

	<h2>Performance and Contract Management Committee</h2> <h3>11 June 2014</h3>
<p style="text-align: right;">Title</p>	<p>Quarter 4 Budget and Performance Monitoring 2013/14</p>
<p style="text-align: right;">Report of</p>	<p>Deputy Chief Operating Officer</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Performance Report Appendix B – Revenue Monitoring by Delivery Unit Appendix C – Capital Monitoring Programme Outturn by Programme Appendix D – Capital Programme Funding Adjustments Appendix E – Transformation Programme Appendix F – Prudential Indicator Compliance Appendix G - Investments outstanding as at 31 December 2013</p>
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<h2>Summary</h2>
<p>This report contains the budget and performance information which previously was reported to Cabinet Resources Committee, Budget and Performance Overview and Scrutiny Committee and Contract Monitoring Overview and Scrutiny Committee.</p>
<p>The majority of this report contains the contents previous reported to Cabinet Resources Committee and the Budget and Performance Overview and Scrutiny Committee. Additional information provides the delivery performance of both contracts and non-contracted services under paragraph 1.6. Additional overview on the contract performance, as</p>

previously provided to Contract Monitoring Overview and Scrutiny Committee, 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.

Corporate Plan

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

The corporate plan will be delivered with a focus on outcomes with the measures of success reported on quarterly to Performance and Contract Monitoring Committee.

Successes and challenges

Of the Corporate Plan Indicators (CPIs) that reported, the balance of met and missed targets was 57% met (15 targets rated as green) and 43% missed (6 red, 2 red-amber, and 3 green-amber rating). 15 CPIs show a positive or neutral direction of travel, 9 CPIs demonstrate a negative direction of travel.

There are a number of successes across Barnet's Corporate Plan for quarter 4 2013/14 including a reduction in the number of households in emergency accommodation; decreased levels of domestic burglary; target achievement reached for eligible adult social care customers receiving direct payments; reduction in first time entrant to the Youth Justice System; a large number of empty homes being brought back to use; and a 12% reduction in the spend on agency workers.

Quarter 4 presented various emerging and continued challenges including an increase in the average length of time spent by households in short-term nightly purchased accommodation to 43.8 days; the percentage of waste sent for reuse, recycling and composting was 38.4% between October 2013 and December 2013, slightly below the stretch target; and a lower number of eligible people receiving NHS health checks than targeted. In addition, other performance challenges include being below target for the percentage of eligible adult social care customers receiving self-directed support; an increase in young adults in residential and nursing care; a decrease in the percentage of people who feel they have confidence in the police and the local authority to deal with crime and anti-social behaviour.

Customer experience

Improving residents' satisfaction is one of the Council's three strategic objectives. To achieve this we monitor resident satisfaction through the biennial Resident Perception Survey and through making the experience of contacting the council as positive as it can be, at the same time as driving down cost and making it more efficient.

The spring 2014 Residents Perception Survey (telephone survey of 2,000 residents) results show that overall satisfaction with the local area remains high (at 87% and above the national average) the increase in overall satisfaction with the council experienced in autumn 2013 has been sustained and remains significantly above the London average (at

72%); and the increase in residents indicating that the council provides value for money has also continued (51%).

Residents' top three personal concerns are similar to autumn 2013, although there has been a slight shift in the order of their concerns:

- **Conditions of roads and pavements**, remains residents' top concern, but it has experienced a significant increase in residents indicating this as one of their top three personal concerns;
- **Lack of affordable housing** has moved up from third to second concern;
- **Crime** has shifted down to third concern.

Residents' satisfactions with the majority of local services continues to improve.

Customer satisfaction has improved steadily throughout 2013/14, having been made a Key Performance Indicator in the CSG contract with our partner Capita, with performance in the final quarter standing at 74% (against a target of 65%). Similarly, wait times on the telephone have continued above target and at face to face centres wait times have decreased by 13.5%.

Despite these improvements, the number of customer complaints rose throughout the year, dipping only slightly in quarter 4. This was driven in large part by the changes arising from the launch of the new waste and recycling scheme in October 2013, although these complaints did reduce in quarter 4 compared with quarter 3. A complaints improvement plan is being implemented to address the causes of complaints across the council and improve the way the council and its partners manage and respond. The council is improving the proportion of complaints responded to within target timescales, up to 74% in quarter 4 from 68% in quarter 3.

Meanwhile customers are increasingly taking to social media to engage with the council, and the council therefore needs to establish a policy for managing this new channel effectively alongside the more traditional channels of telephone and email.

Delivery Performance

In addition to the Corporate Plan Indicators, Delivery Units each have a set of Key Performance Indicators (KPI) to measure the success of the delivery of key services and Commissioning Priorities. KPI performance has outlined a number of successes and some challenges including:

Successes:

- decreasing numbers of older people placed into residential care
- increased access to peer-led advice information and support
- a high volume of children adopted or placed permanently through another route in 2013/14
- reduction in rent arrears in temporary accommodation
- high number of 17 year olds recorded in education and training
- compliance with major, minor and other planning application timescales.

Challenges

- low proportion of children in Barnet Foster Care out of the total children in care
- a decline in the number of secondary schools receiving a good or better Ofsted rating
- R^e faced issues with responding to complaints relating to a drainage malfunction and/or flooding event.

Contract monitoring

Detailed assessment of the contracts monitored through the quarterly monitoring report (Re, CSG, Barnet Homes and HB Public Law) are outlined in in paragraph 1.6 (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.

Benchmarking

Based on the Local Government Association benchmarking tool – LG Inform – Barnet is above benchmark across 94% of the service areas highlighted in the standard headline report.

Programmes

The Council has four programmes. The Transformation programme is set up to deliver a number of projects to improve services or provide efficiency savings. The Capital programme will deliver new school places, changes to assets and technology. Progress is positive, with exception of the Depot Relocation project owing to challenges in identifying, securing and operating from a new site before the current site in Mill Hill East needs to be vacated. The Regeneration programme is also reporting a positive direction of travel. Lastly there are a set of programmes in place to support Delivery Unit to deliver their Medium Term Financial Strategy commitments, to meet statutory needs and to improve service provision.

Budget Outturn

The Council has now concluded the financial year 2013/14 and the draft statement of accounts are currently being audited by the external auditors. They will be presented to the Audit Committee in July 2014.

The revenue outturn has resulted in a favourable variance of £0.120m which has been transferred to general fund balances. This has increased the general fund balance to £15.950m which is above the Council's minimum level of £15.0m by £0.950m.

The capital outturn during the last quarter has seen further slippage of £33.179m of which £21.377m has been requested to be carried forward into 2014/15 for expenditure on the approved schemes. Over the full financial year there has been slippage of £98.626m, representing 48.86% of the original approved programme, in 2012/13 the slippage was 65.12%.

Treasury Outturn

The Council has been compliant throughout 2013/14 with the set Prudential Indicators and has not breached its Affordable Borrowing Limit.

Recommendations

1. The Committee is asked to note the 2013/14 revenue budget and capital outturn position contained within the body of the report.
2. The Committee is asked to note the Agency Costs for the financial year as detailed in Paragraph 1.8.11.
3. The Committee is asked to note the Transformation Programme position as at the 31 March 2014 as detailed in paragraph 1.8.12.
4. The Committee Committee is asked to note the Treasury position outlined in paragraph 1.10.
5. The Committee is asked to approve that £21.377m of the outturn slippage of the 2013/14 capital programme, as outlined in Appendix C, is carried forward to be spent in the 2014/15 financial year.
6. The Committee is asked to approve the additions to the capital programme set out in paragraph 1.9.
7. To note the final balances on the provisions and earmarked reserves contained in table 6 and 7 respectively'

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.

1.2 The past three years of performance information is available at: www.barnet.gov.uk/performance with the most up-to-date version is available from www.barnet.gov.uk/currentperformance

1.3 Successes and challenges

1.3.1 Successes

There are a number of successes across Barnet for quarter 4 2013/14, these have been highlighted as:

- The recently available results from the **Residents Perception Survey** show continued high satisfaction with the area and Barnet Council.
- The **number of households placed in emergency accommodation** reduced from 549 to 471, meeting the target for the first time this year.
- The **level of domestic burglary** in Barnet was 18% above target at 20.27 per 1,000 households during March 2013 to February 2014.
- Over 30% of eligible **adults social care customers received direct payments** in 2013/14.
- There was a **reduction in the number of first time entrants to Youth Justice System** aged 10 to 17 from 357 to 337.
- **624 empty homes were brought back into residential use** by the end of March 2014.

- A **12% reduction in the agency staffing expenditure**. Agency staff costs incurred during the 2013/14 was £3.276m lower 2012/13.

1.3.2 Challenges

There are a number of new performance issues in quarter 4 that have recently been highlighted as a challenge:

- There was an **increase in the average length of time spent by households in short-term nightly purchased accommodation** to 43.8 days.
- The **percentage of waste sent for reuse, recycling and composting was 38.4%** between October 2013 and December 2013, slightly below the stretch target. Although notably, 1,465 additional tonnes of recycling was collected compared to the same period last year and represents a 6.7% points increase on the same period last year.
- In Public Health, **poor performance has continued on the number of eligible people receiving NHS health checks**. From October 2013 to December 2013, just 918 people received a health check, below the target for the quarter of 2000.

The following challenges are those that have continued to decline in quarter 4 or that present a new challenge:

- The proportion of residents highlighting the **conditions of roads and pavements** as one of their top three personal concerns has further increased - up to 38%, up 8% points since autumn 2013.
- The percentage of eligible **adult social care customers who received self-directed support** in April 2013 to March 2014 was 63.7% against the target of 75%.
- In quarter 4, **the number of young adults in residential and nursing care** increased from 307 to 315.
- The percentage of people who feel they have **confidence in the police and the local authority to deal with crime and anti-social behaviour** was 70%, below the corporate target of 78%.
- Additionally, there was an increase in the number of **adults reoffending under probation supervision** from previous outturn of 7 to 7.7 per 1,000 caseload for October 2012 to September 2013.

1.4 Customer experience

Resident Perception Survey

The recent spring Residents Perception Survey results show the following headlines:

- Overall satisfaction with the local area remains high at 87% and is now significantly above the national average (4% points).
- The increase in overall satisfaction with the council experienced in autumn 2013 has been sustained (72%) and remains significantly above the London average (3% points).
- The increase in residents indicating that the council provides value for money experienced in autumn 2013 has also been continued at 51%.

- Residents' top three personal concerns are similar to autumn 2013, although there has been a slight shift in their placement:
 - Conditions of roads and pavements, remains residents' top concern (38%), but it has experienced a significant increase in residents indicating this as one of their top three personal concerns (increase of 8% points);
 - Lack of affordable housing has moved up from third to second concern (with 29% reporting it in their top 3 personal concerns, up from 27% in the autumn 2013 survey);
 - Crime has shifted down to third concern (with 28% reporting it in their top 3 personal concerns, down from 30% in the autumn 2013 survey).
- Residents' satisfaction with the majority of local services continue to improve, including:
 - Social services for adults, up 11 % points to 32% (14% points above London benchmark);
 - Secondary Education, up 10% points to 53% (15% points above London benchmark);
 - Social services for children and families, up 10% points to 34% (13% points above London benchmark);
 - Council housing, up 10% to 27% (5% points above London benchmark).

The 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). During quarter 1 2014/15, Delivery Units will be analysing the specific results for their services and will report any required actions as part of their quarter 1 2014/15 performance reports.

Customer contact

Volume

There was a 7% drop in customer contact received by the corporate contact centre in quarter 4, compared to quarter 3, as the spike in demand from the implementation of the new waste and recycling collection scheme subsided.

The level of customer complaints and service requests being received through social media (Twitter and Facebook) has been rising and therefore there is a need to establish a policy for managing them effectively.

Contact centre performance

Following on from the improved levels of customer service achieved in quarter 3, there have been further improvements. Satisfaction has increased across all access channels, with the largest improvement seen with emails. Overall satisfaction has increased from 64% in quarter 3 to 73% in quarter 4, against a target of 65%. Telephone answering is above the 70% target with 72% of calls answered in time, and wait times at access centres has reduced so the average wait times across Barnet House and Burnt Oak are now within targets. First Contact Resolution (FCR) has also been improving – reaching 49% at the end of quarter 4 (March 2014) – a 5% points improvement from the start of quarter 3 (October 2013).

Complaints, members' enquiries, and Freedom of Information

There has also been continued good performance in responding to Freedom of Information requests (98% on time) and Members Enquiries (99% on time). The proportion of customer complaints responded to on time has risen from 68% in quarter 3 to 74% in quarter 4, but performance needs to continue to improve to meet the corporate target of 80%.

There do remain a number of challenges, including the high number of stage 1 corporate complaints, which rose significantly in the second half of 2013/14 (quarter 1: 593, quarter 2: 517, quarter 3: 927 and quarter 4: 908), and a high proportion being upheld (41% in quarter 4). The implementation of the Complaints Improvement Plan - agreed by officers in March 2014 - will seek to address these issues. Complaints performance within R^e in quarter 4 was particularly poor, with only 58% responded to on time, but the backlog has since been resolved so performance is expected to be much better in the next quarter.

1.5 Performance against the Corporate Plan

A total of 26 indicators out of 38 indicators were required to report in quarter 4. Of the indicators that reported, the balance of met and missed targets was 58% met (green) and 42% missed (red, red-amber and green-amber rating).

Delivery Unit	Total no. of Corp Plan indicators	RAG ratings				Positive/neutral Direction of Travel	Negative Direction of Travel	No. of indicators expected to report data
		Green	Green amber	Red amber	Red			
Adults and Communities	10	3	2	1	2	4	4	8
Children's Education and Skills	7	-	-	-	-	-	-	0
Family Services	5	4	-	-	1	3	2	5
Commissioning Group	3	-	-	-	-	-	-	0
Street Scene	5	2	-	1	1	3	1	4
Public Health	4	1	-	-	1	1	1	2
Barnet Homes	2	1	-	-	1	1	1	2
Re	5	4	1	-	-	5	-	5
Total	38	15 (57.7%)	3 (11.5%)	2 (7.7%)	6 (23.1%)	17	9	26

The focus of Barnet for 2013-2016 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 performances on Barnet's measures of success are:

- Promoting responsible growth, development and success across the borough at 71% success rate
- Support families and individuals that need it- promoting independence, learning and well-being has met 50% success targets
- Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study is currently at 43% of success measures being met.

1.6 Delivery Performance

The quarterly budget and performance monitoring report has previously reported only against Corporate Plan Indicators – the measures of success against indicators outlined in the Corporate Plan.

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 and Commissioning Priorities. The overall performance for quarter 4 is outlined below:

Directorate	RAG ratings				Direction of Travel*		No. of indicators reported
	Green	Green amber	Red amber	Red	Positive/neutral DoT	Negative DoT	
Adults and Communities	6	1	0	2	6	2	10**
Children's Education and Skills	2	1	0	1	2	2	4
Children's Family Services	4	0	1	1	2	3	6
Street Scene	6	0	0	0	5	1	6
Public Health	4	1	0	2	3	3	7
Barnet Homes	16	2	2	1	12	8	21
Re	54	1	1	2	32	11	58
CSG	22	0	0	1	21	3	24***
HB Public Law	9	0	0	1	8	2	10
Total	123 (85.4%)	6 (4.2%)	4 (2.8%)	11 (7.6%)	91	35	146

*Various KPIs did not report a direction of travel due to reporting for the first time.

**One indicator in Adults and Communities does not have a target therefore cannot be RAG rated.

***One HR indicator was expected to report but is awaiting an agreed set of projects.

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 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 Unit KPIs for quarter 4 2013/14, these have been highlighted as:

- Decreasing numbers of older people placed into residential care from 788 in 2011/12 and 771 in 2012/13 to 719 older people in residential care in 2013/14.
- Barnet's enablement service has shown success with 65.6 % (581 people) receiving short term support and when this ends no longer need any homecare services.
- Barnet Centre for Independent Living has dealt with 5805 contacts from people reflecting increased access to peer-led advice information and support.
- There were 38 children adopted or placed permanently through another route in 2013/14.
- The amount of temporary accommodation arrears out of the amount due reduced this quarter and met the target of less than 4% with an arrears total of £585,538 out of £14,905,382 total rent due.
- The percentage of 17 year olds recorded in education and training from April 2013 to March 2014 was over 92%.
- The percentage of telephone call queries or requests resolved without transfer to another team or officer increased from 44% to 49% in quarter 4.
- In Revenues and Benefits, the average speed of processing for changes reduced from 6 days to 4 days.
- Compliance with major, minor and other planning application timescales is 94.4%. Barnet has improved its performance ranking from 5th to 4th best performing borough in London in December 2013.

Some KPIs have reflected challenges within Delivery Units:

- The proportion of children in Barnet Foster Care out of the total children in care declined from 40.2% to 37.8%. The most recent Department for Education (DfE) figure reported the England rate as 74% (May 2012).
- The number of secondary schools receiving a good or better Ofsted rating has declined over the course of the year with the final outturn of less than 91% against a target of 100%.
- Re faced issues with responding to complaints relating to a drainage malfunction and/or flooding event where 93.1% were responded to on time (against a 100% target). A new contract has been put in place with a new provider.

1.7 Benchmarking

Across the 18 service indicators within the Headline Report of the LGA's public benchmarking tool – LG Inform – Barnet was above benchmark in all but one indicator (17 out of 18 indicators – 94%).

The single area where performance was illustrated as below the Unitary/ County Council benchmark was *Social care-related quality of life (2013)*. When compared to only the London local authorities, Barnet's performance is above benchmark.

1.8 Programmes

The Council has four programme portfolios: the Transformation programme (formally known as One Barnet); the Capital programme, including school builds and refurbishment, the Regeneration programme and a set of Delivery Unit Transformation programmes.

The Transformation Programme delivers in-flight transformation projects, including the development of a business case for the future of Sports and Physical Activity, the creation of a Registrars shared service and the transformation of CCTV through a new service model and refreshed technology. In Q4 there were nine open projects which none are red-rated. CCTV project had been amber rated due to the go-live date being delayed to ensure the final contract is ready for final sign off.

The overall Capital programme is RAG rated green with good progress being made. Over half of the 23 open projects are green rated. However there are two red-rated projects. The Depot Relocation project is now amber rated as progress has now been made on submission of a planning application for Pinkham Way. In the last quarter the most critical red rated project was Copthall Secondary School. This has moved to green as a revised programme has been agreed with works scheduled to complete in March 2015 with the school expanding capacity and using the permanent facilities from September 2015.

The Regeneration programme overall is RAG rated as green, an improvement from last quarter (an amber RAG rating) as substantial progress is being made across all schemes. There are 12 open projects of which none are red-rated. The Grahame Park project has improved from amber to green rating as significant progress is being made on the scheme. In particular, contracts have been signed between LBB, Genesis and Barnet College and the Phase 0 extension has been completed. Considerable progress is being made with the Brent Cross project, in particular the Chancellor of the Exchequer has given support to the scheme and rail station via the budget announcement in early April and conducted a site visit. One project, Colindale, has moved from green to amber primarily as the council has no control of the pace of development on third party sites which could potentially lead to deviation from its aspirational milestones. Dollis Valley has improved from amber to green; the Phase 1 demolitions are now complete and the project is on track. The size and complexity of individual projects, and dependencies with external development partners has resulted in amber ratings for some of the projects

LBB have been developing programmes of work to support the Delivery Units to support a number of changes including improvement services, adapt where statutory duties are changing and the achievement of MTFs savings. The Delivery Unit programmes consist of Children's Transformation, Adults Transformation and Street Scene Transformation. Progress has been made in setting up these programmes although it is still at an early stage.

1.9 Revenue and Capital Outturn

1.9.1 2013/14 Revenue Monitoring

Table 1 below provides a summary of the 2013/14 outturn analysis compared to the revised budget position. The final outturn general fund expenditure (after reserve movements) was £292.852m which is a favourable variance of £0.12m against the final budget of £292.972m. The revenue budget underspend represents a decrease in the forecast expenditure reported for quarter three of £5.374m.

A breakdown of revenue monitoring by each delivery unit is set out in Appendix B.

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

Description	Original Budget	Final Budget 2013/14	Final Outturn 2013/14	Variance
	£000	£000	£000	£000
Adults and Communities	96,025	97,080	97,519	439
Assurance	3,611	4,088	4,047	(41)
Children's Education & Skills	9,444	9,567	9,377	(190)
Children's Family Service	48,404	50,526	50,515	(11)
Commissioning Group	7,312	7,687	8,005	318
Street Scene	14,899	15,044	15,068	24
Public Health	13,799	13,766	13,778	12
HB Public Law	1,908	1,932	2,139	207
Barnet Group	2,937	4,304	4,035	(269)
Re	820	2,178	3,035	857
CSG	24,178	24,697	24,573	(124)
Central Expenses	69,737	62,103	60,761	(1,342)

Description	Original Budget £000	Final Budget 2013/14 £000	Final Outturn 2013/14 £000	Variance £000
Service Total	293,074	292,972	292,852	(120)
Allocations agreed from GF Balances	-	-	-	
General Fund Balance (excluding schools balance) at 31/03/13	-	-	(15,830)	
General Fund Balances as at 31/03/14			(15,950)	

Description	Original Budget £000	Final Budget 2013/14 £000	Final Outturn 2013/14 £000	Variance £000
Housing Revenue Account	-	-	-	-

Description	Original Budget £000	Final Budget 2013/14 £000	Final Outturn 2013/14 £000	Variance £000
Dedicated Schools Grant	(91)	12	12	-

1.9.2 The Council has an improved position at the end of 2013/14. The result is that the Council's level of balances have increased slightly from £15.830m last year to £15.950m this year. This is in excess of the target level of general fund balances of £15.000m.

Table 2: General Fund Balances

£'000

	£000
General Fund Balances bring forward 1 April 2013	(15,780)
Budgeted Use of Balance	-
Outturn Variation	(120)
General Fund Balances 31 March 2014	(15,950)

1.9.3 Commentary for Budget Variances

Adults and Communities

The overspend for Adults and Communities of £0.439m represents 0.45% of the delivery unit budget (£97.080m). This predominantly relates to increasing demand and case complexity with mental health care and dementia care services over and above funding provided for demographic pressures. In addition, changes in Ordinary Residents responsibilities under national guidance have added to the financial pressures for the service. The financial challenges have been mitigated through contract renegotiations with providers in particular for residential care placements (decreased to 719, from 771 in 2012/13) and block bed contracts for older adults and physical disabilities.

Children's Education and Skills

The underspend for Children's Education and Skills of £0.190m represents 1.99% of the delivery unit budget (£9.567m). This relates to a number of established posts being held vacant and overachievement of income from traded services within the education partnership and commercial services division.

Commissioning Group

The Commissioning Group overspend of £0.318m represents a variance of 4.14% of the delivery unit budget (£7.687m). This predominantly relates to the interim structure within the Commercial Team due to the delay in commencement of the contract following the Judicial Review process. Steps have been taken to recruit permanent staff in order to mitigate the financial risk in 2014/15.

HB Public Law

HB Public Law overspent by £0.207m, representing a variance of 10.71% of the delivery unit budget (£1.932m). The overspend is due to the cost of additional hours purchased from HB Public Law. As reported to the Audit Committee in May 2014, steps have been taken by the Commercial Services team to mitigate the financial pressure for the 2014/15 financial year.

Barnet Group

As part of the quarter three monitoring report, £0.916m was transferred to the service from the contingency budget to fund the increased demand for temporary accommodation. The steps taken by Barnet Homes in previous reporting periods to mitigate the financial pressures, coupled with higher than expected income on temporary accommodation (arrears levels met the target of less than 4%) has resulted in a favourable variance of 6.25% (£0.269m).

Re

The final outturn on Re is an overspend of £0.857m (39.35%), against a budget of £2.178m. The variance is due to TUPE transfer alignment which includes the PIT team, Cemetery and Crematoriums reorganisation and staff increments between TUPE list and transfer date. Highways and Cemetery and Crematoriums income targets have not been achieved as at 31st March, these areas form part of the income guarantee and are not due to be achieved until 30th September (contract year-end).

Central Expenses

The underspend of £1.342m (2.16%) within Central Expenses has favourably reduced the financial pressures within other services. As previously reported, the variance is predominantly related to a reduction in expenditure for the North London Waste Authority and the London Pension Fund Authority.

1.9.4 Housing Revenue Account

The Housing Revenue Account (HRA) is showing a breakeven position for the 2013/14 financial year. As budgeted for 2013/14, £1.241m was transferred from HRA balances to support the accounts position, this has reduced the balance as at the 31 March 2014 of £14.831m which will be utilised in future years to fund the HRA business plan.

Table 3: Housing Revenue Account Balances

	£'000
HRA Balances brought forward 1 April 2013	(16,072)
Budgeted Use of Balance	1,241
Outturn Variation	-
HRA Balances 31 March 2014	(14,831)

1.9.5 Dedicated Schools Grant

The Dedicated Schools Grant (DSG) is showing a breakeven position for the 2013/14 financial year. During the year £1.345m was transferred to the DSG reserve, which has resulted in a balance as at the 31 March 2014 of £3.678m. This will be reported in July 14 to the Schools Forum.

Table 4: Dedicated Schools Grant Balances

	£'000
DSG Balances b/fwd 1 April 2013	(2,333)
Budgeted Use of Balance	-
Outturn Variation	(1,345)
General Fund Balances 31 March 2014	(3,678)

1.9.6 School Balances

The balances held by schools, net of outstanding loans to the General Fund have increased by £0.427m to £15.189m as at 31 March 2014.

Table 5: School Balances

Balances Held by Schools Under Delegation	Balance as at 31/03/13 £000	Balance as at 31/03/14 £000	Increase/ (Decrease) £000
Nursery	561	707	146
Primary	11,335	11,930	595
Secondary	2,287	1,889	(398)
Special	904	742	(162)
Pupil Referral Unit	-	99	99

Balances Held by Schools Under Delegation	Balance as at 31/03/13	Balance as at 31/03/14	Increase/ (Decrease)
	£000	£000	£000
Total	15,087	15,367	280
Less Outstanding General Fund Advances to Schools	(325)	(178)	147
Net Position	14,762	15,189	427

1.9.7 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.

Table 6: Provisions

Provision brought forward 01 April 2013	In Year Related Expenditure	Written Back in Year	New Reserves Provision	Provision carry forward 31 March 2014
£000	£000	£000	£000	£000
11,180	(1,743)	(207)	1,285	10,515

1.9.8 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.

Table 7: Reserves

Reserves	Reserve b/fwd 01 April 2013 £000	In year related Expenditure £000	New Reserves Raised £000	Reserve c/fwd 31 March 2014 £000
Central - Financing	3,027	(355)	-	2,673
Central - Infrastructure	14,956	-	7,609	22,565
Central - Risk	16,267	(8,224)	7,457	15,500
Central - Service Development	6,517	(3,251)	6,311	9,577
Central - Transformation	13,544	(5,156)	2,905	11,293
Service - Other	7,468	(1,864)	6,839	12,443
Sub Total General Fund Earmarked Reserves	61,779	(18,850)	31,120	74,049
Service - DSG	2,333	-	1,344	3,678
Service - Housing Benefits	3,437	(2,166)	6,397	7,669
Service - NLSR	2,738	(1,527)	18	1,228
Service - PFI	2,545	(2,101)	1,721	2,165
Service - Section 256 - NHS Social Care Funding	2,276	(989)	309	1,596
Service - Public Health			831	831
Special Parking Account (SPA)	409	-	-	409
Sub Total Ring Fenced	13,738	(6,783)	10,621	17,576
Total All Earmarked	75,517	(25,633)	41,741	91,625

Reserves	Reserve b/fwd 01 April 2013 £000	In year related Expenditure £000	New Reserves Raised £000	Reserve c/fwd 31 March 2014 £000
Reserves				

1.9.9 2013/14 Capital Monitoring

The total expenditure during 2013/14 on the Council's capital programme was £103.246m, £76.281m of this related to the general fund programme and £26.965m for the HRA capital programme. The table below summarises the expenditure by each service.

Table 8: Capital Programme Position

Service	£'000	% of Capital Programme Expenditure
Adults and Communities	773	0.75%
Children's Education and Skills	37,364	36.19%
Children's Family Services	837	0.81%
Capital Schemes Managed by Schools	4,285	4.15%
Commissioning Group	6,814	6.60%
Street Scene	11,405	11.05%
The Barnet Group	546	0.53%
Re	14,016	13.58%
CSG	241	0.23%
General Fund Programme	76,281	73.88%
HRA	26,965	26.12%
Total Capital Programme	103,246	100.00%

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

Table nine below analyses the 2013/14 capital programme as at the 31 March 2014, followed by table ten showing the proposed funding changes to the Capital Programme. A detailed analysis of the changes including, additional, deletions and budget movements is provided in Appendix D.

Table 9: 2013/14 Capital Outturn Analysis – Summary

Service	2013/14 Budget (including prior year slippage)	In year Addition/ (Deletion)	Current Budget	Actual Spend	Outturn Slippage
	£000	£000	£000	£000	£000
Adults & Comm.	1,904	477	2,381	773	(1,608)
Children's Education and Skills	70,465	1,470	71,935	37,364	(34,571)
Children's Family Services	3,516	862	4,378	837	(3,541)
Capital Schemes Managed by Schools	4,285	-	4,285	4,285	-
Comm. Group	-	33,709	33,709	6,814	(26,895)
Street Scene	6,922	7,928	14,850	11,405	(3,445)
The Barnet Group	-	840	840	546	(294)
Re Delivery Unit	30,046	3,612	33,658	14,016	(19,642)
CSG Delivery Unit	22,063	-22,026	37	241	204
General Fund Prog.	139,201	26,872	166,073	76,281	(89,792)
HRA	28,706	7,093	35,799	26,965	(8,834)
Total Capital Prog.	167,907	33,965	201,872	103,246	(98,626)

Table 10: 2013/14 Capital Funding Changes

Service	Grant £000	Capital Receipts £000	Revenue & Reserves Contributions £000	Total £000
Adults & Comm.	-	-	158	158
Commissioning Group	-	3	(12,385)	(12,382)
Street Scene	(204)	-	363	158
The Barnet Group	-	-	-	-
Re Delivery Unit	(2)	-	42	40
CSG Delivery Unit	-	(3)	227	224
General Fund Prog.	(206)	-	(11,594)	(11,801)

1.9.10 There has been a 24.32% reduction in the capital programme this quarter, with the outturn expenditure being £103.246m against the latest budget of £136.425m. Over the full financial year there has been slippage of £98.626m, representing 48.86% of the original approved programme. While this needs to improve, in 2012/13 the slippage was 65.12%.

The main outturn slippage this quarter is as follows:

- The Children's Education and Skills programme has slipped by £7.105m. This is primarily due to the school expansion programme to create additional permanent primary places. The variance is made up of a number of schools, but notably Menorah Foundation and Orion Primary. In addition there has been slippage in other capital schemes notably Cophall and Compton.
- The Commissioning Group programme shows a favourable movement of £12.402m due to a change in accounting treatment of the CSG and Re transformation projects. It is important to note however, that the expenditure has been incurred and it has been treated as revenue expenditure as opposed to capital.
- The Regeneration capital programme has slipped in the last quarter by £9.348m. This is due to a number of schemes, including £1.482m on the local implementation plan for highways maintenance, £1.879m on pavements, £1.416m on public realm projects at Cricklewood and North Finchley as well as £886k on empty properties.

1.9.11 Agency Costs

The table below details all agency staff costs incurred during the 2013/14 financial year in comparison to 2012/13. This identifies that agency expenditure has reduced by £3.276m (12%) from last year.

Table 11 – Agency Costs for 2013/14

Directorate	2012/13			2013/2014			2012/13 vs. 2013/14 Variance £000
	Agency Spend	Consultant Spend	Total	Agency Spend	Consultant Spend	Total	
	£000	£000	£000	£000	£000	£000	
Adults and Communities	3,630	783	4,413	4,141	767	4,908	495
Assurance	53	10	63	41	5	46	(17)
Children's Education	1,314	3,583	4,897	1,445	973	2,418	(2,480)
Children's Family Service	2,363	83	2,446	2,802	110	2,912	466
Commissioning Group	2,447	3,728	6,175	3,390	2,133	5,523	(652)
Street Scene	1,353	64	1,417	1,766	99	1,865	448
Public Health	0	0	0	0	18	18	18
HB Public Law	234	0	234	0	0	0	(234)
Barnet Group	10	179	189	0	226	226	37
Re	942	789	1,731	870	2,553	3,423	1,692
CSG	4,073	476	4,549	2,851	119	2,969	(1,580)
Central Expenses	0	152	152	0	13	13	(139)
HRA	166	1,547	1,714	226	156	382	(1,332)
Total	16,586	11,393	27,979	17,531	7,172	24,703	(3,276)

1.9.12 Transformation Programme

The accumulated expenditure on the Transformation programme and projections for future years is included in Appendix E.

Wave 1

Wave 1 total spend as at 31 March 2014 is £11.680m, an adverse £0.099m variance against Cabinet Resources Committee approved budgets of £11.582m, representing a variance of 0.85%.

Wave 2

Wave 2 total spend as at 31 March 2014 is £9.798m, an overspend of £0.279m against Cabinet Resource Committee approved budgets totalling £10.077m. Spend to date amounts to £8.609m, with outstanding commitments totalling £1.189m.

Judicial Review

Total expenditure on the Judicial Review as at 31 March 2014 is £0.584m, a favourable variance of £0.02m against the approved budget of £0.609m.

1.10 Capital Budget 2014/15 Adjustments

1.10.1 Table 12 below sets out a number of proposed and deletions to the 2014/15 capital programme.

Table 12 – Capital Programme in Year Additions and Deletions

Directorate	Capital Programme	Funding Type	Amount £'000	Explanation for Request
Re	Highways Investment	Borrowing	62	New addition to programme - Orion School
Re	Travel Plan Implementation	S106	10	New addition to programme for Travel Plan Monitoring
Re	Local Implementation Plan	Grant	307	New addition to programme for school travel planning work
Re	Local Implementation Plan 2014-15	Grant	209	New cycling schemes & principle road renewals
Re	Drainage	Grant	62	Sustainable Drainage Systems - addition to the programme
Re	Local Implementation Plan 2014-15	Grant	517	Additional DfT Funding for road repairs
Street Scene	Parks & Open Spaces and Tree Planting	S106	40	Additional s106 funding
Children's Education and Skills	Orion Rebuild	Borrowing	(62)	
Total			1,145	

1.11 Treasury Outturn

1.11.1 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 31 March 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 year to 31 March 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 2013/14 was approved by Council on 6 March 2013 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.

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

1.11.2 Investment Performance

Investment deposits are managed internally. As at 31 March 2014, deposits outstanding were £177.3 million (excluding Icelandic deposits), achieving an average annual rate of return of 0.48 per cent (adjusted for Icelandic deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.41 per cent. A list of deposits outstanding as at 31 March 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.

1.11.3 Icelandic Bank Deposits

On 28 October 2011, the Supreme Court of Iceland upheld the District Court judgment for the test cases that local authorities' claims are deposits that qualify in full for priority in the bank administrations. The Council is expected to recover an amount in excess of the principal deposited in the Icelandic bank deposits.

Glitnir – In March 2012, approximately 82p/£ was recovered from a mixture of Sterling, Euro and US Dollar payments. The Euro and US Dollar amounts were converted via a spot rate into GBP. The remaining 18 per cent remains held in Icelandic Krónur. To date the Council has received £10.97 million from the Glitnir Winding- up Board with a further £2.5 million held in an escrow account in Icelandic Krónur, because of the Icelandic currency export restrictions.

Landsbanki – The Landsbanki Winding up Board made four partial distributions, via a mixture of Euro, US Dollars and Sterling payments. The Council had received £8.6 million to December 2013. Further partial distributions were expected to be made until at least 2019. Some of these further distributions were to be held in escrow accounts and there was no indication of when payment might be received.

The administration of the insolvent estate of LBI is likely to continue for several years given the complexity of the ongoing issues in Iceland which creates a level of uncertainty around the timing of recoveries through the administration process. A sale of the claim by auction removed the uncertainty and provided immediate access to funds owed to the Council.

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

1.11.4 Debt Management

The total value of long term loans as at 31 March 2014 was £304.08m. There has been no external borrowing in the financial year. The average total cost of borrowing for the quarter ending 31 March 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 in 5 March 2013.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4. POST DECISION IMPLEMENTATION

4.1 The final accounts for 2013/14 reflect the position outlined in this report.

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 2013-14;
- 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.

5.2.2 The revenue outturn has resulted in a favourable variance of £0.120m which has been transferred to general fund balances. This has increased the

general fund balance to £15.950m which is above the Council's minimum level of £15.0m by £0.950m.

- 5.2.3 The capital outturn during the last quarter has seen further slippage of £33.179m of which £21.377m has been requested to be carried forward into 2014/15 for expenditure on the approved schemes.

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 3, Responsibility for Functions, states in paragraph 4.6 the functions of the Cabinet Resources Committee including:
- a) Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
 - b) To write off debt;
 - c) To determine external or cross-boundary trading limit; and
 - d) Approval of schemes not in performance management plans but not outside the Council's budget or policy framework.

- 5.3.4 The Council's Constitution, Part 1, Financial Regulations Part 4 section 4.4.13 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

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

Approval by Cabinet or Cabinet Resources Committee is required if any of the	
	The virement affects any the following budget types: - Financing charges - Rates and other taxes - Recharges - Insurances
	The virement is for contingent budgets for amounts over £250,000 (as determined by the Section 151 Officer in consultation with the appropriate Chief Officer)
	The virement would cause the total budget head to be exceeded in the current year or increase the commitment in future years
	The virements are to be financed from savings arising from competitive tendering
Approval by Cabinet Member is required if any of the following conditions exist:	
	The virement will transfer funds for the creation of new staff posts
If none of the above conditions apply, then the following approval levels apply:	
	Virements within a service that do not alter the staffing by more than 10% are approved by Service Director
	Virements up to a value of £50,000 must be approved by the relevant Chief Officer
	Virements over £50,000 and up to £250,000 must be approved by the appropriate Cabinet Member
	Virements over £250,000 and up to £2,500,000 must be approved by Cabinet or Cabinet Resources Committee
	Virements over £2,500,000 or over 10% of the net service budget must be approved by Full Council

Capital Virements	
Cabinet or Cabinet Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage) between approved capital programmes i.e. as per the budget book. The report must show the proposed: 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 Council, 5 March 2013 (Decision item 8.1.1) – approved the Council Budget and Council Tax 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>
- 6.2 Cabinet Resources Committee, 24 June 2013 (Decision item 7) – approved the Outturn Report 2012/13.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>
- 6.3 Cabinet Resources Committee 24 September 2013 (Decision item 6) – approved quarter 1 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7459&Ver=4>
- 6.4 Cabinet Resources Committee 16 December 2013 (Decision item 6) – approved quarter 2 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7461&Ver=4>
- 6.5 Cabinet Resources Committee 25 February 2014 (Decision item 11) – approved quarter 3 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7520&Ver=4>