adults and Communities	4.5	741	(486)	8
Assurance	n/a	(67)	N/A	n/a
Children's Education and Skills	3	335	(17,965)	2
Family Service	2	288	(1,491)	n/a
Commissioning Group	n/a	-	(2,799)	n/a
Street Scene	0.5	197	(573)	n/a
Parking and Infrastructure	2	2,175	N/A	15
Public Health	4	(39)	N/A	1
Barnet Group	0	955	(142)	6.5
R ^e	1.5	272	(2,258)	49
CSG	n/a	148	0	21.5
HB Public Law	n/a	174	N/A	11
Central Expenses	n/a	(1,440)	N/A	n/a
Totals	3	3,739	(25,714)	7

The table above provides an overview of the performance and finance of Delivery Units. Methodology for calculating the balanced scorecard is explained in section 6.

2. Whole council summary tables

2.1 Key finance indicators

Indicator		2014/15 Position as at 30/09/14	2013/14 Position as at 30/06/14
1 Revenue Expenditure			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m	11.85	11.46
(ii) HRA Balances	£'m	11.47	15.56
(iii) School Balances	£'m	15.19	15.19
(b) Performance against Budget:			
Variations:			
(i) Overspends	£'m	6.34	6.36
(ii) Underspends	£'m	2.24	1.87
2 Capital Expenditure			
(i) Total Slippage	£'m	31.1	25.18
3 Debt Management			
(i) Total Debt Outstanding over 30 days	£'m	12.6	10.65
(i) Total Debt Outstanding over 12 months	£'m	3.4	3.8
(iii) Council Tax - % paid	%	57.25	30.8
4 Creditor Payment Performance			
(i) % of Creditors paid within 30 days	%	99.90	90

The above table illustrates the key areas which impact on the Council's budget with comparison to last year.

2.2 Revenue budget – corporate overview – see Appendix B of the monitoring report

2.3 Capital budget – corporate overview - see Appendix C of the monitoring report

2.4 Corporate Plan performance - corporate overview by strategic objectives

Strategic Objective	Outcome*	RAG ratings				No expected to report	Percentage of Measures Achieved
		Green	Green amber	Red amber	Red		
Promoting responsible growth	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	2	1	0	0	3	80%
	To maintain the right environment for a strong and diverse local economy	0	0	0	0	0	
	To create better life chances for children and young people across the borough	2	0	0	0	2	
Support families and individuals that need it, promoting independence, learning and well being	To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health	3	1	0	0	4	61.5%
	To maintain the right environment for a strong and diverse local economy	1	0	0	1	2	
	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	2	1	0	1	4	
	To promote family and community well-being and create engaged, cohesive and safe communities	2	1	0	0	3	
Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work, and study	To create better life chances for children and young people across the borough	0	0	0	0	0	75%
	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	2	0	0	1	3	
	To promote family and community well-being and create engaged, cohesive and safe communities	1	0	0	0	1	

*Some outcomes overlap with the achievement of strategic objectives, where this is applicable the outcome has been stated more than once.

The table above illustrates how the Council is performing against the measures of success for the strategic objectives outlined in the 2013/16 Corporate Plan.

2.4.1 Corporate Plan performance Indicators

The tables below outline the performance against the Corporate Plan measures of success, by each responsible Delivery Unit.

1. Adults and Communities

CPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Results <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	DoT <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
1001	Increase the percentage of eligible adult social care customers receiving self-directed support	Apr 14 - Sept 14	99.4%	75%	$\frac{2,656}{2,680}$	99.1%	32.1%	Worsening	Barnet 98.3% Group Average (21 Boroughs) 77.5% Barnet ranks 2 nd April 2014 to June 2014
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments	Apr 14 - Sept 14	32.4%	35%	$\frac{1,155}{3,439}$	33.6%	4%	Improving	Barnet 51.8% Group Average 28.2% (18 Boroughs) Barnet ranks 3 rd April 2014 to June 2014
1003	Increase the number of carers who receive support services (includes information and advice)	Apr 14 - Sept 14	30.3%	30%	$\frac{1,260}{3,719}$	33.9%	12.9%	Improving	31.6% (Institute of Public Finance Comparator Group Average)
1004	Reduce the number of younger adults in residential and nursing care	Sept 14	303	300	N/A	302	0.7%	Improving	Non-comparable local indicator
1009	Reduce adult reoffending for those under probation supervision per 1000 caseload	Jan 2012 – March 2012	301	220	N/A	242	N/A	Improving	Data is to be provided by the Home Office
1010	Maintain the reduction in the level of domestic burglary (per 1,000 households)	Aug 13 - July 14	19.81	22.00	N/A	19.88	9.6%	Worsening	London: 15.91 Most Similar Group: 14.52

2. Family Service

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
3007	Monitor the number of referrals to social care to 368 per 10,000 of the under 18 population	As at 30 Sept	413.7	N/A	N/A	397.2	N/A	N/A	520.7 England 2012/13
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17	Apr 2014 - June 2014	337	357	N/A	286	19.9%	Improving	London 487 England 460
3009	Increase the proportion of young offenders in education training or employment	July 2014 - Sept 2014	57.1%	75%	$\frac{26}{29}$	79.3%	12.7%	Improving	London 65.3% National 58.4%

3. Education and Skills

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
3001	Increase the percentage of children achieving a 'Good Level of Development' in the Early Years Foundation Stage Profile	Academic Year 2013/14	60%	65%	N/A	65.5% (P)	0.8%	Improving	60.4% national estimate

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
3003 (a)	The percentage of pupils making two levels of progress in reading between Key Stages 1 and 2	Academic Year 2013/14	91%	91.5%	N/A	93.3% (P)	2.0%	Improving	90.8% national estimate 2013/14
3003 (b)	The percentage of pupils making two levels of progress in writing between Key Stages 1 and 2	Academic Year 2013/14	92%	92.5%	N/A	93.8% (P)	1.4%	Improving	93% England (state funded)
3004	The percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths	Academic Year 2013/14	N/A^	71%	N/A	66.3%^ (P)	6.6%	N/A	National estimate 55.3% (NCER) 2013/14

P=All Education data is provisional for Academic year 2013/14.

^ Due to changes in the curriculum and measurement of this indicator the indicator is no longer comparable to the previous outcome. This indicator will not be RAG rated this quarter as a result.

4. Street Scene

CPI NO	Indicator Description Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan	Period Covered Timeframe data has been measured	Previous Result Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Relevant number that achieved the level required by the indicator out of total for indicator	Result Most recent result of the indicator measurement	Target Variance A calculation of how far the outcome is from the target	Direction of Travel An assessment of whether performance has improved since the previous results	Benchmarking How performance compared to other councils
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 41%	Apr 14 - Jun 14	35.99%	41.94%	$\frac{16,523.97}{39,451.44}$	41.88%	0.1%	Improving	Ranked 6th out of 31 available London Borough submissions (Waste DataFlow extracted 13/10/2014)

5. Public Health

CPI NO	Indicator description Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan	Period Covered Timeframe data has been measured	Previous result Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Relevant number that achieved the level required by the indicator out of total for indicator	Result Most recent result of the indicator measurement	Target Variance A calculation of how far the outcome is from the target	Direction of Travel An assessment of whether performance has improved since the previous results	Benchmarking How performance compared to other councils
2001	Reduction in numbers of mothers that smoke at time of delivery	April 14 - June 14	N/A	6%	$\frac{47}{1,153}$	4.1%	1.9%	N/A	Public Health Outcomes Framework [PHOF] ranked 16 out of 32 - full year Mar 13- Mar 14
2003	Increase the number of eligible people who receive an NHS Health Check	April 14 - June 14	1,430	1,150	N/A	2,633	129%	Improving	Public Health Outcomes Framework [PHOF] - Barnet 6% of eligible population against London average of 10% and England average of 9% - Full year Mar 13 - Mar 14

2002 (a)	Reduce the proportion of children aged 4 to 5 classified as overweight or obese	Sep 12 - Aug 13	23.2%	21%	688 3,273	21%	Improving	Public Health Outcomes Framework [PHOF] ranked 20 out of 32 - full year Mar 12 - Mar 13
2002 (b)	Reduce the proportion of children aged 10 to 11 classified as overweight or obese	Sep 12 - Aug 13	33.5%	34%	986 2,932	33.6%	Worsening	Public Health Outcomes Framework [PHOF] - Ranked 6 out of 32 - full year Mar 12 - Mar 13

6. *Barnet Homes*

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
8001 (a)	Reduce the number of households placed in emergency accommodation to 500	01 Sept 2014	486	500	N/A	511	2.2%	Worsening	There has been a slight improvement in ranking (comparing Q4 and Q1) from 23rd to 22nd in London (including City of London). For London as a whole there was a 7% increase in households, comparing to a 5% increase for Barnet.
8001 (b)(i)	Increase the number of Private Rented Sector lettings achieved to 315	Apr 2014- Sept 2014	N/A	158	N/A	190	20.3%	N/A	Local Indicator. No comparative data

7. R^e

CPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	July 2014 - September 2014	100%	100%	$\frac{19}{19}$	100%	0%	Same	Local Indicator. No comparative data
KPI 1.3 NM	Annual Programme relating to Footway Relay schemes	July 2014 - September 2014	100%	100%	$\frac{2}{2}$	100%	0%	Same	Local Indicator. No comparative data
REGE NKPI0 5	Delivery of affordable housing completions	July 2014 - September 2014	3	Annual target 367	N/A	36*	N/A	Improving	2012/13 completions for neighbouring boroughs according to London Development Database: Brent 224, Camden 299, Enfield 243, Haringey 364, Harrow 292.
EH04 A	Number of empty properties brought back into residential use	July 2014 - September 2014	81	Annual target 100	N/A	25**	N/A	Worsening	2012/13 totals for neighbouring boroughs according to London Development Database: Brent 141, Camden 518 264, Harrow 214 LBB Survey:- Ealing 2013/13 106 Qtr 1 13
KPI 2.2 NM	Make Safe within 48 hours all intervention level potholes reported by members of the public	July 2014 - September 2014	95.6%	100%	$\frac{404}{411}$	98.3%	1.7%	Improving	Local Indicator. No comparative data

8. Parking and Infrastructure

CPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Results <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	DoT <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4004 (a)	Increase transactions for parking bays (on-street) in Town centres	July 2014 - Sept 2014	398,849	405,500	N/A	430,343	6.1%	Improving	Local Indicator. No comparative data
4004 (b)	Increase transactions for car parks in Town Centres	July 2014 to Sept 2014	66,728	71,300	N/A	105,798	48.4%	Improving	Local Indicator. No comparative data

9. Commissioning Group

No indicators this quarter.

2.5 Delivery Performance- Commissioning Priorities and Key Performance Indicators

Please see performance page for detailed reports www.barnet.gov.uk/performance

2.6 Contract Performance - Overview

Please see performance page for detailed reports www.barnet.gov.uk/performance

Barnet Homes – 57% of targets met

8 out of the 14 performance targets were met, indicators not met were:

- Percentage of those households in EA pending enquiries or found to be intentionally homeless were 37.5% against a 37% target. This is an improvement from last quarter's outturn of 40.5%
- Current arrears as percentage of debit increased from 3.05% to 3.45%
- Temporary Accommodation arrears as percentage of debit increased from 5.55% to 6.49% against a target of 4.6%
- 99.99% of gas servicing completions were done against a 100% target

Successes include:

- Barnet Homes has been judged number 19 in a Housing Professional's on-line magazine Top 50 Landlords Awards 2014. Barnet Homes was the highest placed London ALMO or London Local Authority in the awards.
- Barnet Homes has been working closely with the council's Onwards and Upwards team that provides support for young care leavers. This includes active joint management of cases to ensure that issues that may be hampering a young person from securing or keeping accommodation are addressed.
- Barnet Homes has recruited a further 7 apprentices from the local community as part of this year's employment initiatives. All of those recruited are impacted by welfare reform through either under occupation charge or benefit cap. This is in addition to the 11 graduates recruited and the 34 residents who achieved employment as a result of taking part in our training and employment programmes. Of the 9 apprentices from last year's intake 7 have achieved full time employment.

CSG – 92% of targets met

23 out of the 25 performance targets were met, the two indicators that missed the target:

- There was a decrease of call answered by the contact centre within 20 seconds from 78.4% to 78.1%, increasing the gap from the 80% target.
- There were a number of reported breaches in relation to data protection; recommendations have since been implemented. This resulted in a failed of Super KPI on compliance with local authority policy.

Successes include:

- Customer Satisfaction over the quarter was 75%
- The Estates Service has successfully delivered six primary school projects within the 2014-15 Education Programme which each were occupied in September 2014.
- The Revenues and Benefits Service has been subject to the annual external subsidy Audit by Grant Thornton for 2013/14. Although the final report is still awaited, the Auditors have given positive feedback and it is currently anticipated that the Council should achieve maximum subsidy with no claw back by central Government

HB Public Law – 92% of targets met

12 out of the 13 performance targets were met. The indicator not met:

- 92.5% of draft committee reports and delegated power reports cleared within 5 working days against a target of 95%.

Successes include:

- Highly commended in the Law Society Awards category for Practice Management.
- Completion of the lease and associated documents for the Arts Depot in time to secure regeneration funding.
- Completion of section 106 agreement for Northway House.

R^e – 87% of targets met

54 out of the 62 performance targets were met, those missed include:

- A decline in implementation of annual programme of gully cleansing to 97.5% against a 100% target
- 98.9% of highways Insurance Investigations completed on time against a target of 100%
- Timely response to Highways works permit requests was 99.8% against a 100% target
- 20% of Strategic Planning Documents were completed and signed off by the Authority compared to a target of 100%

Successes include:

- Building Control and Planning Services launched a new design agent service offering a comprehensive package of planning and building control services and expertise to residential customers who want to extend their properties.
- The activities of its Infrastructure Planning and Delivery Unit were successful in the Authority receiving £9m of income for 58 section 106 (S106) cases
- Synchronised works between two utility companies were successfully instigated by the Highways Permitting Team, saving 42 calendar days of disruption for residents in Colindale Avenue
- The Environmental Health service has successfully launched the 2014/15 Winter Well Project

Your Choice Barnet – 71% of target met

15 out of the 21 performance targets were met, those missed include:

- 2 upheld safeguarding alerts and outcomes against a target of 0

- There were 4 clients moved from a service level to higher dependency service. The annual target is no more than 10 people.
- The average amount of days of sickness leave is 14.1 days
- 23% of staff were agency against a target of 10%
- The number of non-fatal accidents/incidents were 9,600 against a target of 5,000
- The number of vacant nights at the Valley Way respite centre was 19% from Monday to Thursday and 9% on Friday to Sunday against a target of 5%.

Successes include:

- Referrals from London Borough of Barnet and other local authorities continue to demonstrate a positive performance.
- Service Utilisation is almost at capacity in all services.
- A number of the services have held “fun days” over the summer and these have been well attended and supported by families and the local community

2.7 Council project portfolio

The below table illustrates how the council is performing against all projects within Transformation, Capital including schools builds and Regeneration programmes. The table provides a summary of all council programme portfolios including Delivery Unit transformation programmes, highlighting any areas of interest.

Portfolio	Red Status	Amber Status	Green Status	Comments
Transformation Programme	-	3	4	Within the Transformation programme, progress has been made across a number of projects. For the Health and Social Care Integration, significant progress has been made and a business case was prepared for Adults and Communities Committee, in October. For the Education and Skills project, work is underway to produce a final Outline Business Case for CELS in January 2015. A Full Business Case is due to be submitted for the Early Years services to Children's, Education Libraries and Safeguarding Committee at the end of October.
Capital Programme	-	9	18	The overall Capital programme is rated as green. A number of projects have progressed positively, such as practical completion has taken place at Mill Hill East primary and the opening ceremony for The Orion primary took place in September. The Depot Relocation project has improved from red to amber rated. The Menorah Foundations project has also improved from a red to green rating, as a robust process is underway to procure a new contractor which is on schedule for the contractor to be mobilised at the end of October.
Regeneration	-	2	10	The Regeneration programme overall is rated as green with good progress being made across all schemes. The Brent Cross project has made good progress including the commencement of the Brent Cross South procurement process. Progress has been made in Colindale with the commencement of the tube station works and the submission of the housing zone bid to Greater London Authority.

Delivery Unit Transformation Programmes and key cross-cutting projects

In addition to the programmes above a number of Delivery Unit Transformation programmes (Children's Transformation, Adults Transformation and Street Scene Transformation) as well as three cross-cutting projects Connecting with Barnet (transforming our interactions with customers and residents), Smarter Working (reviewing staff working arrangements) and Unified Reward project (a new pay and reward model) are in place.

Delivery Unit	Overview
Children's Transformation Programme	Looking at a future delivery model for Education and Skills. Ensuring services meet future needs and the changing legislative requirements. Seeking ways of giving young people and families good outcomes by taking an in depth look at existing processes to identify and implementing changes to the way we work.
Adults Transformation Programme	Delivering a significant volume of change across four major programmes: efficiency savings to deliver the current MTFS; implementing statutory changes to comply with requirements of the Care Act; investing in IT; and Health and Social Care integration.
Street Scene Transformation Programme	Co-ordinating a number of projects to improve service delivery or efficiency across Parking, Parks, Waste, Streets and Passenger Transport.
Smarter Working	The enablement of the Office Accommodation Rationalisation Strategy through coordinating a number of projects / initiatives, including: property commercial arrangements; the design and fit-out of an optimised office environment; changes in information technology and information management; HR policy changes; Delivery Unit transformations; and Agile working practices.
Connecting with Barnet	Aims to improve the customer experience of interacting with the council and build a greater level of trust, through a range of different projects. These include better quality correspondence, launching new customer services self-service technology, publication of more council data online, better quality consultations, better co-ordination of voluntary organisations' role in service delivery, and a new customer access strategy.
Unified Reward	Aims to develop a new pay and reward model for the Council. This includes simplifying terms and conditions, a clearer and more transparent pay and grading structure and introducing a new learning and development 'offer' for all staff.

3. Customer Experience

This section of the report summarises key findings related to the customer experience of Barnet's residents and service users.

Successes

The number of calls answered, and those answered within 20 seconds, continue to be high. Just over 78% of calls answered by CSG were within 20 seconds, this is similar to the performance in quarter 1.

The number of satisfaction surveys completed by customers who have used the CSG contact centre has steadily increased, and the proportion of positive ratings has improved, standing at 88% positive in quarter 2. Positive ratings have also increased from visitors to Barnet House and Burnt Oak to 79% in Quarter 2 from 67% in quarter 1, and secondary wait times to see a specialist advisor at these sites has consistently been comfortably within the corporate of standard of ten minutes.

Barnet Homes measure satisfaction across a range of the services they deliver (Repairs, Condition, Lettings, Major Works) and the latest results all exceed 90% satisfaction except for, given the nature of the service, the Housing options ratings which were 59%.

Re implemented a comprehensive customer satisfaction survey in February 2014, and the results are encouraging, showing customer satisfaction starting to improve from a low base. quarter 2 results have not yet been calculated but in July 2014, overall satisfaction was 65%, compared with a 49% average from February to May 2014.

Barnet Homes call centre ratings were an impressively high 92.8% positive over quarter 1 & quarter 2, despite call answering within 20 seconds standing at 55.5%, which suggests that longer waits do not significantly affect customer satisfaction. Its face to face customer ratings are also high, above 80% for quarter 1 and quarter 2.

The introduction of two new contact centres – one in Coventry run by CSG in April 2014, one in Barnet run by Re from May 2014 – have brought changes that will deliver benefits to the customer.

Challenges

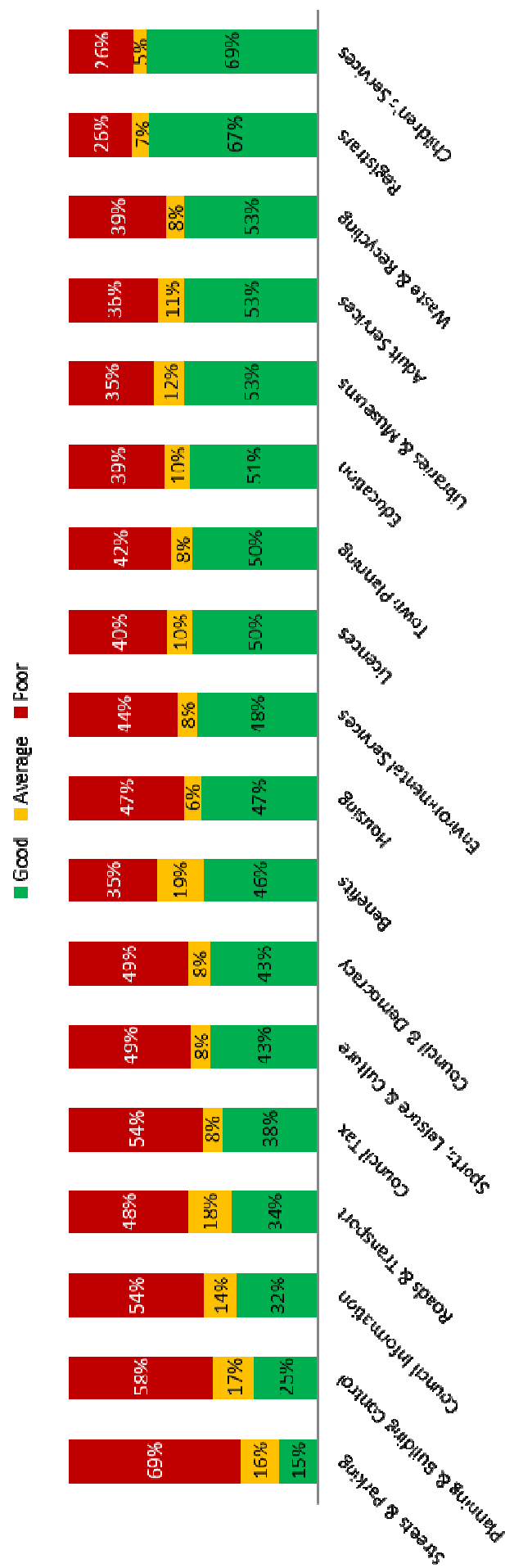
Ratings for CSG emails have deteriorated considerably, standing at just 44% satisfied in quarter 2 compared to 69% at the start of the CSG contract.

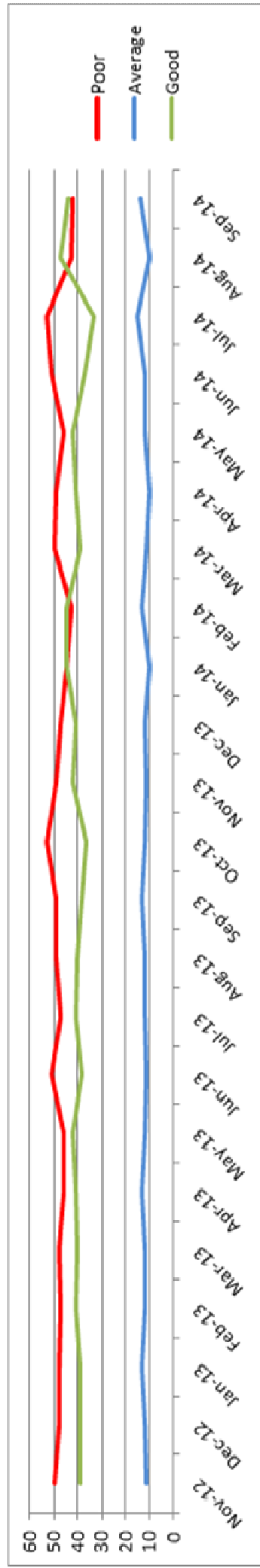
Ratings for the council's priority channel, the website, have stayed low with the quarter 2 result of 42% comparing to the 41% in Q1, but positive ratings exceeded the negative ones for the first time ever in September.

The weakest areas are the Streets & Parking and Planning & Building Control pages, with the highest ratings for the Children's Services and Registrars. On-going efforts are being made to encourage all DUs to read and act on comments submitted by customers, which are then published every month on the council's website, and a full content refresh will be also completed by the end of November 2014. The new website with enhanced functionality including a new 'My Account' facility for secure transactions will launch in 2015 and should start to boost positive ratings.

It is also worth noting that around 20% of the comments left by customers relate to council policies rather than the website content or functionality.

Service satisfaction over web





Street Scene's performance in closing cases received via webform met the Service Level Agreement (SLA) only 53% of the time according to CSG data, but this requires further investigation.

The average performance on responding to members enquiries within 10 days was 95% in quarter 2, but Adults & Communities only achieved 70%. This was due to gaps and changes in management roles in the Care Quality Service area which oversees complaints management, but improvements are being put in place to ensure that quarter 3 results show an improvement.

Complaints

The introduction of a new CRM system in April 2014, new CSG staff, the new system's usability and technical problems, has contributed under-reporting of complaints since April, which is still to be fully rectified. Therefore it is not possible to describe the trend in volumes, other than for stage 3 and ombudsman complaints which are recorded by the corporate complaints officer. CSG are providing an instruction manual in response, but additional communication needs to take place to ensure that potential system design changes can be properly investigated.

The reported complaints data says that Barnet Homes received the highest volume of complaints (138) of all DUs in quarter 2, followed by Street Scene (82) and Adults & Communities (52). This level of Barnet Homes complaints is disproportionate to the contact volumes received (35% of the council's total complaints vs. 13% of the council's total contact centre telephone calls) and is an area for further investigation once we are confident in the complaints volumes across all DUs.

The number of customers requesting a stage 3 investigation has increased in quarter 2 compared to quarter 1. However the number of stage 3 investigations completed has decreased, as a result of a stronger policy and stronger enforcement which complaints are treated at stage 3.

The number of upheld stage 3 complaints has increased from 40% in quarter 1 to 75% in Quarter 2. The upheld complaints were against Re - Highways (2), Barnet Homes (2), CSG (1) and one joint Street Scene/CSG complaint.

The number of Ombudsman complaint enquiries received has decreased in quarter 2 compared to quarter 1. There were 31 complaint enquiries in Q1 and 28 in quarter 2. Of these, 2 were formally investigated by the Ombudsman in quarter 1, in comparison to 8 formal investigations in quarter 2.

Mystery Shopping

35 mystery shops were conducted in August 2014 by council staff, using scenarios written by the Delivery Units, primarily through calling the CSG and Re contact centres. Each experience is judged against a range of criteria including how long they waited for the phone to be answered, whether the answer they were given matched the correct answer in the scenario, and how professional and friendly the member of staff was. The highest overall score was achieved in relation to Waste and Recycling (94%), the lowest for Housing Benefits (61%) which was particularly as a result of attitude and professionalism ratings (50% and 57% respectively). Across all scenarios, attitude tended to have the lowest scores, with resolution getting the highest scores, at 81% across the different areas. Since resolution is the primary driver of customer satisfaction this is good news, but as the scenarios are written to enable 100% resolution over the phone, so the aim is to reduce the current gap. The results of each mystery shop are provided to the affected service areas to enable them to use in training and development activities.

4. Benchmarking- Value for Money Services

The Local Government Association (LGA) launched the update to the LG Inform benchmarking tool for Barnet council and the public to explore comparative data. The below table illustrates how Barnet compares to England.

Please note: the services area in the report do not directly reflect Barnet's structure. The quartile rating applied is non-changeable as unitary and county council in England.

LG Inform- Improving services through information



Poorest 25% of performers		Highest 25% of performers
---------------------------	--	---------------------------

LBB update of current performance: Based on extract of LG Inform public report on the 15 October 2014.

Education Services		
Total revenue expenditure on education service per head of population (2013/14)		-*
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2012/13)		71.5%
Permanent exclusions from primary schools as a % of pupils (2011/12)		0%
Proportion of population aged 16-64 qualified to at least level 2 of higher (2013)		77.2%
Children's Services		
Total revenue expenditure of Children's services per head of population (0-17) (2013/14)		-*
Percentage of child protection cases which were reviewed within required timescales (2012/13)		100%
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2012/13)		8.4
Children looked after rate, per 10,000 children aged under 18 (2012/13)		37
Care leavers in suitable accommodation (2012/13)		95%
Care leavers in education, employment or training (2012/13)		62%
Adult's Services		
Total revenue expenditure on Adult's services per head of population (2013/14)		-*
Social care-related quality of life (2013/14)		18.7%
Overall satisfaction of people who use services with their care and support (2013/14)		61.8%
Delayed transfers of care from hospital per 100,000 population (2013/14)		7
Housing Services		
Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14)		-*
Time taken to process housing benefit/ council tax benefit new claims and change events (2012/13 Q4)		10
Vacant dwellings- all, as a percentage of all dwellings in the area (2012/13)		0
Total households on the housing waiting list as at 1 st April (2012/13)		981

**The provisional data used excluded Barnet's return due to a query, this has subsequently been resolved.*

The measures where Barnet is highlighted as below the unitary and county council's in England benchmark are listed below:

Social care-related quality of life (2013/14): the report places Barnet in the bottom 3rd quartile with a score of 18.7% (2013/14) compared to 18.9% across all unitary or county councils.

Satisfaction of with care and support services (2013/14): Barnet is placed in the bottom 3rd quartile with 61.8% of satisfied service users compared to 64.2% across all unitary or county councils.

5. Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Category	Performance Indicator	Period covered Timeframe data has been measured	Target Achievement level expected	Result Most recent result of the indicator measurement	Target Variance A calculation of how far the outcome is from the target	Direction of Travel An assessment of whether performance has improved since the previous results	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	October 2013 – September 2014	6	2.86	52%	Worsening	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance reviews	% Performance reviews completed and agreed for eligible staff only	N/A	100%	Data Not available	N/A	N/A	72% (CIPFA, All Members & other Unitary Authorities 2012)
Cost	Variance of total payroll to budget	July – September 2014	+/- 5%	4.7%	20%	Worsening	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at September 2014	N/A	2.38%	N/A	N/A	N/A : measure applicable to LBB only

As at 30 September 2014	ESTABLISHED POSITIONS AS FTE Total number of Barnet Council posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE Total number of employees, permanent, temporary and fixed working for Barnet and occupying an established post		MSP RESOURCE AS HEADCOUNT Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)		NON MSP RESOURCE AS Headcount Total number of agency staff, interims or consultants provided through external agencies other than Barnet's Managed Service Provider (non Council employees)		AVAILABLE CASUAL RESOURCE AS FTE Number of workers who undertake work on an ad hoc basis (Council employees)	
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total
	2,431	1,829.71	1,486.49	171.17	1,657.66	491	0	2	2	160.86
Total										

As at 30 September 2014

Without CSG and Reg

6. Methodology

3.1 Thresholds for traffic light ratings on Barnet's balanced scorecard

The table below illustrates how individual Delivery Units and the overall council's RAG rating is applied.

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

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

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.

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)

3.4 Method for commissioning priorities ratings

Commissioning Priorities RAG ratings are qualitative assessments of progress against the agreed outcomes and objectives between the Lead Commissioners and Delivery Units.

RAG	Red	Amber	Green
Commissioning Priorities	Intervention required	Needs improvement	Priority on track

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Directorate Revenue Breakdown**Adults and Communities**

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Births Deaths & Marriages	(161)	(161)	(161)	-	The overspend is due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of recent Supreme Court judgements. There is a risk that the year to date activity may continue throughout the year. The demand for this service is unpredictable and the LA has a legal duty to support clients who come forward for support.
Community Well-Being Trans & Res Team	(289)	(289)	(286)	3	
Community Safety	1,965	1,965	1,976	11	
Prevention & Well Being	6,967	6,634	6,630	(4)	
Social Care Commissioning	918	934	932	(2)	
Social Care Management (Adults)	1,396	396	399	3	
Care Quality	1,363	1,349	1,614	264	
Integrated care - Learning Disabilities & Mental Health	38,923	40,887	41,086	199	There is additional pressure resulting from 3 new Ordinary Residence clients and an increase in service users with Learning Disabilities compared to last year.
Care Services - Older Adults - Physical Disabilities	38,403	38,862	39,141	278	The overspend is due to clients who were self funders whose funds have depleted and are now the responsibility of the LA - 14 in total. There number of self funders who come forward is difficult to predict but the LA has a legal duty to support clients needs.
Dir Adult Soc Serv & Health	185	185	174	(11)	
Total	89,669	90,761	91,503	741	

Assurance

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Assurance Management	562	527	527	-	
Governance	2,582	2,631	2,559	(72)	
Internal Audit & CAFT	861	900	904	4	
Total	4,005	4,057	3,990	(67)	

Children's Education

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
E&S Management Team	195	195	161	(34)	Underspend relating to reduced costs in supplies & services
Edu Partnership & Commercial Services	1,170	858	747	(110)	
High Needs Support	5,806	6,067	6,547	479	Budget reductions not fully realised in 2013/14 and the same underlying problems remain. Projects in place in Streetscene and Education and Skills to identify possible ways to achieve further savings
Schools Direct Management	11	-	-	-	
Children's Education	7,183	7,120	7,455	335	
Total (excluding SDM)	7,171	7,120	7,455	335	

Children's Family Service

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Management Team	660	479	479	-	Underspend from staff vacancies.
Social Care Management	2,174	1,858	1,797	(61)	
Assessment & Children in Need	6,326	7,160	7,555	395	
Children in Care & Provider services	20,829	22,253	22,204	(49)	Overspend mainly from the use of agency staff to cover permanent posts. There is also an overspend identified in Direct Payments.
Safeguarding & Quality Assurance	2,343	1,909	1,983	74	
Commissioning & business improvement	3,006	3,276	3,201	(75)	Underspend from staff vacancies
Family Support & Early Intervention	5,689	5,564	5,662	98	Overspend mainly attributable to Children Centres
Youth & Community	7,200	7,861	7,767	(94)	Underspend from staff vacancies
Total	48,228	50,359	50,647	288	

Commissioning Group

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Commissioning Group	1,541	1,537	1,556	19	Overspend due to staffing costs in Commissioning Management
Commercial	765	1,224	1,277	53	Overspend due to interim structure as previously reported. Permanent staff now in place.
	3,924	4,118	4,022	(96)	Overspends in staffing are offset by a combination of an underspend in supplies and services and an overachievement of advertising income.
Deputy Chief Operating Officer					
Commissioning Strategy	438	405	429	24	
Total	6,668	7,284	7,284	-	

Streetscene

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Street Scene Management Team	650	650	650	-	
Business Improvement	335	335	335	-	
Mortuary	137	141	148	7	A slight overspend has resulted from keeping the building maintained for public costs, as well as meeting facilities costs such as telephone & internet connections.
Transport	(2)	48	52	4	
Parks, Street Cleaning & Grounds Maintenance	5,051	5,070	5,036	(34)	Higher than expected income from the hire of park assets are helping to offset increasing costs elsewhere within the service.
Street Cleansing	4,255	4,255	4,255	(0)	Careful management of staff costs should ensure this service remains within budget.
Waste	1,944	5,178	5,238	60	Staff costs from the current service structure are leading to an overall cost pressure which has exceeded a small forecast overachievement of income from trade waste customers.
Recycling	3,279	70	230	160	There is expected to be a shortfall in the £1.1m commingled recyclable materials income due to significant market changes affecting the value of this waste material stream.
Total	15,650	15,747	15,944	197	

Parking and Infrastructure

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Street lighting	6,140	6,295	6,274	(21)	The forecast underspend represents the implementation of the controlled maintenance system enabling a £0.2m saving to be delivered in full this year.
Parking and Infrastructure	(166)	54	63	9	A slight shortfall in sign shop income is expected due to increased competition from external competitors.
Special Parking Account	(7,631)	(7,381)	(5,194)	2,187	The SPA contribution to the general fund is expected to be a £2.187m shortfall due to reduced permit income (£1.02m) resulting from a judicial review, £0.467m additional contract payments to ensure contractually required enforcement, and a £0.606m reduction in PCN income due to reduced volumes.
Total	(1,657)	(1,032)	1,143	2,175	

Public Health

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Public Health	14,302	14,335	14,296	(39)	The underspend of £39k relates to planned contracted spend relating to Tobacco Control which is no longer taking place (Royal Free Hospital contract)
Total	14,302	14,335	14,296	(39)	

HB Public Law

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Legal Services	1,782	1,952	2,126	174	The overspend relates to current income received. Due to the variable nature of the work undertaken the exact level and timing of income cannot be accurately forecasted.
Total	1,782	1,952	2,126	174	

Barnet Group

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Barnet Group	3,338	4,254	5,209	955	A Temporary accommodation pressure has resulted due to increasing demand and a high inflation rates for emergency accommodation during 2014. The demand is being controlled as far as possible through mitigations being undertaken within the service.
Total	3,338	4,254	5,209	955	

Re

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Managed Budgets	1,061	1,145	1,145	-	The £0.622m overspend is due to a higher than budgeted number of TUPE officers being funded from RE's management fee. This is currently being review and proposals of how to address this cost pressure are being developed.
Management Fee	(295)	(115)	157	272	
Total	766	1,030	1,302	272	

CSG

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
CSG	22,153	22,922	23,070	148	Baselining of income guarantees is currently taking place and the income in certain areas such as schools is lower than anticipated
Total	22,153	22,922	23,070	148	

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	256	(58)	Underspend on subscriptions for LGA, London Councils
Levies	31,252	31,252	30,046	(1,206)	
Central Contingency	13,182	6,879	6,879	-	Primarily NLWA & LPFA budgets higher than actual.
Rate Relief	3	-	-	-	
Capital Financing	22,816	22,816	22,816	-	
Early Retirement costs	5,427	5,427	5,427	-	
Local Area Agreement	105	105	101	(4)	
Car Leasing	2	2	-	(2)	
Corporate Fees & Charges	799	399	264	(135)	Underspend on audit fees
Miscellaneous Finance	424	426	392	(34)	Allowance for additional grants received (LSSG)
Total	74,324	67,621	66,181	(1,440)	

Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
Childrens Social Care (DSG)	426	428	464	36	Underspend mainly from the take up in the 2 year old offer
Early Intervention & Prevention (DSG)	6,173	5,965	4,739	(1,226)	
Education (DSG)	(6,599)	(6,393)	(8,109)	(1,716)	Net underspend relates to top up funding in high needs due to more up to date information from out of borough schools and the reduction in the use of more expensive placements.
Schools Funding DSG	-	-	-	-	
Total	-	-	(2,906)	(2,906)	

Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	P6 forecast	Variation	
	£000	£000	£000	£000	
LBB Retained	175	175	-	(175)	This salaries budget is now used to offset other pressures within the HRA, due to no staff being paid from here anymore.
HRA Regeneration	1,126	1,126	1,326	200	
HRA Other Income and Expenditure (net)	1,549	1,549	1,536	(13)	The forecast represents possible unrecoverable Regeneration staffing expenditure which is above the Private developer agreement (PDA) value.
Support Service recharges	576	576	576	-	
Interest on Balances	(80)	(80)	(80)	-	
HRA Surplus/Deficit for the year	(3,346)	(3,346)	(3,346)	-	
Total	-	-	12	12	

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Capital Programme Description	Sub-Description
Adults and Communities	
SWIFT	
Capital Works	
CCTV Installation	
Centre for Independent Living	
PSS Community capacity Grant	
IT	
Adults and Communities	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
1,548	748	(800)
0	0	0
0	814	814
499	499	0
513	513	0
500	0	(500)
3,060	2,574	(486)

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	(800)	The contract for the replacement of SWIFT is currently being finalised. As a result, full year costs are not expected to be incurred in 14/15.
0	0	
814	0	Monthly implementation costs of the new CCTV contract (from June 2014) and Automatic Number Plate Recognition costs.
0	0	The project is currently underway and the project manager has advised that the budget is expected to be fully spent in 14/15.
0	0	Demand led service.
(500)	0	This project should be monitored as part of the SWIFT project.
314	(800)	

Children's Education	
Modernisation Primary & Secondary	
Modernisation Primary & Secondary	
Temporary Expansions - Allocated	
Temporary Expansions -Unallocated	
Urgent Primary Places - Perm	Broadfields (Perm)
	Millbrook Park (MHE)
117	Orion Primary/ blessed Dominic

5,621	5,157	(463)
5,621	5,157	(463)
155	1,078	923
0	0	0
340	(0)	(340)
4,156	4,365	208
2,315	2,369	54

69	(532)	Adjustment to retention figure due in 2015/16 Contribution from school for the works Kitchen & Dining movement to Kitchen & Dining in the Modernisation Programme
69	(532)	
940	(17)	Revised project costings Revised retentions in 15/16
(940)	940	Revised project costings Budget not required in 14/15
(340)	0	
229	(21)	Revised profile of project costing
250	(196)	Revised profile of project costing

Capital Programme Description	Sub-Description
	Moss hall Infants and Juniors
	Brunswick Park
	Menorah Foundation
	St Mary's and St Johns
	Martin Primary
	Oakleigh School
	Beis Yakov
	St Joseph's RC Junior & St Joseph's RC Infants School
	Osidge Primary School
	Monkfrith
	Wren Academy
	London Academy
	Oak Hill Campus
	Unallocated
Urgent Primary Places	
Wave 1 - Whittings Hill	
Wave 1 - Northway/Fairway	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
885	745	(140)
589	654	65
1,755	917	(838)
3,432	3,836	404
494	602	108
149	145	(4)
373	348	(25)
2,187	1,048	(1,139)
3,955	(0)	(3,955)
0	500	500
7,279	1,339	(5,939)
7,217	2,228	(4,989)
0	250	250
459	0	(459)
35,741	20,423	(15,318)
201	201	0
215	215	0

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
(108)	(32)	Budget reprofile within the same contract Adjustment to retention figure
40	25	Budget reprofile within the same contract Adjustment to retention figure
700	(1,538)	
550	(146)	
109	(1)	Budget reprofile within the same contract Adjustment to retention figure
(41)	37	Budget reprofile within the same contract Adjustment to retention figure
0	(25)	Slippage reuired for rententions due in 15/16
0	(1,139)	Slippage request based on cash flow forecast for the watching brief.
(3,955)	0	
3,955	(3,455)	Budget reprofile in line with the works start date of end of June 15
200	(6,139)	Construction cost reprofiled into 15/16
410	(5,399)	Addition to programme in relation to removal of demountables Slippage in line with contractor billing time line
250	0	
(2,703)	2,244	Adjustment to funding type for Orion & St Mary's St Johns Budget required for Wren and London Academies
(455)	(14,863)	
0	0	
0	0	

Capital Programme Description	Sub-Description
Primary Schools Capital Investment Programme	
East Barnet & Project Faraday	
East Barnet Schools Rebuild	
Christ's College	
Cophall	
Compton	
OaK Lodge Special School	
New Secondary 14-19 Provision	
Relocation of PRU	
Bishop Douglas	
Unallocated	
Permanent Secondary Expansion Programme	
Primary Capital Programme	
Targeted Capital 14-19 SEN	
TCF - Kitchen & Dining	
Infant Free School Meals Capital Fund	
Other Schemes	
Children's Education	
Children's Families Service	
Short Breaks	
Financial	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
415	415	0
614	439	(175)
614	439	(175)
725	865	140
3,007	2,967	(40)
3,155	3,192	37
3,927	1,355	(2,571)
0	0	0
0	47	47
0	500	500
0	0	0
10,813	8,927	(1,886)
862	832	(30)
(0)	(0)	0
93	(0)	(93)
600	600	0
1,555	1,432	(123)
54,759	36,793	(17,965)
392	392	0
100	100	0

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	
0	(175)	Works to take place in the spring when ground conditions will be suitable
0	(175)	
190	(50)	Unforeseen ground works, additional service works and a change in scope of works upgrade. Adjustment to retention figure in 15/16
0	(40)	Adjustment to retention figure in 15/16
100	(63)	Adjustment to retention figure in 15/16
1,752	(4,323)	Budget reprofile in line with start date on site being later than original programme
0	0	
0	47	Accelerated spend required for feasibility
500	0	
(2,542)	2,542	Budget allocation for Christ's College
0	(1,886)	
0	(30)	Slippage for PM Costs for defects on PSCIP
0	0	
(67)	(26)	Kitchen & Dining movement to Kitchen & Dining in the Modernisation Programme
0	0	
(67)	(56)	
(453)	(17,512)	
0	0	
0	0	

Capital Programme Description	Sub-Description
Education Systems	
Early Intervention System	
Implementation of libraries Strategy	
2 year old offer	
Children's Families Service	
Children's Services	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
77	77	0
131	131	0
2,257	766	(1,491)
584	584	0
3,542	2,051	(1,491)
58,300	38,844	(19,456)

19,456

Capital Schemes Managed by Schools
Locally controlled VA programme
Capital Schemes Managed by Schools
Total - Capital Schemes Managed by Schools

0	0
0	0
0	0


Re Delivery Unit
Enabling Works
Enabling Works 2011-12
Local Implementation Plan
TFL 2014-15
TFL 2014-15
TFL 2014-15
TFL 2014-15
TFL 2014-15
TFL 2014-15
TFL 2014-15
TFL 2014-15
Highways - TfL

4	4
5	5
2,274	1,489
0	0
5,227	5,227
0	500
0	20
0	43
138	10
7,647	7,297

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	
0	0	
0	(1,491)	Capital works at two sites to commence in 2015/16
0	0	
0	(1,491)	
(453)	(19,003)	

0	0
0	0
0	0

0	0
0	0
(785)	0
0	0
0	0
500	0
20	0
43	0
(128)	0
(350)	0

Capital Programme Description	Sub-Description
Footway Reconstruction	
Traffic Management	2007-8 Pursley Road Allocation
Colindale Development Area	Reconstruction of Railway Bridges
	Controlled Parking Zones
	Colindale Station interchange
	Improvement & Signalisation and Infrastructure
	Public Transportation Improvement
Pedestrian Improvements programme	
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	
Highways Investment	2010/11 HIP Programme
Carriageway and Footways	Annual Programme
Travel Plan Implementation	
Outstanding Transport Commitments on completed schemes	
CCTV Projects Retention	
Carriageway and Footway (Phase 2)	
HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	
Pavements	
Pavements (phase 2)	
Pothole Fund	
Saracens	
Drainage	
 Highways - non-TfL	
Road Traffic Act - Controlled Parking Zones	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
119	119	0
48	48	0
850	850	0
14	14	0
50	50	0
356	356	0
103	103	0
262	262	0
15	15	0
595	595	0
2,090	2,090	0
122	148	26
3	3	0
84	0	(84)
442	442	0
240	40	(200)
1,000	1,000	0
1,870	1,870	0
0	314	314
55	55	0
485	485	0
8,803	8,859	56
122	151	29

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	Should technically spend a fifth of the allocation each year though work is currently waiting to be commissioned
0	0	0 Waiting for client commission
0	0	Need to investigate whether the statute of limitation has passed in relation to this retention fund
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
26	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	0	0 Waiting for client commission
0	(84)	Retention funds unlikely to be paid back this year
0	0	0 Full spend expected
(200)	0	0 Movement to Street Scene for Signs & Lines
0	0	0
0	0	0 Full spend expected
314	0	0
0	0	0
0	0	0
140	(84)	
29	0	0 Waiting for client commission

Capital Programme Description	Sub-Description
Parking	
Parking	
Total Environment	
General Fund Regeneration	
Mill Hill East	
BXC - Funding for land aquisition	
BXC - Procurement	
Graham Park Regeneration	Building works
Graham Park Regeneration	Infrastructure improvements
West Hendon Highway Improvement	
Town Centre	
Thames Link Station	
Outer London Fund - Cricklewood	
Outer London Fund - North Finchley	
General Fund Regeneration	
Disabled Facilities Grant	
Disabled Facilities Projects	
Hendon Cemetry & Crematorium Enhancement	
Empty Properties	
DECC - Fuel Provety	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
39	39	0
161	190	29
16,612	16,346	(266)
2,478	478	(2,000)
567	67	(500)
0	8,000	8,000
1,000	1,400	400
2,500	5,000	2,500
2,559	700	(1,859)
50	50	0
2,000	100	(1,900)
2,000	1,000	(1,000)
661	661	0
755	755	0
14,570	18,211	3,641
3,499	2,000	(1,499)
3,499	2,000	(1,499)
967	567	(400)
2,576	576	(2,000)
84	34	(50)

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	Waiting for client commission
29	0	
(182)	(84)	
0	(2,000)	Delay in project - Budget to be re-profiled
0	(500)	Change in Project requirements - Budget to be realigned
0	8,000	The accelerated spend is in regards to a property purchase. The property is the McGovern waste transfer business and a site let to Lafarge Cement.
400	0	
0	2,500	In line with Partnership agreement and work commencement
5	(1,864)	Delay in project - Budget to be re-profiled
0	0	
0	(1,900)	
0	(1,000)	
0	0	
0	0	
405	3,236	
51	(1,550)	Demand led service - Budget to be re-profiled
51	(1,550)	
0	(400)	Potential costs to be occurred in 2015-16 - Budget to Re-Profiled
0	(2,000)	Demand led service - Budget to be re-profiled
0	(50)	Demand led service - Budget to be re-profiled

Capital Programme Description	Sub-Description
Other Projects	
Total Housing - General Fund	
Total Rē Delivery Unit	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
5,310	1,176	(4,134)
23,380	21,388	(1,992)
39,992	37,734	(2,258)

Commissioning Group	
Customer access Centre	
Depot relocation	
Community Centre	
Asset Management	
Commissioning Group	

2,992	0	(2,992)
28	648	620
953	526	(427)
2,017	2,017	0
5,990	3,191	(2,799)

CSG Delivery Unit	
Arts Depot Lift	
Energy Efficiency Measures	
Cartwright Memorial, St Mary's Church	
IS Refresh	
CSG Delivery Unit	

0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
(884)	(3,250)	
(428)	(1,564)	
(610)	(1,648)	

0	(2,992)	No expenditure expected in 14/15. This project has been slipped until further notice.
0	620	Accelerated spend to fund newly agreed SPIRs
200	(627)	Slippage in line with project profile Additions made up of £100k as confirmed by the leader and £100k contribution from RCCO due to new agreed settlement amount.
0	0	
200	(2,999)	

0	0	
0	0	
0	0	
0	0	
0	0	
0	0	

Street Scene	
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Capital Programme Description	Sub-Description
Improvements to six of the Borough's Park	
Cophall Car Park	
Old Court House - public toilets	
Park Infrastructure	
Percy Road, North Finchley Park	
Parks & Open Spaces and Tree Planting	Kara Way Pocket Park
Parks & Open Spaces and Tree Planting	Cophall Pitch & Car Park Project
Parks & Open Spaces and Tree Planting	Play & sports facilities in Stonegrove or Edgwarebury Park
Parks & Open Spaces and Tree Planting	Childshill Park - FOG Priority Project
Parks & Open Spaces and Tree Planting	Hendon Park FOG Play Area Project
Parks & Open Spaces and Tree Planting	Installation of new boundary fencing at Old Court House 385c
Parks & Open Spaces and Tree Planting	Edgwarebury Park Tennis Courts refurbishment 237a £7982.96 + 240b £12850
Parks & Open Spaces and Tree Planting	Street Trees Edgware Town Centre 259c
Parks & Open Spaces and Tree Planting	Refurbishment of tennis courts & installation of fencing 262b
Parks & Open Spaces and Tree Planting	New play equipmnet Watling Park 351a
Parks & Open Spaces and Tree Planting	Tree planting Beverly Gardens
Greenspaces	
Waste	
Cleansing	
Weekly Collection Support Scheme	
Autumn/Spring Clean and Equipment	
Waste	
Lines and Signs	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
14	14	0
100	100	0
40	0	(40)
414	275	(139)
0	18	18
121	121	0
68	68	0
75	0	(75)
50	50	0
52	52	0
10	10	0
21	21	0
0	0	0
30	30	0
20	0	(20)
2	2	0
1,017	761	(255)
1,557	1,340	(218)
0	0	0
1,157	907	(250)
0	0	0
2,715	2,247	(468)
0	150	150

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	
0	0	
0	(40)	Possible slippage due to café tenant issues
0	(139)	Hendon CP, Vic Park Tennis, Cophall & play areas costs in 11202
83	(65)	Project due to be delivered in April/May
0	0	
0	0	
0	(75)	Delay - No contractor to deliver
0	0	
0	0	
0	0	
0	0	
0	(20)	Possible slippage due to contract issues
0	0	
83	(338)	
0	(218)	Reprofiled bin spend
0	0	
0	(250)	Reprofiled spend of WCSS grant.
0	0	
0	(468)	
200	(50)	Revised figure for an annual Signs & Lines programme. Slip forward amount to be used next year.

Capital Programme Description	Sub-Description
Parking Machines	
Parking	
Fuel Storage Tank	
Fuel Storage	
Total Street Scene	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
12	12	0
12	162	150
60	60	0
60	60	0
3,803	3,230	(573)

Barnet Group	
Hostel Refurbishment Programme	
Alexandra Road	
Housing	
Total Barnet Group	

270	122	(148)
24	30	6
294	152	(142)
294	152	(142)

Total Capital Programme (Excluding HRA)	
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111,439	85,725	(25,714)
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Housing - HRA	
Major Works (excl Granv Rd)	
Granville Road	
Regeneration	
Misc - Repairs	

8,519	7,637	(882)
293	50	(243)
4,623	3,773	(850)
1,316	1,316	0

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	0	
200	(50)	
0	0	
0	0	
283	(856)	

0	(148)	Change in project requirements - Budget to be reprofiled
6	0	Additional Retention Costs
6	(148)	
6	(148)	

(260)	(25,454)	
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0	(882)	Deferred works to Burnt Oak Broadway flats whilst further option appraisals are being considered. Also revised roof replacement programme deferred works to 2015/16.
0	(243)	Retention held pending defects rectification, unlikely to be released in 14/15
0	(850)	Cancellation of redecoration works at West Hendon. Reduced budget required for Grahame Park windows.
0	0	

Capital Programme Description	Sub-Description
M&E/ GAS	
Voids and Lettings	
New Affordable Homes	
Housing - HRA	
Total Housing - HRA	
Total Capital Programme (Including schemes managed by schools)	

Current 2014-15 Budget (incl. Slippage and Substitutions)	2014-15 Forecast to year end	Variance from Revised Budget
14,101	14,326	225
1,980	1,980	0
6,832	2,900	(3,932)
37,664	31,982	(5,682)
37,664	31,982	(5,682)
149,103	117,707	(31,396)

Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
0	225	Additional Lift & water tank replacement projects brought forward to address underspend on other budget heads.
0	0	
0	(3,932)	Project progressing fast then anticipated
0	(5,682)	
0	(5,682)	
(260)	(31,136)	

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Street Scene	2014/15	Percy Road, North Finchley Park	Grant		£18		New addition to the programme
Street Scene	2014/15	Percy Road, North Finchley Park	S106		£65		New addition to the programme
Re delivery unit	2014/15	Bridge Assessment	Grant		£20		New bridge allocation
Commissioning Group	2014/15	Customer access Centre	Capital Receipt			(£2,992)	Slippage in line with project delivery 2014/15
Commissioning Group	2014/15	Community Centre	Revenue			(£253)	Project Briefly on hold, slippage in line with project delivery
Commissioning Group	2014/15	Depot Relocation	Capital Receipt			£465	Accelerated spend required due to new planning application and change control costs.
Children's Family Services	2014/15	Implementation of libraries Strategy	Capital Receipt			(£1,365)	Delays in project due to procurement and purchase timings
Children's Education and Skills	2014/15	Infant Free School Meals Capital Fund	Grant	DFE		(£4)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	TCF - Kitchen & Dining	Grant	Basic Needs		(£26)	Slippage required for potential costs in 15/16
Children's Education and Skills	2014/15	Primary Capital Programme	Capital Receipt			(£30)	Slippage required for payments due in 15/16
Children's Education and Skills	2014/15	Christ's College	Grant	Basic Needs		(£52)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Copthall	Grant	Basic Needs		(£39)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Compton	Grant	Basic Needs		(£61)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Needs	(£100)		Additional contractor costs
Children's Education and Skills	2014/15	Compton	Grant	Basic Needs	£100		Additional contractor costs
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - window replacement	Grant			(£4)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Cromer Road Primary School - dining hall, windows, roofing and external works	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Courtland Primary School - window replacement & roof renewal	Grant			(£4)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Underhill Primary School - roofing works	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Summerside Primary - Rewire design and tender, Electrical upgrade	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Friern Barnet Rewire & Electrical Upgrade	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - electrical upgrade	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Hampden Way Nursery & CC rewire	Grant			(£1)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - St Margarets Nursery & CC rewire	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Primary school	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Hollickwood Primary School (Junior) - boiler renewal	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Woodridge - boiler renewal	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Osidge - boiler renewal	Grant			(£3)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Chalgrove - mains water conversion	Grant			£0	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Friern Barnet - boiler renewal	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Dollis Junior - boiler renewal	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Foulds - boiler renewal	Grant			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Manorside - heating installation upgrade (pipework)	Grant			£0	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Foulds Primary School - Heating System Renewal	Grant			(£7)	Slippage required for retentions due for payment in 15/16

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Brookhill Nursery School - Heating System Renewal	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Church Hill Primary School - Main Boiler Plant Renewa	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Dollis Infant School - Main Boiler Plant Renewa	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Underhill kitchen	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Holly Park Kitchen	Grant			(£5)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 Woodcroft Kitchen	Grant			(£6)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Hollickwood School - Re-provide Dining Hall and Kitchen	Grant			(£450)	Slippage required - project timeline reprofile in to 15/16
Children's Education and Skills	2014/15	ModPri&Sec - Summerside - school 2 form entry (portakabins)	Grant		£27		Addition required for temporary building costs
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£27)		Addition required for temporary building costs
Children's Education and Skills	2014/15	ModPri&Sec - 11/12 - Holly Park Roof	Grant		(£2)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£2		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Edgware Infants roof and gutters	Grant		£0		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£0		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Moss Hall Infant and Junior roof Phase 2	Grant		(£3)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£3		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Bell Lane roof Phase 2	Grant		£1		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£1)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Edgware Infant School - Asbestos Removal	Grant		£1		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£1)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Boundary Wall	Grant		(£12)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£12		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - window replacement	Grant		£26		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£26)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Cromer Road Primary School - dining hall, windows, roofing and external works	Grant		(£167)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£167		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Courtland Primary School - window replacement & roof renewal	Grant		(£11)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£11		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Underhill Primary School - roofing works	Grant		(£64)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£64		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Bell Lane - Reception Refurb	Grant		£30		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£30)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Bell Lane - Boundary Wall	Grant		£20		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£20)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Martin Primary - Boundary Wall	Grant		£20		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£20)		Budget reprofile

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Summerside Primary - Rewire design and tender, Electrical upgrade	Grant		(£75)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£75		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Friern Barnet Rewire & Electrical Upgrade	Grant		(£126)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£126		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Brookland Infant and Junior Schools - Phase 1	Grant		(£42)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£42		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - electrical upgrade	Grant		£8		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£8)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Hampden Way Nursery & CC rewire	Grant		£44		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£44)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - St Margarets Nursery & CC rewire	Grant		£96		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£96)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Primary school	Grant		£226		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£226)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - Holly Park - Re-Wire	Grant		£45		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£45)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - Sunny Fields - Re-Wire - Design	Grant		£50		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£50)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 11/12 - Garden Suburb Boiler Room	Grant		£3		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£3)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13Claremont (Jr side) - Boiler Plant replacement	Grant		(£1)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£1		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Deansbrook Jr - Boiler Plant replacement	Grant		(£3)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£3		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Hollickwood - Boiler Plant replacement	Grant		(£16)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£16		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 12/13 - Manorside (Nursery) - Boiler Plant and heating replacement	Grant		(£1)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£1		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Hollickwood Primary School (Junior) - boiler renewal	Grant		£65		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£65)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Woodridge - boiler renewal	Grant		£23		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£23)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Osidge - boiler renewal	Grant		£63		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£63)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Chalgrove - mains water conversion	Grant		(£48)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£48		Budget reprofile

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Friern Barnet - boiler renewal	Grant		(£8)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£8		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Foulds - boiler renewal	Grant		£8		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£8)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Manorside - heating installation upgrade (pipework)	Grant		(£44)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£44		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Foulds Primary School - Heating System Renewal	Grant		£94		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£94)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Brookhill Nursery School - Heating System Renewal	Grant		£83		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£83)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Church Hill Primary School - Main Boiler Plant Renewa	Grant		£105		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£105)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Dollis Infant School - Main Boiler Plant Renewa	Grant		£110		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£110)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 13/14 - Underhill kitchen	Grant		(£14)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£14		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15Holly Park Kitchen	Grant		£200		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£200)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15Woodcroft Kitchen	Grant		£220		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£220)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 14/15 - Hollickwood School - Re-provide Dining Hall and Kitchen	Grant		£800		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£800)		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 11/12 - Danegrove Winsor Drive= Replace Mobiles	Grant		(£92)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£92		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 11/12 - Pupil Referral Unit - Meadway	Grant		(£2)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£2		Budget reprofile
Children's Education and Skills	2014/15	ModPri&Sec - 11/12 - Summerside - FSU	Grant		(£7)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£7		Budget reprofile
Children's Education and Skills	2014/15	DDA Allocation Holding Budget (Schools bid for) 13/14	Grant		(£161)		Budget reprofile
Children's Education and Skills	2014/15	DDA - Queenswell Junior	Grant		£45		Budget reprofile
Children's Education and Skills	2014/15	DDA - Brookhill Nursery	Grant		£4		Budget reprofile
Children's Education and Skills	2014/15	DDA - Moss Hall Infant	Grant		£42		Budget reprofile
Children's Education and Skills	2014/15	DDA - Childs Hill	Grant		£29		Budget reprofile
Children's Education and Skills	2014/15	DDA - Coppetts Wood	Grant		£7		Budget reprofile
Children's Education and Skills	2014/15	DDA - Foulds Primary	Grant		£8		Budget reprofile
Children's Education and Skills	2014/15	DDA - Courtland	Grant		£3		Budget reprofile
Children's Education and Skills	2014/15	DDA - Deansbrook	Grant		£25		Budget reprofile
Children's Education and Skills	2014/15	Emergency Reactive Works (13/14)	Grant		(£148)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£148		Budget reprofile
Children's Education and Skills	2014/15	Air Raid shelter works	Grant		(£2)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£2		Budget reprofile
Children's Education and Skills	2014/15	Emergency works	Grant		(£12)		Budget reprofile
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		£12		Budget reprofile
Children's Education and Skills	2014/15	Emergency Reactive Works (14/15) - Various	Grant		£150		Budget reprofile

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£150)		Budget reprofile
Children's Education and Skills	2014/15	Emergency Reactive Works (14/15) - Various	Grant		(£40)		Budget reprofile
Children's Education and Skills	2014/15	Coppetts Wood Sch, Asbestos, Gas and HWS Works	Grant		£40		Budget reprofile
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Needs		£2,352	Accelerated spend for Compton, Oaklodge and Bishops Douglas from 2015/16 Unallocated
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Needs	(£500)		Allocation for Bishops Douglas from 2015/16 Unallocated
Children's Education and Skills	2014/15	Bishops Douglas	Grant	Basic Needs	£500		Allocation for Bishops Douglas from 2015/16 Unallocated
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Needs	(£1,752)		Allocation for Oaklodge from 2015/16 Unallocated (Comparative costings & benchmarking)
Children's Education and Skills	2014/15	Oak Lodge Special School	Grant	Basic Needs	£1,752		Allocation for Oaklodge from 2015/16 Unallocated (Comparative costings & benchmarking)
Children's Education and Skills	2014/15	Oak Lodge Special School	Borrowing	Basic Needs		(£2,988)	Slippage in line with project time line
Children's Education and Skills	2014/15	Temporary Expansions - Allocated	Grant	Basic Needs		(£20)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Temporary Expansions - Unallocated	Grant	Basic Needs	(£978)		Allocation in line with requirement
Children's Education and Skills	2014/15	Danegrove Junior - Demountables	Grant	Basic Needs	£1		Budget reprofile
Children's Education and Skills	2014/15	Brunswick Park - demountables	Grant	Basic Needs	£0		Budget reprofile
Children's Education and Skills	2014/15	Claremont	Grant	Basic Needs	£159		Budget reprofile
Children's Education and Skills	2014/15	Queenswell Infants - modular classroom	Grant	Basic Needs	(£4)		Budget reprofile
Children's Education and Skills	2014/15	St Catherines	Grant	Basic Needs	£73		Budget reprofile
Children's Education and Skills	2014/15	Summerside - modular classroom	Grant	Basic Needs	£40		Budget reprofile
Children's Education and Skills	2014/15	Underhill infants - modular classroom	Grant	Basic Needs	(£4)		Budget reprofile
Children's Education and Skills	2014/15	Fairway Temp expansion	Grant	Basic Needs	(£35)		Budget reprofile
Children's Education and Skills	2014/15	Claremont - temp classroom	Grant	Basic Needs	(£224)		Budget reprofile
Children's Education and Skills	2014/15	Livingstone - internal remodelling	Grant	Basic Needs	(£8)		Budget reprofile
Children's Education and Skills	2014/15	Grasvenor - bulge class	Grant	Basic Needs	(£7)		Budget reprofile
Children's Education and Skills	2014/15	Northside - bulge class	Grant	Basic Needs	(£42)		Budget reprofile
Children's Education and Skills	2014/15	All Saints N20	Grant	Basic Needs	(£11)		Budget reprofile
Children's Education and Skills	2014/15	Holy Trinity	Grant	Basic Needs	(£40)		Budget reprofile
Children's Education and Skills	2014/15	St Vincents - Toilets	Grant	Basic Needs	£30		Budget reprofile
Children's Education and Skills	2014/15	Chalgrove School - modular Unit	Grant	Basic Needs	£250		Budget reprofile
Children's Education and Skills	2014/15	Monkfrith School - bulge class	Grant	Basic Needs	£50		Budget reprofile
Children's Education and Skills	2014/15	Manorside School - bulge class	Grant	Basic Needs	£70		Budget reprofile
Children's Education and Skills	2014/15	Mapledown - modular unit	Grant	Basic Needs	£200		Budget reprofile
Children's Education and Skills	2014/15	Livingstone - bulge class	Grant	Basic Needs	£80		Budget reprofile
Children's Education and Skills	2014/15	St Vincents - Buldge Class	Grant	Basic Needs	£150		Budget reprofile
Children's Education and Skills	2014/15	Pavilion Study Centre - Bulge Class	Grant	Basic Needs	£250		Budget reprofile
Children's Education and Skills	2014/15	Temporary Expansions - Unallocated	Grant	Basic Needs		£978	Accelerated spend in line with requirement
Children's Education and Skills	2014/15	Broadfields (Perm)	Capital Receipt	Basic Needs	(£334)		Budget reprofile
Children's Education and Skills	2014/15	Broadfields (Perm)	Revenue		(£7)		Budget reprofile
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Capital Receipt	Basic Needs	£334		Budget reprofile
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Revenue		£7		Budget reprofile
Children's Education and Skills	2014/15	Orion	Borrowing	Basic Need		(£202)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Orion Rebuild - 46735	Borrowing		(£1,500)		Budget reprofile
Children's Education and Skills	2014/15	Blessed Dominic - OPS - 46786	Borrowing		£1,500		Budget reprofile
Children's Education and Skills	2014/15	Moss hall Infants and Juniors	Borrowing			(£10)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Menorah Foundation	Capital Receipt			(£905)	Slippage required based on project plan
Children's Education and Skills	2014/15	Menorah Foundation	Borrowing			(£633)	Slippage required based on project plan
Children's Education and Skills	2014/15	St Mary's and St Johns	Grant	Basic Needs		(£146)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Oakleigh School	Borrowing			(£2)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Beis Yakov	Borrowing			(£25)	Slippage required for retentions due for payment in 15/16
Children's Education and Skills	2014/15	Wren Academy	Capital Receipt			(£297)	Slippage in line with project construction commencement
Children's Education and Skills	2014/15	Wren Academy	Borrowing			(£2,215)	Slippage in line with project construction commencement

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant	Basic Need	(£365)		Allocation for London Academy for site abnormalities from 2015/16 Unallocated
Children's Education and Skills	2014/15	London Academy	Grant	Basic Need	£365		Allocation for London Academy for site abnormalities from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant	Basic Need	(£250)		Allocation for Oak Hill Campus from 2015/16 Unallocated
Children's Education and Skills	2014/15	Oak Hill Campus	Grant	Basic Need	£250		Allocation for Oak Hill Campus from 2015/16 Unallocated
Children's Education and Skills	2014/15	Moss hall Infants and Juniors	Borrowing		(£94)		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Martin	Borrowing		£94		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Martin	Borrowing		£15		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Oakleigh School	Borrowing		(£15)		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Brunswick Park	Borrowing		£46		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Oakleigh School	Borrowing		(£46)		Budget reprofile within the same contract
Adults and Communities	2014/15	SWIFT	Grant		£500	(£300)	Budget reprofiled
Adults and Communities	2014/15	IT	Grant		(£500)		It project is part of Swift and therefore merging together.
Adults and Communities	2014/15	CCTV Installation	Revenue		£36		Installation costs of the new contract
HRA	2014/15	New Affordable Homes	Capital Receipt	HRA Capital Receipts		(£4,000)	Delays in project due to planning permission
HRA	2014/15	Granville Road	MRA			(£243)	Retention held pending defects rectification, unlikely to be released in 14/15
Re delivery unit	2014/15	BXC - Procurement	S106		£400		£400k Addition requested via S106
Re delivery unit	2014/15	Disabled Facilities Grant	Capital Receipt			(£400)	Reprofiling of budget - due to DFG being a demand driven service
Re delivery unit	2014/15	Disabled Facilities Grant	Borrowing			(£600)	Reprofiling of budget - due to DFG being a demand driven service
Re delivery unit	2014/15	Mill Hill East	Borrowing			(£300)	Reprofiling of budget
Re delivery unit	2014/15	Hendon Cemetery & Crematorium Enhancement	Capital Receipt			(£250)	Project is currently behind schedule
Re delivery unit	2014/15	Housing Association Development Programme - New Affordable Homes	S106			(£800)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Housing Association Development Programme - Catalyst Housing	S106		(£884)		Project to be deleted - Due to money secured from other sources
Re delivery unit	2014/15	Town Centre	Capital Reserve			(£1,900)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Thames Link Station	Capital Reserve			(£1,000)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Pothole Fund	Grant		£314		New allocation for Pothole fund
Re delivery unit	2014/15	Bus stop Accessibility	Grant		£500		Additional funding for Bust Stop Accessibility
Re delivery unit	2014/15	Air Quality Scheme	Grant		£43		
Re delivery unit	2014/15	Major Schemes	Grant		(£43)		
Children's Education and Skills	2014/15	Relocation of PRU	Grant	Basic Needs		£47	Accelerated spend required for feasibility
Children's Education and Skills	2014/15	DDA Allocation Holding Budget (Schools bid for) 13/14	Grant		(£39)		Re profiling of unawarded bid money
Children's Education and Skills	2014/15	DDA Allocation Holding Budget (Schools bid for) 14/15	Grant		£39		Re profiling of unawarded bid money
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£100)		Allocation for 2014/15 DDA bid
Children's Education and Skills	2014/15	DDA Allocation Holding Budget (Schools bid for) 14/15	Grant		£100		Allocation for 2014/15 DDA bid
Children's Education and Skills	2014/15	Modernisation (Unallocated)	Grant		(£60)		Allocation for Childrens Centre Maint & Risk Bid
Children's Education and Skills	2014/15	Childrens Centre Maintenance and Risk Provision (14/15) (Schools Bid For)	Grant		£60		Allocation for Childrens Centre Maint & Risk Bid
Children's Education and Skills	2014/15	Osidge	Borrowing		(£2,000)		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Monkfrith	Borrowing		£2,000		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Capital Receipt		(£229)		Allocation for Mill Hill East from 2015/16 Unallocated
Children's Education and Skills	2014/15	Mill Hill East	Capital Receipt		£229		Allocation for Mill Hill East from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Capital Receipt		(£105)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Revenue		(£7)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant		(£139)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's Education and Skills	2014/15	Orion	Capital Receipt		£105		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Orion	Revenue		£7		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's Education and Skills	2014/15	Orion	Grant	Dfe	£139		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant		(£316)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing		(£4)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant	Basic Needs	(£230)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	St Mary's and St Johns	Grant	Dfe	£316		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	St Mary's and St Johns	Borrowing		£4		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	St Mary's and St Johns	Grant	Basic Needs	£230		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant	Basic Need		£1,101	Accelerated spend Programme from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Revenue			£100	Accelerated spend Programme from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing			£344	Accelerated spend Programme from 2015/16 Unallocated
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Grant	Basic Need	(£256)		Additional needs of the project
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Revenue		(£100)		Additional needs of the project
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing		(£344)		Additional needs of the project
Children's Education and Skills	2014/15	Menorah Foundation	Grant	Basic Need	£256		Additional needs of the project
Children's Education and Skills	2014/15	Menorah Foundation	Revenue		£100		Additional needs of the project
Children's Education and Skills	2014/15	Menorah Foundation	Borrowing		£344		Additional needs of the project
Children's Education and Skills	2014/15	Orion	Borrowing		£0		
Children's Education and Skills	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing		£0		
Re delivery unit	2014/15	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	Development Reserve		(£200)		Movement to Street Scene for Signs & Lines
Street Scene	2014/15	Parking	Revenue	Development Reserve	£200		Movement to Street Scene for Signs & Lines
Re delivery unit	2014/15	Road Traffic Act - Controlled Parking Zones	s106		£29		New additions to the programme for Permit Exemptions
Re delivery unit	2014/15	Travel Plan Implementation	s106		£26		New additions to the programme for Travel Plans
Re delivery unit	2014/15	Infrastructure improvements	Grant		£645		Funding Adjustment
Re delivery unit	2014/15	Infrastructure improvements	S106		£51		Funding Adjustment
Re delivery unit	2014/15	Infrastructure improvements	Reserve		(£697)		Funding Adjustment
Re delivery unit	2014/15	Infrastructure improvements	Reserve			£696	Funding Adjustment
Re delivery unit	2014/15	Building Work	MRA		(£1,250)		Funding Adjustment
Re delivery unit	2014/15	Building Work	Borrowing		£1,250		Funding Adjustment
Re delivery unit	2014/15	Building Work	Borrowing			£2,500	Accelerated spend In line with Partnership agreement and work commencement
Children's Education and Skills	2014/15	St Joseph's RC Junior & St Joseph's RC Infants School	Grant	Targeted Basic Need		(£759)	Slippage required based on cash flow forecast for the watching brief.
Children's Education and Skills	2014/15	St Joseph's RC Junior & St Joseph's RC Infants School	Grant	Basic Need		(£380)	Slippage required based on cash flow forecast for the watching brief.
Children's Education and Skills	2014/15	Osidge	Grant	Targeted Basic Need	(£1,815)		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Osidge	Grant	Basic Need	(£140)		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Monkfrith	Grant	Targeted Basic Need	£1,815		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Monkfrith	Grant	Basic Need	£140		Change of Project approved by DFE/EFA
Children's Education and Skills	2014/15	Wren Academy	Grant	Targeted Basic Need		(£2,939)	Slippage in line with project construction commencement
Children's Education and Skills	2014/15	Wren Academy	Grant	Basic Need		(£488)	Slippage in line with project construction commencement
Children's Education and Skills	2014/15	London Academy	Grant	Targeted Basic Need		(£2,399)	Slippage in line with project construction commencement
Children's Education and Skills	2014/15	London Academy	Grant	Basic Need		(£1,000)	Slippage in line with project construction commencement
Children's Education and Skills	2014/15	Urgent Primary Places - Perm - Millbrook Park (MHE)	S106		£222		Amendment to order of funding - S106 ref 630, IO 20001053
Children's Education and Skills	2014/15	Urgent Primary Places - Perm - Millbrook Park (MHE)	Capital Receipt		(£222)		Amendment to order of funding
Re Delivery Unit	2014/15	General Fund Regeneration	Capital Receipt			(£2,000)	Delay in project - Budget to be re-profiled
Re Delivery Unit	2014/15	Mill Hill East	Borrowing			(£200)	Change in Project requirements - Budget to be realigned
Re Delivery Unit	2014/15	Graham Park Regeneration - Infrastructure Improvement	Grant	GAF		(£1,652)	Delay in project - Budget to be re-profiled

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Re Delivery Unit	2014/15	Graham Park Regeneration - Infrastructure Improvement	S106			(£908)	Delay in project - Budget to be re-profiled
Re Delivery Unit	2014/15	Graham Park Regeneration - Infrastructure Improvement	Revenue		£5		Revenue Contribution TFL
Re Delivery Unit	2014/15	Disabled Facilities Grant	Borrowing			(£550)	Demand led service - Budget to be re-profiled
Re Delivery Unit	2014/15	Disabled Facilities Grant	Revenue		£22		Revenue Contribution from Refunds & Housing Associations
Re Delivery Unit	2014/15	Disabled Facilities Grant	Grant		£29		DFG Grant
Re Delivery Unit	2014/15	Hendon Cemetery & Crematorium Enhancement	Capital Receipt			(£150)	Potential costs to be occurred in 2015-16 - Budget to Re-Profiled
Re Delivery Unit	2014/15	Empty Properties	Borrowing			(£2,000)	Demand led service - Budget to be re-profiled
Re Delivery Unit	2014/15	DECC	Grant	DECC		(£50)	Demand led service - Budget to be re-profiled
Barnet Group	2014/15	Hostel Refurbishment Programme	Capital Receipt			(£148)	Change in project requirements - Budget to be reprofiled
Barnet Group	2014/15	Alexandra Road	Capital Receipt	HRA	£6		Additional Retention Costs
HRA	2014/15	New Affordable Homes	Capital Receipt	HRA		£68	Project progressing fast then anticipated
HRA	2014/15	Major Works (excl Granv Rd)	MRA	MRA		(£882)	Delay in project - Budget to be re-profiled
HRA	2014/15	Regeneration	MRA	MRA		(£850)	Delay in project - Budget to be re-profiled
HRA	2014/15	M&E/ GAS	MRA	MRA		£225	Accelerated spend - Budget to be re-profiled
Commissioning Group	2014/15	Community Centre	Revenue		£100		Additional funding was agreed by the leader
Commissioning Group	2014/15	Community Centre	Revenue		£100		Contribution from RCCO increased due to new agreed settlement amount.
Commissioning Group	2014/15	Community Centre	Revenue			(£374)	Slippage in line with project profile
Commissioning Group	2014/15	Depot Relocation	Capital Receipt			£155	Accelerated spend to fund newly agreed SPIRS
Commissioning Group	2014/15	Asset Management	Borrowing		(£1,017)		Budget being split out between programme maintenance and compliance and condition
Commissioning Group	2014/15	Asset Management - Compliance & Condition	Borrowing		£1,017		Budget being split out between programme maintenance and compliance and condition
Re Delivery Unit	2014/15	Local Implementation Plan	Grant	TfL	(£785)		Underspend on completed 2013 schemes
Re Delivery Unit	2014/15	TFL 2014-15. Major Schemes	Grant	TfL	(£85)		Underspend on completed 2013 schemes
Re Delivery Unit	2014/15	CCTV Projects Retention	Capital Receipt			(£84)	Retention funds unlikely to be paid back this year
Street Scene	2014/15	Waste	Capital Receipt			(£218)	Reprofiled bin spend
Street Scene	2014/15	Weekly Collection Support Scheme	Grant	DCLG		(£250)	Reprofiled spend of WCSS grant.
Street Scene	2014/15	Lines and Signs	Revenue	Development Reserve		(£50)	Revised figure for an annual Signs & Lines programme. Slip forward amount to be used next year.
Adults and Communities	2014/15	Investing in IT	Grant	Community Capacity	(£500)		To correct error, the transfer of £500k to this project was applied twice.
Adults and Communities	2014/15	Investing in IT	Grant			(£500)	The linIT proposal was made at the end of September and is currently under review and therefore only partial costs could be considered as an accurate forecast of expenditure.
Adults and Communities	2014/15	CCTV Installations	Revenue	RCCO	£778		Monthly implementation costs of the new CCTV contract and ANPR costs
Children's Family Services	2014/15	Implementation of libraries Strategy	Capital Receipt			(£126)	Capital works at two sites to commence in 2015/16
Children's Education and Skills	2014/15	Modernisation - Woodcroft Kitchen	Grant		(£75)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Holly Park Kitchen	Grant		(£72)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Brookhill Nursery School - Heating System Renewal	Grant		(£22)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Foulds Primary School - Heating System Renewal	Grant		(£18)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Summerside Primary - Rewire design and tender, Electrical upgrade	Grant		(£11)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Childrens Centre Maintenance and Risk Provision (13/14)	Grant		(£8)		Unused budget in year
Children's Education and Skills	2014/15	Modernisation - Underhill Primary School - roofing works	Grant		£5		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Danegrove Primary School (Ridgeway) - window replacement	Borrowing		£11		Revised project costing

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					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Modernisation - Courtland Primary School - window replacement & roof renewal	Grant		(£2)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Cromer Road Primary School - dining hall, windows, roofing and external works	Grant		£0		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Hollickwood Primary School (Junior) - boiler renewal	Grant		(£19)		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Woodridge - boiler renewal	Borrowing		£1		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Osidge - boiler renewal	Borrowing		£2		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Chalgrove - mains water conversion	Borrowing		£3		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Church Hill Primary School - Main Boiler Plant Renewal	Borrowing		£28		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Dollis Infant School - Main Boiler Plant Renewal	Borrowing		£15		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Foulds - boiler renewal	Grant		£0		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Dollis Junior - boiler renewal	Grant		£25		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Hampden Way Nursery & CC rewire	Grant		£0		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Wessex Gardens Primary school	Grant		£0		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Wessex Gardens Boundary Wall	Grant		£1		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Danegrove Winsor Drive= Replace Mobiles	Grant		£2		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Underhill kitchen	Grant		£10		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Danegrove Primary School (Ridgeway) - electrical upgrade	Grant		£11		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Bell Lane - Reception Refurb	Borrowing		£23		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Friern Barnet - boiler renewal	Grant		£34		Revised project costing
Children's Education and Skills	2014/15	Modernisation - Summerside - FSU	Grant		£100		Due to delay in agreeing final account costs
Children's Education and Skills	2014/15	Modernisation - Frith Manor - Defect Rectification	Grant		£37		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Frith Manor - Defect Rectification	Capital Receipt		£104		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Frith Manor - Defect Rectification	Borrowing		£8		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Unallocated	Capital Receipt		(£104)		New project allocation for Frith Manor
Children's Education and Skills	2014/15	Modernisation - Unallocated	Borrowing		(£525)		New project allocation for Frith Manor and revised project costings
Children's Education and Skills	2014/15	Modernisation - Moss Hall Roof	Borrowing		£300		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Friern Barnet - Fire alarm	Borrowing		£40		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Holly Park - Boiler Renewal	Borrowing		£95		New project allocation from unallocated
Children's Education and Skills	2014/15	Modernisation - Unallocated	Revenue	other contribution	£2		Contribution from school towards the works (47434)
Children's Education and Skills	2014/15	Modernisation - Danegrove Primary School (Ridgeway) - window replacement	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Cromer Road Primary School - dining hall, windows, roofing and external works	Grant			£2	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Courtland Primary School - window replacement & roof renewal	Borrowing			(£1)	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Underhill Primary School - roofing works	Grant			£1	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Bell Lane - Reception Refurb	Borrowing			(£1)	Adjustment to retention figure due in 2015/16

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Modernisation - Summerside Primary - Rewire design and tender, Electrical upgrade	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Danegrove Primary School (Ridgeway) - electrical upgrade	Borrowing			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Hampden Way Nursery & CC rewire	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - St Margarets Nursery & CC rewire	Borrowing			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Wessex Gardens Primary school	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Hollickwood Primary School (Junior) - boiler renewal	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Friern Barnet - boiler renewal	Borrowing			(£1)	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Dollis Junior - boiler renewal	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Foulds - boiler renewal	Grant			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Foulds Primary School - Heating System Renewal	Grant			£5	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Brookhill Nursery School - Heating System Renewal	Grant			£4	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Underhill kitchen	Borrowing			£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Holly Park Kitchen	Grant			£2	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Modernisation - Woodcroft Kitchen	Grant			£2	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Holy Trinity	Grant		£30		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - St Vincents - Toilets	Grant		(£10)		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Chalgrove School - modular unit	Grant		(£23)		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Monkfrith School - bulge class	Grant		(£28)		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Manorside School - bulge class	Grant		(£31)		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Pavilion Study Centre - Bulge Class	Grant		(£9)		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - All Saints N20	Grant		£11		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - St Vincents - Mapledown - modular unit	Grant		£10		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - St Vincents - Bulge Class	Grant		£10		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Woodridge Modular Building – Final Payments	Grant		£2		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Unallocated	Grant		£38		Revised project costings
Children's Education and Skills	2014/15	Temporary Expansions Unallocated	Grant			(£38)	Budget not required in 14/15
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Chalgrove School - modular unit	Grant	Basic Need		£1	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Monkfrith School - bulge class	Grant	Basic Need		£1	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Manorside School - bulge class	Grant	Basic Need		£1	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Temporary Expansions Allocated - Pavilion Study Centre - Bulge Class	Grant	Basic Need		£1	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Orion Rebuild	Borrowing		£250		Interproject budget re-alignment
Children's Education and Skills	2014/15	Blessed Dominic - OPS	Borrowing		(£250)		Interproject budget re-alignment
Children's Education and Skills	2014/15	Orion Rebuild	Borrowing		(£371)		Interproject budget re-alignment
Children's Education and Skills	2014/15	Temporary Accomodation - OPS	Borrowing		£371		Interproject budget re-alignment
Children's Education and Skills	2014/15	Moss Hall Infants and Juniors	Borrowing		(£14)		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Brunswick Park	Borrowing		(£7)		Budget reprofile within the same contract

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's Education and Skills	2014/15	Oakleigh - Increase capacity	Borrowing		£21		Budget reprofile within the same contract
Children's Education and Skills	2014/15	Orion Rebuild	Borrowing			£6	Amendment to retention figure
Children's Education and Skills	2014/15	Millbrook Park (MHE)	S106			(£21)	Amendment to retention figure
Children's Education and Skills	2014/15	Moss Hall Infants and Juniors	Borrowing			(£22)	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Brunswick Park	Borrowing			£25	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Martin Primary	S106			(£1)	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Oakleigh - Increase capacity	Borrowing			£38	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Borrowing			£245	Budget required for London and Wren Academies
Children's Education and Skills	2014/15	Wren Academy	Borrowing		£200		Budget to be increased for ICT
Children's Education and Skills	2014/15	Wren Academy	Borrowing			(£200)	ICT not required until 2015/16
Children's Education and Skills	2014/15	London Academy	Borrowing		£45		Budget to be increased for removal of demountables
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Borrowing		(£245)		Budget allocation for Wren and London Academies
Children's Education and Skills	2014/15	London Academy	Borrowing			(£2,000)	Budget reprofile in line with offsite construction start date
Children's Education and Skills	2014/15	Monkfrith	Borrowing			(£2,000)	Budget reprofile in line with construction start date
Children's Education and Skills	2014/15	Monkfrith	Grant	Basic Needs		(£140)	Budget reprofile in line with construction start date
Children's Education and Skills	2014/15	Monkfrith	Grant	TBN		(£1,315)	Budget reprofile in line with construction start date
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Grant	Dfe	£139		Adjustment to funding type
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Grant	Dfe	£316		Adjustment to funding type
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Grant	Dfe	(£139)		This is DFC contribution and is not part of the School expansion programme.
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Grant	Dfe	(£316)		This is DFC contribution and is not part of the School expansion programme.
Children's Education and Skills	2014/15	Orion	Grant	Dfe	(£139)		Adjustment to funding type
Children's Education and Skills	2014/15	St Mary's and St John's	Grant	Dfe	(£316)		Adjustment to funding type
Children's Education and Skills	2014/15	Orion	Borrowing		£139		Adjustment to funding type
Children's Education and Skills	2014/15	St Mary's and St John's	Borrowing		£316		Adjustment to funding type
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Borrowing		(£139)		Adjustment to funding type
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Borrowing		(£316)		Adjustment to funding type
Children's Education and Skills	2014/15	Urgent Primary Places Permanent Expansions Unallocated	Borrowing			£455	Adjustment to funding type
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Need		£190	Budget required for Christ's College
Children's Education and Skills	2014/15	Christ's college	Grant	Basic Need	£190		Budget allocation for Christ's College
Children's Education and Skills	2014/15	Permanent Secondary Expansion Programme Unallocated	Grant	Basic Need	(£190)		Budget allocation for Christ's College
Children's Education and Skills	2014/15	Christ's college	Grant	Basic Need		£2	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Copthall	Grant	Basic Need		£0	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Compton	Grant	Basic Need		(£2)	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	Oak Lodge Special School	Borrowing			(£12)	Budget reprofile in line with offsite construction start date
Children's Education and Skills	2014/15	Oak Lodge Special School	Grant	Basic Need		(£1,323)	Budget reprofile in line with offsite construction start date
Children's Education and Skills	2014/15	Infant Free School Meals Capital Fund	Grant	DFE	(£5)		Project reprofile
Children's Education and Skills	2014/15	Deansbrook Dining Hall Extension	Grant	DFE	£5		Project reprofile
Children's Education and Skills	2014/15	Deansbrook Dining Hall Extension	Grant	DFE		£4	Adjustment to retention figure due in 2015/16
Children's Education and Skills	2014/15	East Barnet/JCOSS Changing Facilities	Borrowing			(£125)	Works to take place in the spring when ground conditions will be suitable
Children's Education and Skills	2014/15	East Barnet playing field	Borrowing			(£50)	Works to take place in the spring when ground conditions will be suitable
Re Delivery Unit	2014/15	BXC - Funding for land acquisition	S106	Developer contribution		£8,000	
Children's Education and Skills	2014/15	TCF - Kitchen & Dining	Grant	Basic Need	(£67)		Kitchen & Dining movement to Kitchen & Dining in the Modernisation Programme
Children's Education and Skills	2014/15	Modernisation	Grant	Basic Need	£67		Kitchen & Dining movement to Kitchen & Dining in the Modernisation Programme

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if Slippage/ Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Street Scene	2014/15	Old Court House - public toilets	S106			(£40)	Possible slippage due to café tenant issues
Street Scene	2014/15	Park Infrastructure	Borrowing			(£138)	Hendon CP, Vic Park Tennis, Cophthall & play areas costs in 11202
Street Scene	2014/15	Percy Road, North Finchley Park	S106			(£65)	Project due to be delivered in April/May
Street Scene	2014/15	Play & sports facilities in Stonegrove or Edgwarebury Park	S106			(£75)	Delay - No contractor to deliver
Street Scene	2014/15	New play equipmnet Watling Park	S106			(£20)	Possible slippage due to contract issues
					(£260)	(£31,136)	

EXPENDITURE								
Open Projects	Total Budget	PRIOR YEAR SPEND	2014/15 Actual to month 6	2014/15 Projected	2015/16 Projected	Total Spend to 2014/15 & future years	Variance	Comments
Early Intervention CCTV	510,000	299,852		97,148		397,000	(113,000)	Project due to close and final invoices expected.
	281,353	243,708	49,569	37,645		281,353	0	
Health & Social Care Integration	100,000	68,026	44,450	44,450		112,476	12,476	Budget fully committed. Gap will be covered by income on Adults and communities transformation programme below.
Review of the Mortuary Service	70,000	25,415	32,256	44,585.07		70,000	0	Business case has been submitted for review which requests full use of these funds plus an additional sum for implementation if successful, with positive ROI.
Review of the Registrars Service	199,645	109,405	11,074	55,228		164,633	(35,012)	The project is in closedown stages.
Safer Communities	287,300	169,449	80,250	107,000		276,449	(10,851)	Quarterly payments of £26,750.00 to Home Start Barnet
Strategic Review of Sports & Leisure Activity	870,400	261,011	43,510	329,389		730,400	(140,000)	New budget for the pre-procurement phase (21/07/2014-28/02/2015) is £330k, approved by the project board. Savings achieved through reduced cost of the feasibility study.
Contingency - 2013/14 Programmes	13,000	-		13,000		13,000	0	
Streetscene - Greenstreets and Waste (Phase 2)	316,481	-	178,608	316,481		316,481	(0)	This overspend will be offset by £200k Streetscene Delivery programme budget. Further stage of delivery will require additional drawdown.
Education and Skills - Complex Needs and SEN	659,000	263,436		395,564		659,000	-	Underspend to offset against Family services.
Family Services Transformation Programme	1,724,300	490,285	106,072	1,265,015		1,755,300	31,000	Due to requirement for quality assurance work to support Delivering Outstanding services workstream. There has also been a requirement for additional resource around fostering.
Adults and Communities transformation programme	870,710	64,160	390,107	798,364		862,524	(8,186)	Full review in progress.
Parking	302,000	150,506	9,348	151,494		302,000	0	New system, consultation and activity to develop parking policy.

Open Projects	Total Budget	PRIOR YEAR SPEND	2014/15 Actual to month 6	2014/15 Projected	2015/16 Projected	Total Spend to 2014/15 & future years	Variance	Comments
Connecting with Barnet	271,000	21,200	80,095	249,800		271,000	0	
Priorities and Spending Review	300,022	248,322	29,160	29,160		277,482	(22,541)	Project has ended in August. No further costs expected
Commissioning budget	750,000	197,026	116,190	302,974	250,000	750,000	-	There is a small possibility that the spend may be accelerated on this, but further details are unknown at this stage.
Early Years	46,000	-	27,963	85,000		85,000	39,000	\$
Education and Skills	300,000	-	36,858	300,000		300,000	-	
Portfolio, PMO and workforce	1,440,017	19,200	112,575	1,270,363	150,454	1,440,017	0	Includes PMO costs, leadership academy, TU transformation costs, change management and assumed additional HR capacity
Smarter Working	160,000	-	103,087	103,087	-	103,087	(56,913)	Forecasts for phase 2 are currently being worked on as majority of spend should be funded from CSG Estates.
Total	12,590,708	5,750,482	1,451,172	5,995,747	400,454	12,286,683	(304,025)	

APPENDIX F: Prudential Indicator Compliance

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 2014/15 %
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 30/09/14	% Fixed Rate Borrowing as at 30/09/14	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 30 SEPTEMBER 2014 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
	Local Authorities				£
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
2000011445	Greater London Authority	01-Apr-14	01-Apr-16	1.04	10,000,000
2000011463	Glasgow City Council	27-Nov-13	27-Nov-14	0.80	10,000,000
2000011488	Warrington Brough Council	15-Apr-14	15-Oct-15	1.00	5,000,000
2000011502	Gwent CC	01-Aug-14	03-Aug-15	1.10	3,000,000
2000011505	Lancashire CC	22-Jul-14	21-Jul-15	0.70	5,000,000
2000011506	Newcastle City Council	30-Jul-14	29-Jul-15	1.00	5,000,000
2000011510	Lancashire CC	15-Sep-14	16-Mar-15	0.65	5,000,000
					60,000,000
	Money Market Funds				
2000011284	Goldman Sachs	14-May-13		0.36	3,600,000
2000011251	Aviva	06-Sep-13		0.38	6,250,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	22,800,000
2000011377	Invesco	07-May-13		0.32	3,600,000
					36,250,000
	Money Market Funds Non specified				
2000112434	Federated Prime Rate Cash	15-May-13	15-May-15	0.70	10,000,000
	UK Banks & Building Societies				
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.40	12,500,000
2000011476	BARCLAYS COMMERCIAL BANK	07-Feb-14	CALL A/C	0.50	25,000,000
2000011485	LLOYDS BANK PLC	09-Apr-14	09-Apr-15	0.95	5,000,000
2000011486	LLOYDS BANK PLC	10-Apr-14	10-Apr-15	0.95	5,000,000
2000011490	LLOYDS BANK PLC	15-Apr-14	15-Apr-15	0.95	2,500,000
2000011500	LLOYDS BANK PLC	03-Jun-14	03-May-15	0.95	2,500,000
2000011509	LLOYDS BANK PLC	15-Sep-14	31-Mar-15	0.70	10,000,000
2000011481	NATIONWIDE BUILD. SOC.	21-Mar-14	31-Mar-15	0.70	5,000,000
2000011496	NATIONWIDE BUILD. SOC.	21-Mar-14	20-Mar-15	0.81	10,000,000
2000011508	NATIONWIDE BUILD. SOC.	15-Aug-14	16-Feb-15	0.64	10,000,000
2000011494	STANDARD CHARTERED BANK	29-Apr-14	29-Apr-15	0.80	10,000,000
2000011378	Co-op Bank Public Reserve	30-Sep-14	01-Oct-14	0.38	337,000
					97,837,000
	Non UK Banks & UK Building Societies				
2000011498	AUSTRALIA and NEW ZEALAND BANK	27-May-14	27-Nov-14	0.53	5,700,000
2000011499	COMMONWEALTH BANK OF AUSTRALIA	30-May-14	29-May-15	0.67	7,700,000
2000011501	COMMONWEALTH BANK OF AUSTRALIA	03-Jun-14	03-Jun-15	0.66	1,200,000
2000011503	COMMONWEALTH BANK OF AUSTRALIA	17-Jun-14	17-Jun-15	0.82	5,400,000
2000011504	NATIONAL AUSTRALIA BANK	18-Jun-14	18-Dec-14	0.47	5,200,000
					25,200,000
		Sep-14	Average rate of return	0.70	229,287,000

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Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.			
		Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments. Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.			
		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 Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.			
		Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes.			

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Waste Management and Sustainability ORG0011: without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.	Major 4 Possible 3 Medium High 12	Preventative: In-house delivery with stretch model underway commencing from October 2013. NLWA partnership Detective: Performance Indicators for recycling and customer satisfaction. Waste project planning commencing April 2014 - review of wide range of potential service changes and improvements to deliver PSR savings and performance.	Treat	Quarterly	Major 4 Possible 3 Medium High 12
Financial Position ORG0025: 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 services.	Major 4 Possible 3 Medium High 12	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. Policy and Resources Committee received a report on 10 June which sets out the financial challenge for the Council and the process to meet this challenge. Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.	Treat	Quarterly	Moderate 3 Unlikely 2 Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<u>Resident Engagement ORG0029:</u> Failure to engage properly with Residents.	Moderate 3 Possible 3 Medium High 9	Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group. Consultation strategy and transparency commitment confirmed at first meeting of Policy and Resource Committee. 3rd sector strategy/ community resilience Social media – alternative methods of engaging with residents to be explored through future updates to the website Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.	Treat	Quarterly	Moderate 3 Unlikely 2 Medium Low 6
<u>People ORG0036:</u> 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.	Major 4 Possible 3 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: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles	Treat	Quarterly	Moderate 3 Possible 3 Medium High 9

Risk	Current Assessment Impact Probability Rating		Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
			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.			
<u>Information Management</u> <u>ORG0037:</u> There is a risk we will not be able to get appropriate data and information through insight, self-service to support the customer access strategy	Major 4	Possible 3	IM Strategy approved and includes a Data Quality Work stream. Preventative: Fair processing notices to enable us to compliantly get data we want. Beginning to understand data sources and constraints on them Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly 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	Treat	Quarterly	Major 4 Unlikely 2 Medium High 8
<u>Barnet's position as a prosperous Suburb ORG0038</u> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.	Major 4	Possible 3	Preventative: Develop 21st century suburb vision joining up the relevant strategies/initiatives West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis. Detective: Regular meetings with place based	Treat	Quarterly	Major 4 Unlikely 2 Medium High 8

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		services already exist to discuss strategies (housing, street scene) - will ensure effective monitoring and on-going identification of risks, opportunities and dependencies.			
Homelessness ORG0039: There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.	Major 4	<p>Preventative: Developing plans around three areas:</p> <ul style="list-style-type: none"> - increasing prevention activities, including joint working with job centre plus - increase opportunities of affordable housing supply - Develop options of affordable supply in more affordable locations <p>Detective: Welfare and Benefit Programme (including partners) in place to determine impact, performance indicators in place to monitor impact. A mitigation plan is being implemented</p> <p>Barnet Homes as approved by Strategic Commissioning Board and the Delivery Board. The Delivery Board is monitoring monthly. A Barnet Homes project board including the lead Commissioner and Contract Manager is overseeing the delivery of a range of interventions to boost supply and reduce demand. Numbers in EA have started to fall, from 638 in Q2 to 549 in Q3. The cost of mitigations and of the additional emergency accommodation is to be met from existing reserves.</p>	Treat	Quarterly	Moderate 3
	Possible 3				Unlikely 2
	Medium High 12				Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Safeguarding Incident ORG0040: If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.	Major 4 Possible 3 Medium High 12	Preventative: SCB Assurance Safeguarding Protocol Regular meeting and information sharing Family Service transformation Programme Children's, Education, Libraries and Safeguarding Committee in the new governance model Local Safeguarding Children's Board (LSCB), new chair and work programme Detective: Mock OFSTED inspection Safeguarding Peer Review	Treat	Quarterly	Major 4 Unlikely 2 Medium High 8
Commissioning Approach ORG0041: If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.	Major 4 Possible 3 Medium High 12	The Council's Commissioning Plans and priorities to 2020 are being developed and will go to Policy and Resources Committee on 2 December alongside the Council's draft Corporate Plan and Medium Term Financial Strategy. Following agreement of the above revised Management Agreements will be developed which focus on how the longer-term priorities of the Councils Corporate plan will be achieved with meaningful qualitative performance indicators that are linked to outcomes. The means of reviewing the achievement of outcomes will be taken forward over the next 6 month as new Commissioning Plans and Management Agreements are developed.	Treat	Quarterly	Major 4 Unlikely 2 Medium High 8

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CSG SCHOOLS HR SERVICE UPDATE

1. Executive Summary

- 1.1 On 1st April 2014 the Councils Schools HR service was relocated to Carlisle as part of the planned CSG transformation improvements and contribution to the £126m of savings that Capita committed to within the CSG contract. A local presence was also maintained in Barnet to provide schools with employee relations advice and forums and user groups with schools.
- 1.2 As part of this transformation, a new a new HR system was introduced called “My View”. At the Performance and Contract Management committee on 23 July 2014 it was highlighted that a number of issues with the new system had been reported by schools, in particular in relation to its functionality, usability and the time taken to complete actions. There was a perception that the system had not been adequately tested and that schools now found it harder and more time consuming to find and input data. CSG was therefore asked to report back to this committee with further information on the issues and to set out what improvements have been implemented or progressed.
- 1.3 This report sets out the background and provides an update on these matters raised at the Performance and Contract Management Committee meeting of 1st September, along with timeframes for their resolution.

2. Background

- 2.1 There were a number of drivers for the move of payroll administration to Carlisle and the implementation of the new “My View” system, these included:
 - **Flexibility** – the Carlisle centre is a national centre of excellence for Capita HR Schools services and by using it for the provision of services for Barnet we are able to offer flexible staffing based on demand, provide greater resilience and pass on the benefits of existing experience and platforms
 - **New Technology** – Service enhancements through the use of wider capacity processes and systems, specifically the MyView modules, will help automate previously manual processes and self-service reporting will allow schools to access information more effectively and quickly.
 - **Cost savings** – The CSG contract is already contributing £126m towards the Council’s current MTFS savings including significant savings as a result of reducing manual tasks and reducing the calls and operating costs of the HR service.

- 2.2 The outcome of the HR Schools Service transformation is to ensure that those schools who can self serve do so and that those schools who still need to call Capita get an efficient, high quality service where the person that they speak to knows who they are, understands the history of the issue or enquiry and owns the completion of their enquiry as far as possible.

3. Reported issues

- 3.1 The schools fed back that there were a number of issues with the new systems, these included:
- Processing transactions in MyView took too long – (e.g. timesheet input/ navigation of system)
 - Schools wanted closer engagement on system developments
 - Schools wanted one user log-on for the 2 systems, ResourceLink and MyView
 - Schools wanted the staff establishment list reports as previously provided
 - Schools wanted access to additional information , for e.g. (continuous service of staff), and
 - Schools wanted visibility of the named Schools Business Manager

4. Context

It should be noted that as part of the aim of the transformation we were seeking to remove manual processes and paper entries as processing these caused delays for the schools and naturally led to more errors.

5. Mitigating actions

CSG committed to address all the issues and to develop a closer working with school representatives through:

- A Newsletter specifically addressing the issues prior to the 2014 summer closure, explaining developments in progress and dates when these will be available. This was issued on 8th September.
- A review of the system with service users to determine further improvements in system configuration, this was undertaken at St Marys CE High School 24 July 2014
- Establishing a Forum with group of school representatives from September 2014 to discuss service improvement implementation Some Super Users from schools volunteered to work with us to help identify issues and ensure all captured and in progress

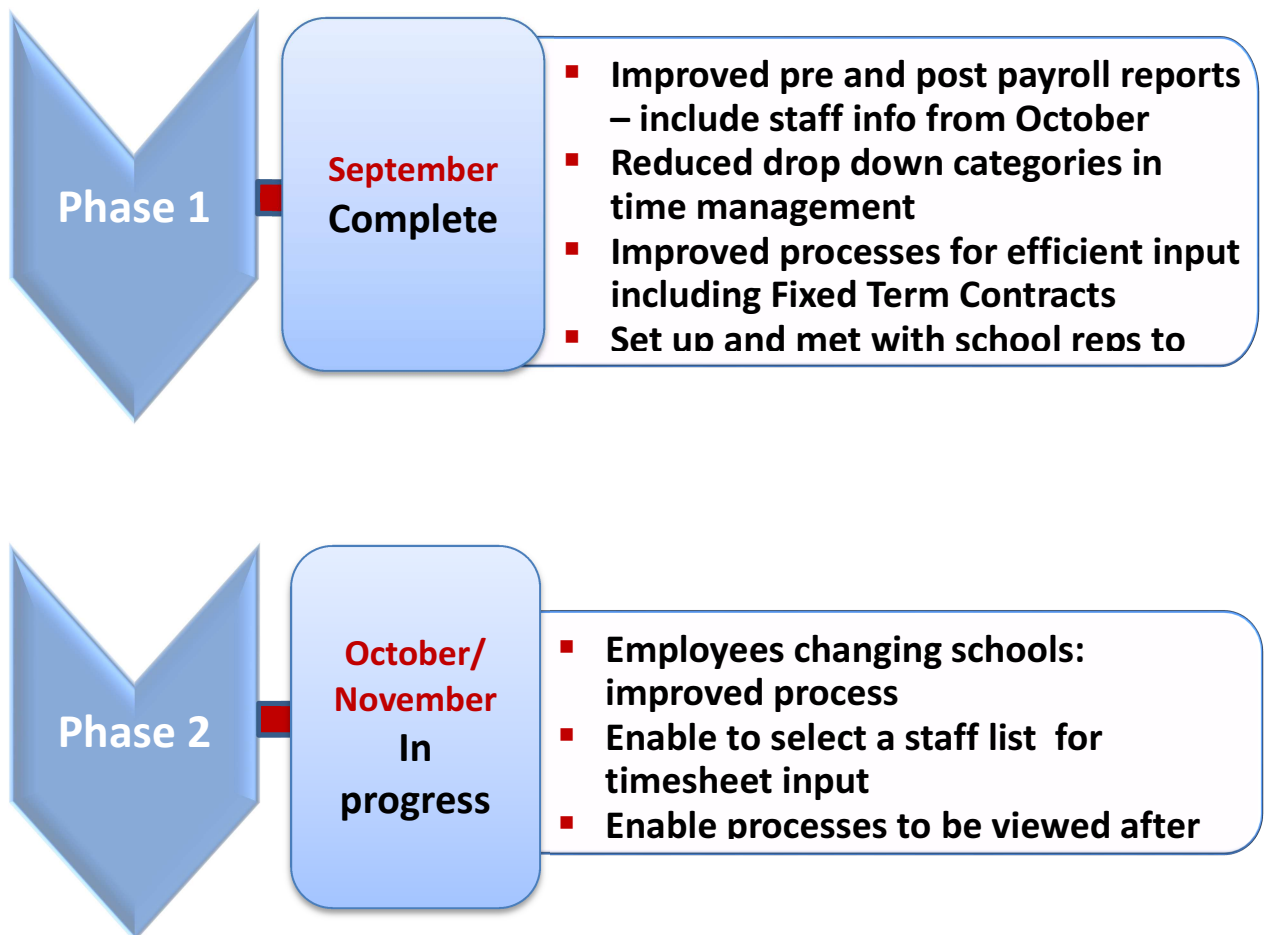
- CSGs Schools Business Manager, Kim Garrood – to attend forums, and increase visibility

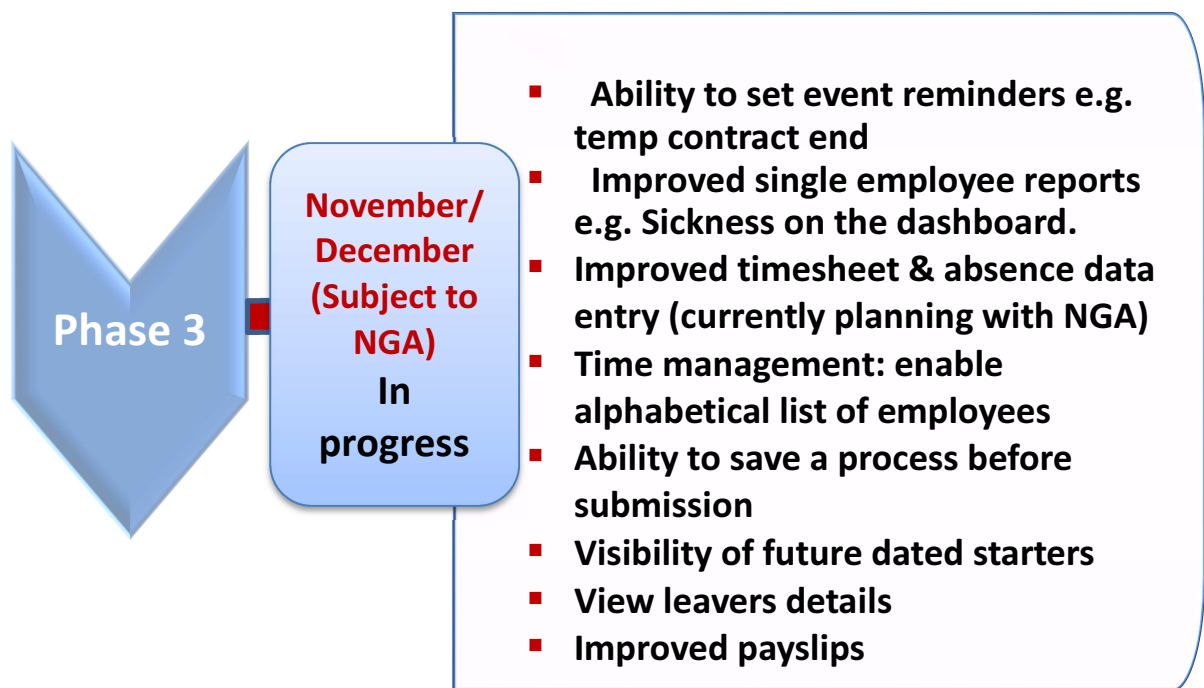
6. Progress to date

Since September CSG has undertaken a number of activities as follows:-

6.1 System Developments

Since the committee meeting in July there has been a number of system developments introduced, as well as progress made to towards further improvements. The implementation of the system improvements have been phased in 3 releases as follows:-





NorthgateArinso (NGA), are the payroll software provider, who CSG are working with to develop improvements to their MyView system. As such, there is a dependency upon NGA to deliver these within the timescales requested. The implementation dates for the developments in Phases 2 and 3 above are therefore provisional, pending confirmation from NGA. Any changes in delivery dates will be communicated to the schools.

Whilst system developments have been in progress, CSG has been mindful of feedback from schools regarding the time it is taking them to process transactions on line. As an interim, schools have been given the option to submit forms to the payroll service in Carlisle notifying them of required changes, and for the Carlisle team to input these on their behalf. For information there has been a very low take up of this, and schools are still using the system to process transactions.

A number of schools who advised of the slow speed of the system have been asked to provide specific feedback so this can be reviewed by NGA.

6.2. Schools Engagement

A forum of School Business Managers, representative of a cross section of Barnet schools has been formed. There are 11 schools represented, as well as members of the schools finance service. The first meeting was held on the 24th September 2014. This proved extremely helpful in obtaining feedback from system users, and provided an opportunity to discuss and review planned developments.

The next session is planned for the 13th November 2014 and will also be attended by the Technology Product Manager, and Managing Director, for Capita HR Solutions who wish to receive feedback direct from users of the HR & Payroll systems which will help inform future developments.

In addition, CSG are keen to increase the level of face to face engagement with key stakeholders within schools. Representatives from the HR & Payroll Service, and the Schools Services Manager attended a meeting of School Business Managers on the 21st October 2014 to discuss system developments and respond to queries for the managers. CSG welcome the opportunity to engage with schools in these forums and are exploring further opportunities to attend other networking sessions with school representatives.

6.3. Communications with Schools

CSG recognise the importance of ensuring schools are aware of the actions in progress to improve the functionality of the systems, and as such issued its 2nd edition of the "Service Development Newsletter" in September 2014, with the 3rd one planned for issue in November 2014.

All system users were provided with a User Guide and an opportunity to attend training sessions in March/April 2014 as part of the system implementation. It is intended that as the system developments are implemented these guides will be updated to reflect changes in the systems, and support will be offered to system users to ensure they are aware of any changes in the processes.

In addition the HR & Payroll Termly Newsletter was issued to schools in September 2014. This is delivered as part of the traded services, and provides schools with information and advice on all HR and payroll aspects within the Education sector, as well as advertising training events.

6.4 Schools Feedback so Far

Feedback to date from schools representatives is that they welcome the improvements advised, as their frustrations are with the systems, particularly the time it takes to process transactions; and the fact that the processes within the system are "clunky".

There has been positive feedback in the meeting on the 24th September and the 21st October on the developments planned. In particular the schools have welcomed the report providing staffing information. This will be available for schools for the October payroll. A number of schools have also provided positive feedback on the customer service provided by the delivery team in Carlisle.

We recognise that a number of schools are reviewing the provision of services for 2015/6, and experiences to date may influence their decision on who to

purchase services from. We are very keen for schools to be able to experience the improvements planned for MyView so that they can make informed decisions.

7. Conclusion

- 7.1 There were a number of issues occurred during the early months of the new service, some of which could have been managed better had there been longer timescales for engaging with schools, and refining the system functionality to improve school user experience and timescales for processing transactions.
- 7.2 There is a rigorous programme of system developments in place, a number of which have been implemented, and others due for implementation in the next three months.
- 7.3 The increased engagement with schools, in particular through the payroll forum will support the identification of further system enhancements for 2015.
- 7.4 CSG apologises for the issues that Schools have experienced during these challenging months but hopes that the committee accepts that it is taking appropriate action and has acted promptly to address the issues since the last committee.
- 7.5 CSG, and specifically Capita HR Solutions are committed to improving the system functionality and thereby the experience for school users.

Council Tax procedures - reviewing a Single Person Discount

A query has been raised in relation to letters recently sent out by the Revenues and Benefits Service in relation to the resident's eligibility to Single Person Discounts (SPDs). This query included a request for clarification against a number of observations noted by Councillor Cooke below, the letter was dated the 22 September 2013.

- with salutation 'Dear' and then his surname with no title or forename
- requiring a reply within only 14 days of the date of the letter with no allowance for the date received being after the date of the letter or for the resident possibly being away
- threatening to remove the discount (previously applied for and approved) if no reply was received when stipulated
- providing no envelope or postage for the reply so answering the Council's unsolicited query would be at the resident's expense
- stating that any telephone call to query the letter would be charged to the resident (at local rate)

The letters were sent as part of a review that is undertaken every year in line with best practice across all Councils. This annual survey has been undertaken for a number of years prior to the CSG contract being signed. The Review is undertaken to ensure that SPD is being correctly claimed by the Council Tax payer. This protects the Authority from fraudulent claims, from discounts continuing to be applied where a customer's circumstances may have changed or where the Council Tax payer has simply forgotten to advise us that the SPD is no longer valid as other people are now resident in the house and the full Council Tax should be paid.

These letters are not sent to all those claiming the 25% discount. We undertake some filtering prior to issuing the review documents. This is done using the data held in the Council Tax system on what households have a SPD in place and matching this with data provided by Equifax. Equifax are a credit rating agency who use data provided by customers which is shared with their agreement and allows us to assess how many people may live in a household based on activity. The cross match they provide indicates the likelihood that there is only one person in a household and therefore that the SPD had been correctly applied, giving a green flag, or that other residents may be in the house based on the credit activity at the address in which case an amber or red flag is returned. No personal information is exchanged and only household level data is used.

This information itself cannot however be guaranteed to reflect the occupancy at the premises as members of the family may live away from the address but still use it for credit applications (for example students). This is why we send a review letter requesting a validation of our findings. The letter always gives customers 14 days to respond and although this is not set within 14 days this timeframe is widely used across all our discount reviews as an acceptable time frame to respond in.

No reply paid envelopes are provided with the review forms, this is consistent with previous years and was the case prior to CSG running the service.

The publication on the notice of call charges is also standard on all our correspondence from Revenues and Benefits. This is meant to provide reassurance that customers will be charged at a local rate call, not any premium rate (as often used by retailers) and equally not a higher rate because they are calling the Coventry Contact centre provided by CSG.

Unfortunately the date of the review letter we issues was shown as 2013. This was an error and we apologise for this. As soon as this was identified we ensured that the CSG contact centre was made aware of this so that they could confirm to customers who contacted them that the review was correct and they needed to respond to the letter.

We have also been advised of some examples of missing names on letters where the salutation showed as "Dear' and then a surname with no title or forename. While this is not ideal, the letters are based on the information held on the Council Tax system which does not in all cases hold a title or forename if we have not been provided with the information when the council tax account was set up. However if there is any specific example of this that can be provided to CSG with an account number we can confirm what records we hold and ensure that there is not a more fundamental issues with the addressing of the letters for future reviews.

In terms of the process we will follow with these reviews. If no response is received to the first review letter, a reminder will be issued to prompt a response. However if after the reminder we have still not received a completed form the discount will be removed as no positive response has been received to confirm that the customer is still entitled to the discount. This is standard practise and in line with guidance. It is good practice from a fraud protection perspective that a positive response is needed for a discount to be confirmed as correct, particularly given the cross check to other data sources as good practice that has called the discount into question.

Benefit to the Council

Based on CSGs due diligence and analysis on the Council Tax data prior to contract, CSG believed that a large number of households were potentially claiming a 25% Single Person Discount that were not entitled to it.

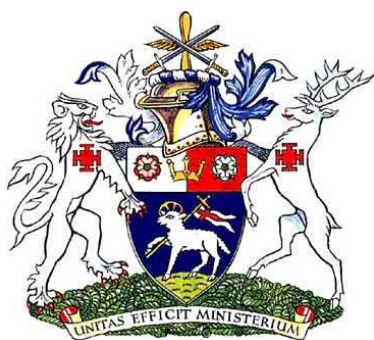
As a result and based on Capita's experience of the market, of successfully managing target discount review campaigns and of utilising other household data to validate discounts, CSG contractually guaranteed to generate and collect additional Council tax revenue. The guarantee was for £318k additional revenue in year 1 of the contract and rising up to year 3 in order to deliver a total additional revenue of £4.6m over the term of the CSG contract. The first year target was lower due to the Council Tax year 2013/14 being the first year of the Council Tax Discount scheme, the effects of which on overall collection activity could not be qualified.

In line with the contract, since commencing the September 2013 CSG have been undertaking targeted reviews using the Equifax data described above and have

completed the annual SPD campaign in line with best practice. During the first year of the Contract and for the Council Tax year 2013/14 Capita actually generated £655k of additional revenue following the removal of SPDs where Council Tax payers were confirmed as no longer being eligible for the discount.

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AGENDA ITEM 9



Performance & Contract Management Committee

11 November 2014

Title	Performance & Contract Management Committee Work Programme
Report of	Deputy Chief Operating Officer Commercial Director
Wards	All
Status	Public
Enclosures	Appendix A - Committee Work Programme June 2014 to May 2015
Officer Contact Details	Anita Vukomanovic - Governance Team Leader anita.vukomanovic@barnet.gov.uk 020 8359 7034

Summary

The Committee is requested to consider and comment on the items included in the 2014/15 work programme

Recommendations

1. That the Committee consider and comment on the items included in the 2014/15 work programme

1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance & Contract Management Committee Work Programme 2014/15 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Council's Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**London Borough of Barnet
Performance and Contract
Management Committee Work
Programme
October 2014 - May 2015**

Contact: Anita Vukomanovic 020 8359 7034 anita.vukomanovic@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
11 November 2014			
The Barnet Group - Annual Report	To receive financial performance of Barnet Homes and You Choice Barnet	Tracey Lees	
Quarter 2 Monitoring Report 2014/15	To review and approve consider the Quarter 2 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn. Report to include information on School HR.	Deputy Chief Operating Officer	
11 March 2015			
The Barnet Group Ltd Performance Report, April - September 2014			
Quarter 3 Monitoring Report 2014/15	To review and approve the Quarter 3 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn		
12 May 2015			

Subject	Decision requested	Report Of	Contributing Officer(s)
Quarter Four and Year End 2014/15 Monitoring Report	To approve the Final Outturn and Quarter Four Performance Report 2014/15 including Treasury Management Outturn	Deputy Chief Operating Officer	
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy	Assurance Director	

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