

**MEETING**

**CABINET RESOURCES COMMITTEE**

**DATE AND TIME**

**MONDAY 17<sup>TH</sup> DECEMBER, 2012**

**AT 8.00 PM (OR AT THE RISE OF THE CABINET MEETING, WHICHEVER IS LATER)**

**VENUE**

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

**TO: MEMBERS OF CABINET RESOURCES COMMITTEE (Quorum 3)**

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

**Councillors**

Richard Cornelius  
Tom Davey

Andrew Harper  
Sachin Rajput

Robert Rams

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

**Aysen Giritli – Head of Governance**

Governance Services contact: Aysen Giritli 020 8359 2177 aysen.giritli@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

**CORPORATE GOVERNANCE DIRECTORATE**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declarations of Members' Personal and Prejudicial Interests	
4.	Public Question Time (if any)	
	<b>Reports of the Deputy Leader of the Council / Cabinet Member for Resources and Performance</b>	
5.	Quarter 2 Monitoring and Performance Report 2012/13	1 - 50
6.	Treasury Management Outturn for Quarter Ended 30 September 2012	51 - 68
7.	Grahame Park Open Space	69 - 76
8.	Former Child Guidance Centre, East Road, Burnt Oak, HA8 0AJ	77 - 84
9.	Extension of Term Maintenance Contracts	85 - 92
10.	Contract for the Supply of Electricity and Gas	93 - 110
	<b>Report of the Leader of the Council</b>	
11.	Annual Regeneration Report	111 - 138
	<b>Report of Cabinet Member for Education, Children and Families</b>	
12.	Outline Business Case for Early Intervention and Prevention Workstream 2: Schools as Local Delivery Unit	139 - 258
	<b>Report of the Cabinet Member for Housing</b>	
13.	Extension to the Contract for the Renewal of Water Supply Services at Hendon Cemetery & Crematorium	259 - 266

14.	<p>Motion to Exclude Press and Public</p> <p>That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Section 3 of paragraph 9 of Part 1 of Schedule 12A of the Act (as amended).</p>	
15.	Former Child Guidance Centre, East Road, Burnt Oak, HA8 0AJ (Exempt)	267 - 270

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

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Aysen Giritli 020 8359 2177 [aysen.giritli@barnet.gov.uk](mailto:aysen.giritli@barnet.gov.uk). People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

### **FIRE/EMERGENCY EVACUATION PROCEDURE**

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by Committee staff or by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

---

Meeting	Cabinet Resources Committee
Date	17 December 2012
<b>Subject</b>	<b>Quarter 2 Monitoring 2012/13</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 2 Monitoring 2012/13 report and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Catherine Peters – Head of Finance, Closing & Monitoring Antony Russell – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – Performance Report Appendix B – Revenue Monitoring Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis Appendix E – Virements Requiring Member Approval Appendix F – Corporate Risk Register Appendix G – One Barnet Programme
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Catherine Peters, Head of Finance, Closing & Monitoring, 020 8359 7142

## **1. RECOMMENDATIONS**

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.1.2)**
- 1.2 That Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project, and risk measures where quarter one performance remains a challenge (Sections 9.3, 9.12, and Appendix A).**
- 1.3 That the following virements for this financial year and on-going be approved:**
  - £1.017m is requested within the Commercial services Directorate to re-align the budget across IS to ensure the budgets reflect the costs and nature of this service. There is a nil impact on the services budgets. (Paragraph 9.4.1)**
  - £1.518m is requested within the Corporate Governance Directorate, in order to carry out budget realignment following the transfer of Legal Services to Harrow. This is a within service virement. There is a nil impact on the service budgets. (Paragraph 9.4.1)**
- 1.4 That the Agency Costs for the first quarter be noted. (Paragraph 9.5.1)**
- 1.5 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.6.1)**
- 1.6 That the proposed 2012/13 capital additions/deletions totalling £4.622m and slippage of £12.584m as set out in Table 4 (Paragraph 9.7) and Appendix C and the related funding implications summarised in Table 5 (Paragraph 9.8.1) be approved.**
- 1.7 That the Corporate Risk Register at Appendix F be noted.**
- 1.8 The One Barnet Programme (Paragraph 9.10 and Appendix G) be noted.**

## **2. RELEVANT PREVIOUS DECISIONS**

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

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

- 3.1 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.**

3.2 Relevant Council strategies and policies include the following:

- Corporate Plan 2012-13;
- Medium Term Financial Strategy;
- Treasury Management Strategy;
- Debt Management Strategy;
- Insurance Strategy;
- Risk Management Strategy; and
- Capital, Assets and Property Strategy.

#### **4. RISK MANAGEMENT ISSUES**

4.1 The revised forecast level of balances needs to be considered in light of the risk identified in 4.2 below.

4.2 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other Council priorities will be required.

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

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

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

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

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

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

6.3 The projected overspend of £2.067m is forecast to reduce General Fund balances from £15.780m to £13.713m. The General Fund balances are therefore forecast to fall below the recommended target level of £15m. Service recovery plans should be aiming to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level.

## **7. LEGAL ISSUES**

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

## **8. CONSTITUTIONAL POWERS**

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

## **9. BACKGROUND INFORMATION**

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

- 9.1.1 Table 1 below provides a summary of the 2012/13 outturn analysis compared to the revised budget position. As at the end of Quarter 2 the actual net General Fund spend was £201.950m. This represents 72% of the revised budget (40% excluding Housing Benefit where Grants yet to be received are distorting the percentage). The position for the end of the year has been forecast and it is currently anticipated that this will be an overspend of £2.067m. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.



**Table 1: 2012/13 Revenue Quarter 2 Analysis – Summary**

Description	Original Budget £'000	Revised Budget as at 30/09/12 £'000	Forecast Outturn as at 30/09/12 £'000	Forecast Outturn Variation as at 30/09/12 £'000	2011/12 Outturn £'000	Performance			
						Green	Green Amber	Red Amber	Red
Adult Social Care	95,815	97,044	97,044	-	98,896	6			1
Central Expenses	63,143	58,095	58,095	-	59,345				
Chief Executive	16,131	17,003	17,347	344	10,819	1		2	2
Childrens Services (excluding DSG)	57,701	58,115	57,887	(228)	56,423	6		1	3
Commercial Services	14,248	14,432	15,146	714	15,851	3			1
Corporate Governance	5,859	5,800	5,955	155	5,678	1			
Deputy Chief Executive	5,620	6,190	6,187	(3)	12,987	2	1	1	4
Environment, Planning & Regeneration	22,472	24,267	25,352	1,085	25,601	5	2		3
<b>Total 2010/11 General Fund Forecast</b>	<b>280,989</b>	<b>280,946</b>	<b>283,013</b>	<b>2,067</b>	<b>285,600</b>	<b>24</b>	<b>3</b>	<b>4</b>	<b>14</b>
Allocations agreed from GF Balances	-	-	-	-	-				
General Fund Balances as at 01/04/12	-	-	-	(15,780)					
<b>Projected General Fund Balances (excluding schools balances) at 31/03/13</b>	-	-	-	<b>(13,713)</b>					

Description	Original Budget £'000	Revised Budget as at 30/09/12 £'000	Forecast Outturn as at 30/09/12 £'000	Forecast Outturn Variation as at 30/09/12 £'000
Housing Revenue Account	-	-	-	(3,203)

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

## 9.2 Commentary about Revenue Outturn

9.2.1 The Council's overall position has declined since setting the Budget. The quarter 2 forecast has resulted in a projected overspend of £2.067m. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.713m. Service recovery plans should be aiming to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level.

9.2.2 Specific areas for concern are in the Chief Executive, Commercial services, Corporate Governance and Environment, Planning and Regeneration Directorates.

9.2.3 The Chief Executive Directorate is forecasting an overspend of £0.344m which include the following:

- £0.057m as a result of staffing pressures, reduced income and increased printing costs in the Assistant Chief Executive Service and
- £0.326m, as a result of the delay in implementation of the service restructure which has led to transitional costs being incurred in Customer Services and Registration.

- 9.2.4 The Commercial Services Directorate is forecasting an overspend of £0.714m which includes :
- an overspend of £0.591m as a result of planned savings now unlikely to be achieved in Corporate Procurement. Work is ongoing within the Directorate to identify further procurement potential savings.
  - an overspend of £0.269m in Property Services and Asset Management due to a shortfall on income, surveyor's fees and staff parking charges.
  - Corporate Programmes & Consultancy underspend of £0.176m as a result of staff vacancies has reduced the overall overspend in Commercial Services.
- 9.2.5 The Corporate Governance Directorate is forecasting an overspend of £0.155m which includes:
- an overspend of £0.290m in Legal Services as a result of transition costs, plus pressures from counsel fees and income.
  - a projected underspend of £0.119m in Members services due to underspends on training, members allowances and staff vacancies.
- 9.2.6 The Environment, Planning and Regeneration Directorate is forecasting an overspend of £1.085m which include the following:
- The Special Parking account has a projected overspend of £0.373m. Parking recovery plans are being developed and initial steps have been taken for the introduction of discounted parking vouchers for sale through retailers.
  - Car park income continues to forecast an overspend of £0.319m. This is due to continuing low usage of Council car parks even after tariff changes. Further tariff changes are to be considered.
  - A shortfall is projected on professional fee income and an expected increase in the costs of winter maintenance for highways has resulted in a forecast overspend of £0.310m.
  - Recycling income projection has been reduced due to lower prices being received for aluminium and plastics. In addition there continues to be cost pressure from contract inflation. This has resulted in a forecast overspend of £0.245m
  - The legal process around the implementation of the Central Management System (CMS) has caused a delay to the planned savings and resulted in a forecast overspend of £0.241m.
  - Management and Performance has forecast an overspend of £0.162m as a result of staffing pressures in the area.
- The overspends for the service are being managed in part by staff vacancies and running costs of £0.568m and Street scene/waste vehicle leases which are forecast to underspend by £0.144m.
- 9.2.7 Specific areas for concern (highlighted above) are high risk areas and it is important to ensure the budget and performance of the service is managed so it is not a continuing budget pressure into next year's budget.
- 9.2.8 The council was required to deliver £13.301m savings as part of the 2012/13 budget setting process. Of this total, £1.242m shown in Table 2 below, is still being identified as high risk. The remainder have been implemented or are on course to being implemented in line with original timescales. For the high risk savings, alternative proposals or action plans have been developed by services.

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

Service	Service area	Savings Type	Description of saving	2012/13 £'000
Chief Executive Services	Libraries	Efficiencies	Implementation of RFID self-service in all sites (for book loans and issues).	(50)
Chief Executive Services	Libraries	Efficiencies	Shared services partnership. To consider options to work with another local authority, including a review of the home and mobile library service, schools library service, and provision of online resources.	(25)
Chief Executive Services	Libraries	Income	Increasing fees and charges, using vending machines, selling merchandise.	(20)
Commercial	IS	Efficiencies	Further review of contracts and supplier costs on consolidation (IS).	(20)
Commercial	IS	Efficiencies	IS Transformation - Reduced supplier costs.	(95)
Commercial	IS	Efficiencies	IS Transformation - Reduced software licensing costs.	(76)
Commercial	Procurement	Efficiencies	Review of Council contracts.	(440)
Commercial	Estates	Efficiencies	Reduction in costs of maintaining properties pending sale.	(120)
Commercial	Estates - Mill Hill depot	Efficiencies	Savings in Facilities Management and Security from relocation of depot.	(10)
Commercial	Estates - Property Services	Efficiencies	Property Services - increased charging to services and projects	(10)
Commercial	Estates - Public offices	Income	Office consolidation	(170)
Environment, Planning and Regeneration	Highways	Service Reductions	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.	(200)
Environment, Planning and Regeneration	Revenue Income Optimisation	Income	Charging for parking in the boroughs 7 remaining free car parks.	(6)

### 9.3 **Q2 performance against the 2012-13 Corporate Plan Indicators (CPIs)**

9.3.1 Of a total of 50 indicators 47 were required to report in quarter 2. Of the indicators that reported, there were 51.1% of targets met (24 targets rated as green) and 44.7% of targets missed (21 targets rate as red, red-amber, or green-amber). 30 CPIs show a positive or neutral direction of travel, 13 CPIs demonstrate a negative direction of travel. The remaining indicators do not have a direction of travel this quarter because they are reporting for the first time.

9.3.2 There are several areas of performance improvement in the quarter:

- There has been a reduction in the proportion of young people classed as NEET to 3.1% in quarter 2 from 3.3% in quarter 1.
- Performance against Freedom of Information Requests has increased to 94% responded to within time in quarter 2 from 77% in quarter 1.

- The percentage of complaints responded to within guidelines increased significantly to 85.6% in quarter 2 from 63.4% in quarter 1, against a target of 80%.
- The number of adults of working age in residential care was reduced to 317 this quarter from 345 in quarter 4 2011/12.

9.3.3 There are also a number of new and emerging challenges in quarter two:

- Performance within Customer Services has remained below the target and is declining, with 56.5% of calls answered in 20 seconds against a target of 75%.
- There remains a significant challenge in the performance of the Planning Service. Although quarter two has seen some improvements in customer satisfaction a reduction in the backlog and an increase in the proportion of decisions made within 8 weeks.
- The recycling rate increased slightly, but remains below the target of 35.1%.
- In Children's Social Care there has been a reduction in the timeliness of placements for children in care who were placed for adoption, and a reduction in the percentage of children in care who are in council (rather than agency) foster placement.
- The proportion of young people achieving 5 A\* - C GCSEs has decreased slightly to 67.6%, compared to national average of 58%.
- Staff absence levels remain above the target of 6 days at 7.7 days over the last 12 months.
- Across the organisation there has been an increase in the proportion of staff who have been through the objective setting process for 2012/13, up 22% from quarter 1 to 91.1%. However, there is still work to be done to meet the target of 100%.

9.3.4 A summary of performance against corporate priorities can be found in Appendix A. Detailed performance reports for each council directorate are published on the council's website: <http://www.barnet.gov.uk/performance>

## **9.4 Virements**

9.4.1 In accordance with the financial regulations the following virements require member approval (Recommendation 1.3) and are detailed further in Appendix E:

- £1.017m is requested within the Commercial services Directorate to re-align the budget across IS to ensure the budgets reflect the costs and nature of this service. There is a nil impact on the services budgets.
- £1.518m is requested within the Corporate Governance Directorate, in order to carry out budget realignment following the transfer of Legal Services to Harrow. This is a within service virement. There is a nil impact on the service budgets.

## 9.5 Agency Costs

9.5.1 The table below details all agency staff costs incurred for quarter 2 of 2012/13.

**Table 3: Agency Costs to 30 September 2012**

Service	2011/12	Quarter 1	Quarter 2		
	Total Agency & Consultants expenditure £'000	Total Q1 Agency and Consultants Expenditure £'000	Agency Spend £'000	Consultants Spend £'000	Total Q2 Agency and Consultants Expenditure* £'000
Adult Social Care	1,980	625	774	106	880
Chief Executive	1,884	566	575	76	651
Childrens Services	10,542	1,331	841	767	1,608
Commercial Services **	4,294	979	692	1,122	1,814
Corporate Governance	423	101	166	-	166
Deputy Chief Executive	2,548	226	338	60	398
Environment, Planning & Regeneration	5,424	531	548	229	777
<b>Totals</b>	<b>27,095</b>	<b>4,359</b>	<b>3,934</b>	<b>2,360</b>	<b>6,294</b>

\* Data as at 1st October 2012 includes revenue (£3.938m) and capital spend (£2.356m)

\*\* Commercial includes "One Barnet" project expenditure £0.376m (Agency) and £1.062m (Consultants) for 2012/13.

## 9.6 2012/13 Capital Programme Monitoring

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

## 9.7 2012/13 Capital Monitoring Analysis

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

**Table 4: 2012/13 Capital Quarter 2 Analysis – Summary**

Service	2012/13 Latest Approved Budget £'000	Additions/ Deletions recommended to Dec CRC £'000	Slippage / Accelerated Spend recommended to Dec CRC £'000	2012/13 Budget (including Dec CRC) £'000	Forecast to year-end £'000	Variance from Revised Budget £'000
Adult Social Care	1,695	448	-	2,143	2,143	448
Central Expenses	2,178	-	-	2,178	2,178	-
Chief Executive	3,983	(100)	(1,100)	2,783	2,783	(1,200)
Childrens Services	52,346	366	(11,196)	41,516	41,516	(10,830)
Commercial Services	18,448	(65)	755	19,138	19,138	690
Corporate Governance	29	-	-	29	29	-
Deputy Chief Executive	-	-	-	-	-	-
Environment, Planning & Regeneration	35,974	3,973	(1,043)	38,904	38,904	2,930
<b>General Fund Programme</b>	<b>114,653</b>	<b>4,622</b>	<b>(12,584)</b>	<b>106,691</b>	<b>106,691</b>	<b>(7,962)</b>
HRA Capital	21,440	-	-	21,440	21,440	-
<b>Total Capital Programme</b>	<b>136,093</b>	<b>4,622</b>	<b>(12,584)</b>	<b>128,131</b>	<b>128,131</b>	<b>(7,962)</b>

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

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

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

Service	Grants £'000	S106 / Other £'000	Capital Receipts £'000	Revenue £'000	Borrowing £'000	Total £'000
Adult Social Care	448					448
Central Expenses						-
Chief Executive			(1,100)		(100)	(1,200)
Childrens Services	(10,966)			71	65	(10,830)
Commercial Services					690	690
Corporate Governance						-
Deputy Chief Executive						-
Environment, Planning & Regeneration	1,590	1,773	93	60	(586)	2,930
<b>General Fund Programme</b>	<b>(8,928)</b>	<b>1,773</b>	<b>(1,007)</b>	<b>131</b>	<b>69</b>	<b>(7,962)</b>
HRA Capital	-	-	-	-	-	-
<b>Total Capital Programme</b>	<b>(8,928)</b>	<b>1,773</b>	<b>(1,007)</b>	<b>131</b>	<b>69</b>	<b>(7,962)</b>

9.8.2 The main changes relate to:

- Adults Social Care additions for NHHT (£0.460m)
- Additions to the Childrens' service for Aiming High for disabled children (£0.230m) and Modernising Primary & Secondary schools (£0.090m).
- Additions to Graham Park Regeneration (£4.302), Saracens (£0.285m) and Waste cleansing (£0.060m) in Environment, Planning and Regeneration and also
- deletions to the Aerodrome Rd Junction improvement works (£0.273m), GAF3 funding for transport (£0.220m) and Highways Investment (£0.196m)
- Chief Executive deletions on Strategic Performance Management Information (£0.100m)
- Commercial services deletions for Asset Management (£0.065m)
- The programmes with slippage are:
  - The Implementation of the Library Strategy (£1.100m)
  - Urgent Primary places (£6.991)
  - General Schools Organisation (£4.205m)
  - Colindale redevelopment (£0.716m)
  - Highways Investment (£0.185m), and
  - Highways TFL (£0.085M).

This spend is planned to be incurred in future years and has been re-profiled appropriately.
- The accelerated spend of £0.755m is for the Asset Management system.

## 9.9 Corporate Risk Register

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

## 9.10 One Barnet programme

9.10.1 The latest budgeted figures for each project currently in the One Barnet Programme are detailed in Appendix G, Table 1. The total budget for Wave 1 Projects is £9.847m. The spend in 2012/13 is £1.458m, which is included in the total spend of £7.819m. The total projected spend for the projects through to 2014/15 is £9.871m. Actions are in place to ensure that this potential overspend is managed within the overall programme budget.

9.10.2 The budget and related savings achieved and projected for each project over the period 2010-19 is detailed in Appendix G, Table 3. The cumulative saving figure is now £109.4m due to the re-profiling of the NSCSO savings, following the slippage of the contract start date to April 2013. The NSCSO savings included in the monitoring report currently refer back to the original business case. At the time of drafting, the NSCSO final business case has not been approved, but the figures within this monitoring report will be amended following Cabinet approval.

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

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

9.11.1 A total of 66 projects have been monitored over quarter 2. Of these, six have been given a red RAG rating due to project slippage. These projects are listed below:

- Grahame Park Regeneration Programme (EPR) - Transfer of Phase 0 Extension land slipped due to a reduced sales rate being experienced on the first phase (Phase 1a) of the Grahame Park regeneration scheme.
- Brent Cross and Cricklewood Regeneration Programme (EPR) - Delays have arisen as Legal agreements need to reflect revised scheme proposals. Agreed Heads of Terms to be submitted to Cabinet for consideration in Feb 2013.
- Depot Relocation (Commercial) - Delays continue as the search for suitable sites in place of the proposed Pinkham Way site is still ongoing. An update on project progress was presented to IAB on 15 October.
- SOC Eye Maps Replacement (Commercial) – Slippage with the procurement of hardware has resulted in several months slippage to the project end date.
- Oakleigh School Expansion Project (Children’s Service) - 5 week delay with demountable building being delivered to the site due to contractor programming issues.
- Summerside Primary Expansion Project (Children’s Service) - Three month delay going out to tender due to architect delays with drawings and specification.

**10. LIST OF BACKGROUND PAPERS**

10.1 None.

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

This page is intentionally left blank



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

**Contents**

**1. Corporate performance overview .....1**

**2. Whole council summary tables .....3**

**3. Methodology for traffic light ratings.....9**

# 1. Corporate performance overview

## 1.1 Corporate performance dashboard

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

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	MTB	HR/People	Key project rating
Adult Social Care and Health	5	0	448	3.5	-4.5	2
Children's Service	2.5	(228)	(10,830)	2.5	-5.5	26
Environment, Planning & Regeneration	2.5	1085	(2,930)	0.5	-3.5	0
Commercial Services	2	714	690	0.5	-1	-2.5
Deputy Chief Executive's Service	-1.5	(3)	0	2.5	-1	4.5
Chief Executive's Service (incl. Customer Services & Libraries)	-2	344	(1,200)	-2.5	-5	n/a
Corporate Governance	1	155	0	4	-3.5	n/a
Central Expenses	n/a	-	-	n/a	n/a	n/a
<b>Totals<sup>2</sup></b>	<b>2.5</b>	<b>2,067</b>	<b>(7,962)</b>	<b>4</b>	<b>-6</b>	<b>1</b>

<sup>2</sup> Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in Section 3.

## 2. Whole council summary tables

### 2.1 Key finance indicators

Indicator	2012/13 (Position at 30/09/12)	2011/12 (Position at 31/06/12)	Achieved /Trend
<b>1 Revenue Expenditure</b>			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m 13.71	13.04	
(ii) HRA Balances	£'m 7.81	7.81	
(iii) School Balances	£'m 15.09	15.09	
(b) Performance against Budget: Variations:			
(i) Overspends	£'m 5.56	4.76	
(ii) Underspends	£'m 3.49	2.02	
<b>2 Capital Expenditure</b>			
(i) Total Slippage	£'m 12.58	1.97	
<b>3 Debt Management</b>			
(i) Total Debt Outstanding over 30 days	£'m 5.1	7.5	
(i) Total Debt Outstanding over 12 months	£'m 1.29	1.51	
(iii) Council Tax - % paid	% 56.74	30.14	
<b>4 Creditor Payment Performance</b>			
(i) % of Creditors paid within 30 days	% 97.98	97.93	

### 2.2 Revenue budget – corporate overview

See Monitoring Report

## 2.3 Capital budget – corporate overview

See Monitoring Report

## 2.4 Corporate Plan performance - corporate overview

Directorate	Total no. of Corp Plan indicators	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report data in Q4
		Green	Green amber	Red amber	Red			
Adult Social Care and Health	7	6			1	3	7	
Children's Services	11	6		1	3	3	10*	
Environment , Planning & Regeneration	10	5	1		3	2	10	
Commercial Service	4	3			1		4	
Deputy Chief Executive	10	2	2	1	4	3	9	
Chief Executive's Service	7	1		2	2	2	6	
Corporate Governance	1	1				1	1	
<b>Total</b>	<b>50</b>	<b>24 (51.1%)</b>	<b>3 (6.4%)</b>	<b>4 (8.5%)</b>	<b>14 (29.8%)</b>	<b>30</b>	<b>47</b>	

\*A CPI due to be reported is still awaiting data  
nb. Where the direction of travel is N/A or black this has not been included in the statistics

## 2.5 Human Resource/People performance - corporate overview

### Key corporate HR targets and indicators

Performance Indicator	Period covered	Target	Amber criteria	Q2 Actual (No.)	Q2 Actual % of total	Q2 (numerator/denominator)	Target Variance	Q2 DoT	Benchmarking
<b>Attendance</b>									
Average number of sickness absence days per employee (Rolling year)	Oct 11 - Sept 12	6	6 - 6.5	7.7	N/A	19430.19/2535.98	-27.7%	2.8% <span style="color: red;">▲</span>	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	July 12 - Sept 12	1.44	1.45 - 1.57	1.9	N/A	4655.53/2426.7	-33.3%	28% <span style="color: red;">▲</span>	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	July 12 - Sept 12	100%	>90%	384	91.7%	384/419	8.4%	2.9% <span style="color: green;">▲</span>	N/A : measure applicable to LBB only
<b>Performance Review</b>									
% performance reviews completed and agreed for eligible staff only	April 11 - Mar 12	100%	>90%	2063	84.6%	2063/2438	15.4%	2.3% <span style="color: green;">▲</span>	86% (CIPFA, All Members & other Unitary Authorities 2011)
% objectives set for eligible staff only	April 12 - Mar 13	100%	>90%	2108	91.1%	2108/2313	8.9%	22.2% <span style="color: green;">▲</span>	N/A : measure applicable to LBB only
<b>Cost</b>									
Variance of total payroll to budget	July 12 - Sept 12	£28,473,024	+/-5%	25,178,838	-11.6%	25178838/28473024	-11.6%	38.1% <span style="color: red;">▲</span>	N/A : measure applicable to LBB only
Management Indicator	Period covered		Q2 Actual (No.)		Q2 Actual % of total	Q2 (numerator/denominator)	DoT Q2 %	Benchmarking	
<b>Diversity Data</b>									
Percentage of top 5% earners that are female	As at 30 Sept 2012		70		49.0%	70/143	0.0%	Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)	

## Appendix A

Number of BME employees as % of total employees	As at 30 Sept 2012	819	31.9%	819/2568	▼ 0.7%	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
Number of declared disabled staff as % of total employees	As at 30 Sept 2012	76	2.8%	76/2686	0.0%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)

### Employee Relations

High Risk - Employee Relations cases as % of total cases	As at 30 Sept 2012	8	9.1%	8/88	▼ 21%	N/A : measure applicable to LBB only

## 2.6 Staff numbers by service

As at 30 Sept 2012

	ESTABLISHED POSITIONS AS FTE		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE			MSP RESOURCE AS HEADCOUNT	NON MSP RESOURCE AS Headcount			AVAILABLE CASUAL RESOURCE AS FTE
	Total Established Positions (FTE)*	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	
Chief Executive	410.99	331.37	300.32	29.66	329.98	72	0	6	6	4.00
Adult Social Services	370.00	278.25	248.76	20.40	269.16	68	2	16	18	12.00
Children's Service	976.86	839.58	659.51	153.70	813.21	73	17	14	31	274.66
Corporate Governance	53.36	42.06	35.47	7.00	42.47	2	2	0	2	1.00
Deputy Chief Executive Service	202.71	170.64	132.89	31.75	164.64	33	6	8	14	5.00
Commercial Services	169.08	130.66	104.65	23.00	127.65	16	9	4	13	0.00
Environment, Planning & Regen.	875.75	655.48	617.14	44.88	662.02	169	0	31	31	87.00
<b>Total</b>	<b>3,097.12</b>	<b>2,448.04</b>	<b>2,098.74</b>	<b>310.39</b>	<b>2,409.13</b>	<b>433</b>	<b>36</b>	<b>79</b>	<b>115</b>	<b>384.66</b>

## 2.7 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Nil Return/Not enough information provided
Adult Social Services	2	2	2	
Chief Executive's Office	2	2	2	
Children's Services	2	2	29	
Commercial Services	2	1	7	
Deputy Chief Executive including One Barnet	2	5	7	
Environment, Planning & Regeneration	2	4	7	1
<b>Totals</b>	<b>6</b>	<b>12</b>	<b>45</b>	<b>2</b>

A total of 66 projects have been monitored over quarter 2, of these projects six have been given a Red RAG rating due to milestone or general project slippage, these projects are listed below:

- Grahame Park Regeneration Programme(EPR)
- Brent Cross and Cricklewood Regeneration Programme (EPR)
- Depot Relocation (Commercial)
- SOC Eye Maps Replacement (Commercial)
- Oakleigh School Expansion Project (Children's Service)
- Summerside Primary Expansion Project (Children's Service)

### 3. Methodology for traffic light ratings

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

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

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

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

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

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

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

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



## Appendix A

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

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

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

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

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

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

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

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

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

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

This page is intentionally left blank

## Revenue Monitoring Directorate

## Adults

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Care Services - Learning Disabilities	34,081	35,251	35,548	297	Overspend due to reversal of expected funding from health relating to a client. Issue is currently with Legal but has been factored in for prudence. Work is also ongoing to manage demand.
Care Services - Mental Health	7,114	6,489	6,727	238	Overspend is due to an increase in residential clients placements due to an increase in high cost cases on autistic spectrum
Care Services - Older Adults - Physical Disabilities Transformation & Resources	42,085	43,662	43,665	3	
	3,855	3,513	3,366	(147)	Underspend is due to saving on interim joint Director with Children's Service and other staff vacancies.
Strategic Commissioning & Supply Management	8,741	8,190	7,799	(391)	Savings on Housing related support which will be re-directed towards lower level preventative services.
Government Grant Income	(61)	(61)	(61)	-	
<b>Total</b>	<b>95,815</b>	<b>97,044</b>	<b>97,044</b>	<b>-</b>	

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

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

## Central Expenses

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	314	-	
Levies	27,831	27,632	27,632	-	
Central Contingency	9,275	4,675	4,675	-	
Rate Relief	433	433	433	-	
Capital Financing	19,469	19,220	19,220	-	
Early Retirement costs	5,004	5,004	5,004	-	
FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	16	16	-	
CDC DRM	-	-	-	-	
<b>Total</b>	<b>63,143</b>	<b>58,095</b>	<b>58,095</b>	<b>-</b>	

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

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

Chief Executive

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Strategic Directors	552	467	443	(24)	Underspend due to staff vacancies
Assistant Chief Executive Service	2,133	2,234	2,291	57	Overspend due to staff pressures, income recharge to be addressed and higher print charges than anticipated
Grants	548	782	804	22	Grant pressure, seeking contribution from outside agency
Library Services	5,368	5,360	5,373	13	Under achievement of income, fines and video loans.
Revenues and Benefits	6,510	6,510	6,460	(50)	Under spend due to staff vacancies
Customer Services & Registration	1,020	1,650	1,976	326	Transitional costs incurred in restructuring the service due to the delay of its implementation.
<b>Total</b>	<b>16,131</b>	<b>17,003</b>	<b>17,347</b>	<b>344</b>	

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

- a) 4 cost centres over £100,000
- b) 3 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Childrens' Services

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Management Team	1,779	781	841	60	Underspend due to shared Director being offset by consultant costs undertaking SEN transformation work.
Social Care Division	2,685	2,453	2,356	(97)	Salary underspends due to staff vacancies in central resources team
Social Care Management	19,919	20,865	21,186	321	Net position of a number of over and under spends. Main pressure is in external residential care.
Children In Care	4,114	4,448	4,535	87	General staffing overspends due to supernumerary agency staff
Schools & Learning	2,125	2,118	1,994	(124)	Significant salary u/s in Education welfare service & additional income for newly qualified teachers
Safeguarding, Partnerships & Prevention	1,084	1,259	1,228	(31)	
Early Intervention & Prevention (BRIS)	8,591	9,058	9,248	190	Overspend on funding teachers in children's centres
Integrated Youth & Play Services	4,212	4,215	3,796	(419)	Saving on vacant Head of YOS post, other underspend on salaries and savings on supporting people contract
Access to Learning & Complex Needs	11,141	10,801	10,537	(264)	Future transport saving being achieved early
Other Children's Service Budgets (including PPP & Schools Funding)	2,051	2,117	2,166	49	
Schools Direct Management	-	-	-	-	
<b>Total (excluding SDM)</b>	<b>57,701</b>	<b>58,115</b>	<b>57,887</b>	<b>(228)</b>	

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

- a) 19 cost centres over £100,000
- b) 28 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

**Commercial Services**

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	692	821	645	(176)	Underspend due to staff vacancies
Property Services & Asset Management	7,503	7,758	8,027	269	Due to shortfall on income, surveyor's fees and staff parking charges
Corporate Procurement	(257)	(299)	292	591	Work is ongoing to identify further procurement savings
Information Systems	6,310	6,152	6,182	30	Additional costs of Open Revenues licences (Housing and Revenue Benefits system)
One Barnet Programme	-	-	-	-	
<b>Total</b>	<b>14,248</b>	<b>14,432</b>	<b>15,146</b>	<b>714</b>	

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

- a) 10 cost centres over £100,000
- b) 7 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

**Corporate Governance**

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Legal Services	1,750	1,778	2,068	290	Overpend due to Transition costs, plus pressures from counsel fees and income
Democratic Services	654	662	661	(1)	
Members	1,591	1,588	1,469	(119)	Due to under spend on training, members allowances and vacancies
Corporate Anti Fraud Team	722	722	726	4	
Elections	421	421	461	40	Overpend due to canvassing costs associated with the compilation of the electoral register
Civil Protection	175	175	174	(1)	
Standard & Info Rights Team	230	222	214	(8)	Under spend on salary offsetting overspend on leasework software system
Corporate Governance Directors	316	232	190	(42)	Salary under spend due to staff vacancies
Leaders Office	10	10	2	(8)	Under spend of supplies and services
Insurance	(10)	(10)	(10)	-	
<b>Total</b>	<b>5,859</b>	<b>5,800</b>	<b>5,955</b>	<b>155</b>	

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

- a) 1 cost centres over £100,000
- b) 4 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

**Deputy Chief Executive**

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Corporate Programmes	115	60	60	-	
Finance	3,557	3,881	3,881	-	
Human Resources	1,948	2,249	2,246	(3)	
<b>Total</b>	<b>5,620</b>	<b>6,190</b>	<b>6,187</b>	<b>(3)</b>	

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

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

Environment, Planning & Regeneration

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Land Charges	(964)	(964)	(989)	(25)	Higher than expected income
Environmental Health/ Cem & Crem	1,238	1,250	1,171	(79)	Savings made on running costs and vacancies
Planning	478	533	511	(22)	Due to vacant posts not being filled and income being higher than projected
Strategy (Planning & Housing)	634	634	641	7	Small overspend due to pressures on staffing budget
Building Control	(665)	(220)	(282)	(62)	Due to vacant post not being filled and lower than anticipated costs
Housing	3,623	3,323	3,381	58	Pressure on cost of short term TA, partially offset by vacant posts and increased PSL income.
Regeneration Service	(225)	(175)	(266)	(91)	Projected savings on consultancy costs
Management and performance	1,311	1,311	1,473	162	Staffing Pressure
Highways Inspection/Maintenance	2,265	2,529	2,839	310	Overspend due to underachievement of fee income and expected cost of winter maintenance
Highways income budgets incl. NRSWA	(897)	(897)	(866)	31	Overspend due to reduction in expected FPN income
Greenspaces	4,869	4,882	4,884	2	
Cleansing	4,087	4,087	3,994	(93)	Underspend due to reduced staffing costs and pro-active management of agency staff
Refuse (domestic and trade waste)	3,271	3,271	3,345	74	Overspend includes staff transferred over from Street Cleansing and additional agency costs.
Parking	(979)	(677)	(958)	319	Overspend due to continuing low usage of Council car parks even after tariff changes. Further tariff changes to be considered.
Transport	(165)	(165)	(309)	(144)	Underspend due to reduced transport and fleet costs
Recycling	3,384	3,520	3,765	245	Recycling income projection has been reduced due to lower prices being received for materials. In addition there is cost pressure from contract inflation.
Street Lighting	5,800	6,329	6,570	241	Savings delayed by legal process required for the contract change
Community Safety	211	211	162	(49)	Savings due to vacancies
Community Protection	1,229	1,229	1,057	(172)	Savings due to running costs and vacancies
Leisure	863	1,363	1,363	-	
WOM	-	-	0	0	
<b>Environment, Planning &amp; Regeneration</b>	<b>29,368</b>	<b>31,374</b>	<b>32,086</b>	<b>712</b>	
<b>Special Parking Account</b>	<b>(6,896)</b>	<b>(7,107)</b>	<b>(6,734)</b>	<b>373</b>	Further changes to budget will be dependent upon the changes coming out of the town centre parking reviews
<b>Environment, Planning &amp; Regeneration Total (inc SPA)</b>	<b>22,472</b>	<b>24,267</b>	<b>25,352</b>	<b>1,085</b>	

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

- a) 15 cost centres over £100,000
- b) 18 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

## Dedicated Schools' Grant

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
Centrally Retained	27,635	31,187	31,223	36	Overall there are a number of over and under spends on various centrally retained cost centres but the main pressure is from private & independent day special schools.
ISB	223,014	178,273	178,273	-	
DSG & LSC Grant	(250,781)	(209,551)	(209,551)	-	
<b>Total</b>	<b>(132)</b>	<b>(91)</b>	<b>(55)</b>	<b>36</b>	

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

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

## Housing Revenue Account

Description	Original Budget	Budget V1	Q2 Forecast 2012/13	Variation	Comments
	£000	£000	£000	£000	
LBB Retained	1,543	238	135	(103)	Underspend on salaries and running costs
HRA Regeneration	1,126	1,126	819	(307)	More costs recoverable from developers then expected and an establishment restructure
HRA Other Income and Expenditure (net)	(5,034)	(3,729)	(6,514)	(2,785)	Lower than budgeted interest rate payable on external loans and higher than anticipated rental income from lower void loss rate and higher than budgeted stock numbers
Support Service recharges	576	576	576	-	
Interest on Balances	(80)	(80)	(88)	(8)	
HRA Surplus/Deficit for the year	1,869	1,869	1,869	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>(3,203)</b>	<b>(3,203)</b>	

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

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

This page is intentionally left blank



Service	Year	Capital Programme	Funding Type	If Additions/ Deletions £'000	If Slippage/ Accelerated Spend £'000	Explanation for request
Chief Executive Services	2012/13	Strategic performance management Information	Borrowing	(100)		Project no longer going ahead
Commercial	2012/13	Asset Management	Borrowing			Transferred to Children's Services
Children's Service	2012/13	Modernisation 2012/13	Borrowing	65		Re-profiling of monies from Commercial to Children's Service
Commercial	2012/13	Asset Management	Borrowing		755	anticipated exp to deliver the schedule of condition/statutory compliance project
Commercial	2012/13	Friary House	Borrowing	(13)		Project is finished
Commercial	2012/13	Depot Relocation	Borrowing	13		
Commercial	2012/13	Project & Programme Management Software	Borrowing	(8)		
Commercial	2012/13	Corporate IM Platform	Borrowing	0		
Chief Executive Services	2012/13	Implementation of libraries Strategy	Capital		(1,100)	Implementation of Libraries Strategy slipping to future years
Adult Social Care & Health	2012/13	Capital works	Receipts			
Adult Social Care & Health	2012/13	NHHT	Grant	746		Re-profiling of monies from Adults Personal Social Services to Capital Works & addition of £.448k grant monies
Adult Social Care & Health	2012/13	Adult Personal Social Services	Grant	460		Re-profiling of monies from Adults Personal Social Services to NHHT to pay last instalment of capital monies
Adult Social Care & Health	2012/13	Broadfields	Grant	(758,000)		Re-profiling of monies from Adults Personal Social Services to NHHT and capital works project.
Adult Social Care & Health	2012/13	Capital works	Grant	280,000		Re-profiling of monies from Broadfields to capital works project
Children's Service	2012/13	Christ's college	Grant		(1,700)	Re-profiling of monies from Broadfields to capital works project
Children's Service	2012/13	Cophall	Grant		(1,025)	Re-profiling money from 2012/13 to 2013/14 in line with construction programme
Children's Service	2012/13	Compton	Grant		(1,480)	Re-profiling money within project over future years in line with construction programme
Children's Service	2012/13	Garden suburb replacement kitchen & dining	Revenue	27		Addition to programme of school contribution
Children's Service	2012/13	Aiming high for disabled children	Grant	230		Addition to programme of short breaks capital funding
Children's Service	2012/13	Primary Capital Programme -Colindale	Revenue	40		Addition to programme of school contribution
Children's Service	2012/13	Northway / Fairway	Revenue	4		Addition to programme of school contribution
Children's Service	2012/13	Orion	Grant		(6,991)	Re-profiling money within project over future years in line with construction programme
Children's Service	2012/13	SAI	Borrowing	(25)		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2012/13	Borrowing	25		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2008/09	Borrowing	(224)		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2012/13	Borrowing	224		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2009/10	Borrowing	(59)		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2012/13	Borrowing	59		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2010/11	Borrowing	(541)		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2010/11	Grant	(267)		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2012/13	Borrowing	541		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Children's Service	2012/13	Modernisation 2012/13	Grant	267		Re-profiling of monies from projects that have been completed to unallocated monies in order to invest in other projects
Environment,Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	s106	21		New addition to the programme relating to Middlesex University Controlled Parking Zones
Environment,Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	s106	2		New addition to the programme for a permit exemption relating to The Broadway area
Environment,Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	s106	2		New addition to the programme for a permit exemption relating to The High Street Barnet area
Environment,Planning and Regeneration	2012/13	Traffic Management	Borrowing	(2)		Re-align programme category
Environment,Planning and Regeneration	2012/13	Carriageway and Footways	Borrowing	(2)		Re-align programme category
Environment,Planning and Regeneration	2012/13	Traffic Management	Borrowing	(2)		Re-align programme category
Environment,Planning and Regeneration	2012/13	Highways Investment	Borrowing	(2)		Re-align programme category
Environment,Planning and Regeneration	2012/13	Colindale Development Area-A41 Aerodrome Road Junction improvement works	s106	(273)		Transfer of Colindale package of funding to the PHR capital programme
Environment,Planning and Regeneration	2012/13	Colindale Development Area - Aerodrome Rd - pedestrian fac	s106	(32)		Transfer of Colindale package of funding to the PHR capital programme
Environment,Planning and Regeneration	2012/13	Colindale Development Area, Colindale Hospital	s106	(1)		Transfer of Colindale package of funding to the PHR capital programme
Environment,Planning and Regeneration	2012/13	Colindale Development Area-CDA - Controlled Parking Z	Borrowing	5		Re-align programme category
Environment,Planning and Regeneration	2012/13	Highways Investment	Borrowing	(5)		Re-align programme category
Environment,Planning and Regeneration	2012/13	Colindale Development Area-CDA - Colindale Station Interchange	Borrowing	6		Re-align programme category
Environment,Planning and Regeneration	2012/13	Highways Investment	Borrowing	(6)		Re-align programme category

2012/13 Capital Programme Adjustments (continued)

Appendix C

Service	Year	Capital Programme	Funding Type	If Additions/ Deletions £'000	If Slippage/ Accelerated Spend £'000	Explanation for request
Environment, Planning and Regeneration	2012/13	Colindale Development Area - New scheme to be approved (Public Transportation Improvements)	Borrowing	5		Re-Align programme category
Environment, Planning and Regeneration	2012/13	Highways Investment	Borrowing	(5)		Re-Align programme category
Environment, Planning and Regeneration	2012/13	Colindale Development Area - Colindale CPZ Parking Review Feasibility Study - Colindale Hospital	Borrowing	5		Re-Align programme category
Environment, Planning and Regeneration	2012/13	Highways Investment	Borrowing	(5)		Re-Align programme category
Environment, Planning and Regeneration	2012/13	GAF - 3 Funding of Transport Projects	Grant	(221)		Transfer of Colindale package of funding to the PHR capital programme
Environment, Planning and Regeneration	2012/13	Road Maintenance	Grant	(70)		Completion of projects and final amendments
Environment, Planning and Regeneration	2012/13	Corridors	Grant	65		Completion of projects and final amendments
Environment, Planning and Regeneration	2012/13	Travel Plan Implementation	s106	5		New addition to the programme relating to Ballard's Lane
Environment, Planning and Regeneration	2012/13	Saracens	s106	170		New addition to the programme relating to Saracens. NOTE THIS FUNDING HAS BEEN INVOICED FOR BUT NOT YET RECEIVED
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	115		New addition to the programme relating to Saracens. NOTE THIS FUNDING HAS BEEN INVOICED FOR BUT NOT YET RECEIVED
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	(102)		Transfer of Colindale package of funding to the PHR capital programme
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	(51)		Transfer of Colindale package of funding to the PHR capital programme
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	(20)		Transfer of Colindale package of funding to the PHR capital programme
Environment, Planning and Regeneration	2012/13	Cleansing Equipment	RCCO	60		Await details from Sharada
Environment, Planning and Regeneration	2012/13	Footway Reconstruction	s106		(12)	Slip forward of a s106 scheme due to be completed next year
Environment, Planning and Regeneration	2012/13	Colindale Development Area - Reconstruction of Railway Bridges	Borrowing		(524)	Retentions not yet finalised
Environment, Planning and Regeneration	2012/13	Controlled Parking Zones	s106		(27)	On-going feasibility and detailed design to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Controlled Parking Zones	Borrowing		(5)	On-going feasibility and detailed design to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	CDA - Colindale Station Interchange	s106		(44)	Programme completion delayed as further liaison required with TfL
Environment, Planning and Regeneration	2012/13	CDA - Colindale Station Interchange	Borrowing		(6)	Programme completion delayed as further liaison required with TfL
Environment, Planning and Regeneration	2012/13	CDA - public transportation improvements	s106		(105)	Programme completion delayed as further liaison required with TfL
Environment, Planning and Regeneration	2012/13	CDA public transportation improvements	Borrowing		(5)	Programme completion delayed as further liaison required with TfL
Environment, Planning and Regeneration	2012/13	Colindale CPZ Parking Review Feasibility Study	s106		(11)	On-going feasibility and detailed design to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Colindale Hospital	Borrowing		(5)	On-going feasibility and detailed design to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Colindale CPZ Parking Review Feasibility Study	Borrowing		(54)	Slip forward of Barnet College programme not due to be completed this year
Environment, Planning and Regeneration	2012/13	Colindale Hospital	s106		(132)	On-going feasibility and detailed design to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Highways Investment	s106		(40)	A percentage of fees for Travel Plan Co-ordinator Post to be slipped forward to 2013/14
Environment, Planning and Regeneration	2012/13	Travel Plan Implementation	s106		(85)	Programme of schemes to be completed 2013/14
Environment, Planning and Regeneration	2012/13	Corridors, Neighbourhoods and Supporting Measures	Grant			
Environment, Planning and Regeneration	2012/13	Drainage	Borrowing		(42)	Schedule of projects will not be fully completed by the end of the year
Environment, Planning and Regeneration	2012/13	Old Court House - public toilets	s106		(40)	There are negotiations underway with prospective tenants that will determine when/what works will go ahead for this project. In all likelihood, this will not be completed this financial year
Environment, Planning and Regeneration	2012/13	Waste etc	NON HRA Capital Receipts		93	Current projected spend on recycling, refuse and trade waste containers
Environment, Planning and Regeneration	2012/13	Graham Park Regeneration	s106	2,402		Additional funding required to complete Graham Park area regeneration
Environment, Planning and Regeneration	2012/13	Graham Park Regeneration	Grant	1,900		Additional funding required to complete Graham Park area regeneration
				<b>4,622</b>		<b>(12,584)</b>

Service	2012/13 Latest Approved Budget	Additions/(Deletions) recommended to September CRC	(Slippage)/ Accelerated Spend recommended to September CRC	2012/13 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2012/13 Approved Budget
	£'000	£'000	£'000	£'000	£'000	£'000	%
Mental Health and Adults Personal Social Services Allocations	1,695	448	-	2,143	2,143	448	-
<b>Adult Social Care &amp; Health</b>	<b>1,695</b>	<b>448</b>	-	<b>2,143</b>	<b>2,143</b>	<b>448</b>	-
Capitalised Redundancies	2,178	-	-	2,178	2,178	-	-
<b>Central Expenses</b>	<b>2,178</b>	-	-	<b>2,178</b>	<b>2,178</b>	-	-
Chief Executive Services	3,983	(100)	(1,100)	2,783	2,783	(1,200)	(28%)
<b>Chief Executive Services</b>	<b>3,983</b>	<b>(100)</b>	<b>(1,100)</b>	<b>2,783</b>	<b>2,783</b>	<b>(1,200)</b>	<b>(28%)</b>
Schools Access Initiatives	25	(25)	-	-	-	(25)	-
Schools Modernisation & Access Improvement Programmes	5,366	90	-	5,456	5,456	90	-
Urgent Primary Places	2,029	-	-	2,029	2,029	-	-
Temporary Expansions - Allocated	3,207	-	-	3,207	3,207	-	-
Other Temporary Expansions	1,408	-	-	1,408	1,408	-	-
Broadfields	2,000	-	-	2,000	2,000	-	-
Mill Hill East	10,583	-	(6,991)	3,592	3,592	(6,991)	(66%)
Orion Primary/blessed Dominic	2,000	-	-	2,000	2,000	-	-
Moss hall infants and Juniors	1,500	-	-	1,500	1,500	-	-
Brunswick Park	1,600	-	-	1,600	1,600	-	-
Menorah Foundation	3,000	-	-	3,000	3,000	-	-
St Mary's and St Johns	2,000	-	-	2,000	2,000	-	-
Other Permanent Expansions - Allocated	4,494	-	-	4,494	4,494	-	-
Unallocated	153	-	-	153	153	-	-
Surestart Programme	2	-	-	2	2	-	-
Major School Rebuild Total	1,405	4	-	1,409	1,409	4	-
Primary Schools Capital Investment Programme	1,177	-	-	1,177	1,177	-	-
East Barnet Schools Rebuild	6,040	-	(4,205)	1,835	1,835	(4,205)	(70%)
General Schools Organisations	4,357	297	-	4,654	4,654	297	-
Other Schemes	52,346	366	(11,196)	41,516	41,516	(10,830)	(21%)
<b>Children's Service</b>	<b>(798)</b>	-	-	<b>(798)</b>	<b>(798)</b>	-	-
Capital Schemes Managed by Schools	(798)	-	-	(798)	(798)	-	-
<b>Capital Schemes Managed by Schools</b>	<b>(798)</b>	-	-	<b>(798)</b>	<b>(798)</b>	-	-
Commercial Services	18,448	(65)	755	19,138	19,138	690	4%
<b>Commercial Services</b>	<b>18,448</b>	<b>(65)</b>	<b>755</b>	<b>19,138</b>	<b>19,138</b>	<b>690</b>	<b>4%</b>
Corporate Governance Projects	29	-	-	29	29	-	-
<b>Corporate Governance</b>	<b>29</b>	-	-	<b>29</b>	<b>29</b>	-	<b>0%</b>
Deputy Chief Executive Services	-	-	-	-	-	-	-
<b>Deputy Chief Executive Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CCTV	461	-	-	461	461	-	-
Greenspaces & Leisure	715	-	(40)	675	675	(40)	(6%)
Highways - non-TfL	10,617	(409)	(1,011)	9,197	9,197	(1,420)	(10%)
Highways - TfL	6,537	(5)	(65)	6,447	6,447	(90)	(1%)
Parking	504	25	-	529	529	25	-
Waste	140	60	93	293	293	153	66%
Housing Association Programme	-	-	-	-	-	-	-
General Fund Regeneration	12,470	4,302	-	16,772	16,772	4,302	-
Disabled Facilities Projects	3,020	-	-	3,020	3,020	-	-
Housing Management System	-	-	-	-	-	-	-
Other Projects	1,510	-	-	1,510	1,510	-	-
<b>Environment, Planning and Regeneration</b>	<b>35,974</b>	<b>3,973</b>	<b>(1,043)</b>	<b>38,904</b>	<b>38,904</b>	<b>2,930</b>	<b>(3%)</b>
<b>General Fund Programme</b>	<b>114,653</b>	<b>4,622</b>	<b>(12,584)</b>	<b>106,691</b>	<b>106,691</b>	<b>(7,962)</b>	<b>(11%)</b>
HRA Capital	21,440	-	-	21,440	21,440	-	-
<b>Total Capital Programme*</b>	<b>136,093</b>	<b>4,622</b>	<b>(12,584)</b>	<b>128,131</b>	<b>128,131</b>	<b>(7,962)</b>	<b>(9%)</b>

\*Excludes Capital Schemes Managed by Schools

This page is intentionally left blank

**Virements requiring member approval.**

A virement for £1.017m is requested within the Commercial Services Directorate to re-align the budget across IS to ensure the budgets reflect the costs and nature of this service. There is a nil impact on the services budgets.

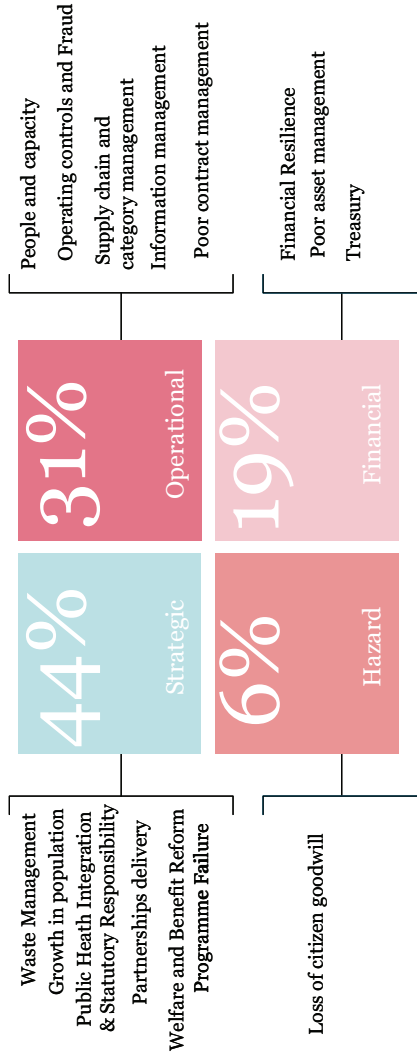
Cost Centre		Account Group	Amount £'000
11021	Intrastructure	Customer client	(621.26)
11021	Intrastructure	Supplies and Services	(102.56)
10599	Swift	Employee Related	(77.84)
11021	Intrastructure	Supplies and Services	(76.60)
11022	Business Systems	Supplies and Services	(34.00)
11022	Business Systems	Supplies and Services	(28.00)
11022	Business Systems	Recharges	(22.49)
11020	I T Support	Customer client	(16.35)
10413	Recoverable Costs	Supplies and Services	(15.00)
11199	Service Desks	Supplies and Services	(8.57)
10413	Recoverable Costs	Employee Related	(5.00)
10413	Recoverable Costs	Supplies and Services	(5.00)
11020	I T Support	Supplies and Services	(1.69)
11021	Intrastructure	Transport Related	(0.96)
11022	Business Systems	Supplies and Services	(0.42)
11001	I T Strategy	Supplies and Services	(0.41)
11022	Business Systems	Supplies and Services	(0.15)
11001	I T Strategy	Transport Related	(0.11)
11020	I T Support	Supplies and Services	(0.07)
11199	Service Desks	Supplies and Services	(0.06)
10342	Electronic Information Services	Supplies and Services	0.03
10342	Electronic Information Services	Supplies and Services	0.12
11020	I T Support	Supplies and Services	0.18
10342	Electronic Information Services	Supplies and Services	0.27
11199	Service Desks	Supplies and Services	0.39
11199	Service Desks	Supplies and Services	0.40
10342	Electronic Information Services	Supplies and Services	0.44
11021	Intrastructure	Transport Related	0.48
10342	Electronic Information Services	Supplies and Services	0.60
11001	I T Strategy	Supplies and Services	0.70
11020	I T Support	Supplies and Services	0.85
11020	I T Support	Transport Related	0.96
10342	Electronic Information Services	Employee Related	1.60
11020	I T Support	Transport Related	1.65
11199	Service Desks	Employee Related	2.00
11021	Intrastructure	Supplies and Services	2.20
11022	Business Systems	Supplies and Services	4.23
11199	Service Desks	Supplies and Services	7.70
11199	Service Desks	Supplies and Services	7.86
11001	I T Strategy	Supplies and Services	8.08
11022	Business Systems	Employee Related	9.30
11022	Business Systems	Customer client	13.32
11022	Business Systems	Recharges	22.49
11020	I T Support	Employee Related	27.00
11001	I T Strategy	Employee Related	50.75
11021	Intrastructure	Supplies and Services	66.34
11021	Intrastructure	Supplies and Services	97.95
10413	Recoverable Costs	Customer client	135.00
11020	I T Support	Supplies and Services	163.00
11021	Intrastructure	Supplies and Services	186.10
11022	Business Systems	Customer client	204.55
TOTAL			-

A virement for £1.518m is requested within the Corporate Governance Directorate, in order to carry out budget realignment following the transfer of Legal Services to Harrow. This is a within service virement. There is a nil impact on the service budget.

Cost Centre	Account Group	Amount £'000
10382 Legal Community	Employee Related	(321.88)
10380 Legal Advocacy Team	Employee Related	(307.30)
10381 Legal Commercial Tm	Employee Related	(266.17)
10382 Legal Community	Supplies & Services	(246.90)
11359 Barnet-Harrow Joint Legal Service	Customer & Client Receipts	(142.44)
10380 Legal Advocacy Team	Supplies & Services	(101.49)
10379 Legal Services Gen	Employee Related	(44.83)
10379 Legal Services Gen	Supplies & Services	(35.00)
10381 Legal Commercial Tm	Supplies & Services	(21.93)
11359 Barnet-Harrow Joint Legal Service	Other Grants,Reimbursements & Cont	(16.35)
11359 Barnet-Harrow Joint Legal Service	Recharges	(11.47)
10380 Legal Advocacy Team	Transport Charges	(1.19)
10869 BS-Barnet Homes Disbursements	Supplies & Services	(0.58)
10382 Legal Community	Transport Charges	(0.30)
10379 Legal Services Gen	Transport Related	(0.21)
10381 Legal Commercial Tm	Transport Charges	(0.18)
10379 Legal Services Gen	Recharges	11.47
10380 Legal Advocacy Team	Other Grants,Reimbursements & Cont	16.35
10380 Legal Advocacy Team	Customer & Client Receipts	51.16
10381 Legal Commercial Tm	Customer & Client Receipts	91.28
11359 Barnet-Harrow Joint Legal Service	Supplies & Services	364.26
11359 Barnet-Harrow Joint Legal Service	Third Party Payments	983.70
TOTAL		-

## Corporate Risk Register

The following diagram highlights where those risks as determined in the workshop presently sit within the headings of strategic, operational, hazard and financial.



SCORE		IMPACT				
		1	2	3	4	5
5	Almost Certain	0	0	0	0	0
4	Likely	0	0	0	5	0
3	Possible	0	1	6	4	0
2	Unlikely	0	0	0	0	0
1	Rare	0	0	0	0	0

Risk Commentary – the change from quarter 2 to quarter 3 has seen one risk increase due to announcements of the preferred bidder for NSCSO and the acknowledgement that this may be an unsettling time for staff, in addition treasury management has decreased due to satisfactory assurance around the operation of controls for the Treasury Management Strategy. There has been no risks moved off the corporate risk register and the majority remain strategic risks that are considered long term.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>People – there may not be in place the capacity within the council to deliver the change agenda, business as usual and manage the transition to the new corporate structure.</p> <p>Cause: timings of the corporate restructure may mean that the right people are not in place to lead through the period of change and transition. Announcement of preferred bidder for NSCSO will be unsettling for staff.</p> <p>Consequence: Business as usual may suffer and impact on the customer experience or overall financial management or corporate governance.</p>	Major 4	<p><b>Preventative:</b> Restructure Project Board. Transition plans for moving to new provider. Develop Organisational Development Strategy</p> <p><b>Detective:</b> Performance Management Framework to identify areas of concern, in particular 'managing the business' indices Regular Senior Management Team meetings for each Directorate One Barnet Programme – management of mobilisation/transition plans for escalation to the Board.</p>	Treat	Quarterly	Moderate 3
	Likely 4		High 16	Medium-High 9	
<p>Welfare and Benefit Reform – there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change. Likelihood that there will be direct operational increases from implementing a new system, potential for cost pressures from central government to local government, and there may be a transfer of costs from one council to another.</p>	Major 4	<p><b>Preventative:</b> Welfare Reform Programme in place to determine impact and to determine the design of the new scheme in place to deliver welfare and benefit reform. Development of Council Tax support scheme - partnership working to determine Barnet public sector response building on existing forms such as community coaches and NEETs Consultation with the public.</p> <p><b>Detective:</b> Performance indicators</p>	Treat	Quarterly	Moderate 3
	Possible 3		Medium-High 12	Medium-High 9	



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Cause: Central Government has committed to a programme of welfare reform, aiming to simplify the benefits systems, create the right incentives to get more people into work, protect the most vulnerable, and deliver fairness to tax payers and to those claiming benefits</p> <p>Consequence: potential to negatively affect those economically disadvantaged within the community.</p>		<p><i>in place to determine impact on housing and social care demand, NEEFs</i></p> <p><i>Development of an implementation plan to monitor</i></p>			
<p>Financial Resilience – given the slow recovery of the economy there is a risk of key concerns over delivering savings over the next few years and managing to deliver services at the highest standards over such uncertainty.</p> <p>Cause: further cuts to local government funding in 2012/13 and there have been discussions of an additional Spending Review possibly in the Autumn of 2012/13.</p> <p>Consequence: Erosion of financial reserve position or non delivery of key services to the vulnerable.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p><b>Preventative:</b> Financial and Business Planning cycle including risk assessments of saving plans</p> <p><b>Detective:</b> Budget monitoring and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy</p>	<p>Tolerate</p>	<p>Quarterly</p> <p>Major 4</p> <p>Possible 3</p>	<p>Medium High 12</p>

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

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
people living longer. Consequence: More demand for public services over a period in declining government funding.					
Information Management – there is a risk of non compliance with data protection legislation and information security policies without practical responses to transferring information between providers and the council. Cause: Changes to the ways in which services are provided require more interchange of information with external bodies. Consequence: potential information security or data protection breaches if policies are not strictly complied with leading to reputational damage and potential fines from ICO.	Moderate 3 Possible 3 Medium-High 9	<b>Preventative:</b> Information Management Strategy; E-learning package on information management Communication of policies and procedures <b>Defective:</b> Information Governance Board providing oversight and direction IM implementation plan Delivery Unit Governance Groups in place within services to monitor compliance within Adults and Children's Services (high risk areas) Effective programme management in place Data-flow analysis and redefining standards by learning	Treat	Quarterly	Moderate 3 Unlikely 2 Medium-Low 6
Commercial Relationships – there is a risk that centralisation and compliance work distracts focus from supply chain management and category management across the council for delivery of key savings	Major 4 Likely 4 High 16	<b>Preventative:</b> medium term procurement strategy Delivery of Procurement Controls and Monitoring Action Plan to ensure compliance with basic procurement rules – satisfactory	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
<p>over the short to medium term.</p> <p>Cause: As the focus of procurement has been compliance resources have not been balanced in terms of delivery of category management and ensuring understanding of contract management after the procurement exercise.</p> <p>Consequence: Failure to understand the data and to make future savings from better commercial relationships.</p>	<p>Medium-High 9</p>	<p>assurance received from internal audit in November 2012</p> <p><b>Detective:</b> Data for category spend per Directorate reviewed and acted upon</p> <p>Centralisation of procurement specialists to act as key supplier relationship managers (SRMs) across the business and embedding of controls.</p> <p>Development of Commercial Assurance in new organisational structure for April 2013</p>	Treat	Quarterly	<p>Medium-Low 6</p>
<p>Asset Management – there is a risk that there is not a common understanding of the current state and size of council and community owned assets.</p> <p>Cause: there has been a lack of an integrated Asset management System due to a lack of data on properly held.</p> <p>Consequence: Asset management planning may not be well integrated within business planning processes leading to poor use of resources.</p>	<p>Moderate 3</p> <p>Possible 3</p>	<p><b>Preventative:</b> Asset Management Strategy development</p> <p><b>Detective:</b> Developing a list of council and community based assets, including any compliance issues.</p> <p>Implementation of Estates Strategy Action Plan</p> <p>Establish corporate asset management system</p>	Treat	Quarterly	<p>Minor 2</p> <p>Possible 3</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>Waste Management and Sustainability – without consideration of alternative ways of improving recycling and changing behaviours around sustainability there is a risk that costs will escalate in the future and delivery of services at the current quality will not be possible leading to declining customer satisfaction.</p> <p>Cause: Growth and changes in government regulations and law require change to waste management and sustainability.</p> <p>Consequence: Increased costs due to penalties attracted where minimum recycling rates not achieved and where rubbish sent to landfill. Without appropriate ownership of responsibility for environmental matters and easy access to methods of recycling there may be an adverse affect on the environment and standards of living.</p> <p>Health Integration – local health organisations and social care have agreed to work on a single integration programme for commissioning and service change</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p><b>Preventative:</b> Strategic Outline Business Case for Street Scene considering alternative ways of delivery, progressing for in-house delivery NWLA partnership</p> <p><b>Detective:</b> Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan One Barnet Programme Management</p> <p><b>Preventative:</b> Strategic Outline Business Case for Health and Social Care Integration and investment priorities outlining commitment of NHS organisations</p>	Treat	Quarterly	<p>Major 4</p> <p>Possible 3</p> <p>Medium-High 12</p>
	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium-High 9</p>		Treat	Quarterly	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium-Low 6</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>from October 2012. Without clear evidence that demonstrates the measurable return on investment for integration with social care and the timescale for benefit realisation, there is a risk that partner organisations may be unwilling to commit to support and invest in integration projects where they do not see a rapid and/or proportionate return on their investment for their own organisation.</p> <p>Cause: Resourcing constraints and are expected to impact local NHS organisations that are undergoing major transitions now and during the next 12 months.</p> <p>Consequence: Without appropriate partnership commitment the opportunities from integration of health and social care may not be realised such as the ability to improve the health and wellbeing of the Barnet community; and appropriate care and support to support and facilitate good outcomes; &amp; improved management of demographic change</p>		<p>and Barnet Council to provide resources to support the delivery of social care and health integration initiatives and the investment of Section 256 monies.</p> <p>NHS and Social Care integration summit agreed the benefits of a single programme approach to integration in the borough, July 2012. Programme initiation October 2012</p> <p><b>Defective: Health and Well-Being</b> Board oversight Building local insight through the piloting and evaluation of integration initiatives prior to a large scale commitment or long-term investment decision. Also definition of benefits measurement will be an essential component of integration project development and delivery. Creation of concordat detailing principles of engagement, investment and benefits realisation to be signed by all NHS and social care organisations in the programme. Programme management approach through One Barnet to ensure that the mix of benefits</p>			

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		across the portfolio of projects are fairly distributed at programme level. Engagement and Communications workstream HR engagement			
New Public Health Statutory Responsibilities - Local Authorities will have a new statutory responsibilities for health improvement, health protection and the provision of public health advice and information to local NHS Commissioners from April 2013 as part of the changes to the health and social care system enacted in the new Health and Social Care Act. The new responsibilities will be funded by a ring-fenced grant which will be based on historical actual outturn spend and will not be confirmed by the Department of Health until December 2012. A project is being implemented jointly with NHS NCL to prepare for the transfer of designated public health functions, contracts and staff to the Local Authority.	Major 4	<p><b>Preventative</b> – Barnet Council is seeking to increase the capacity and capability of public health staff and resources, spread financial and operational risk and achieve economies of scale through the establishment of a shared specialist Public Health Service and single Director of Public Health with Harrow Council. This will also open up opportunities for greater public health contract efficiencies and scope for the joint commissioning of public health provider services.</p> <p>Barnet Council has representation on the London Councils forum and is lobbying for a fair funding settlement through a range of formal and informal channels including Department of Health, NCL Cluster, NHS London Public Health Programme and the Local Government Association.</p> <p><b>Detective</b> – Joint NCL and Barnet Council Public Health Transition</p>	Treat	Quarterly	Likely 4
	Cause - There is a risk of insufficient funding and specialist public health staff resources for the		High 16	Medium-High 12	

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Local Authority to discharge its statutory Public Health responsibilities. There is an identified £1.4m shortfall between the expected funding requirement and the likely public health ring-fenced grant allocation settlement. The historical level of investment public health in Barnet is substantially lower than other parts of London and is well below the national average.	High	Board including representation from NCL Finance, Public Health, Barnet CCG and the regional Health Protection Unit. The Project Board meets monthly. Direct input into the preparation and validation of NCL Public Health financial information. Review of monthly NCL public health financial reporting during the transition year (2012/13). Memorandum of Understanding with NCL Cluster to support the safe transfer of public health functions to the Local Authority.			High
<u>Consequence</u> – The Local Authority will be unable to discharge its new statutory public health commitments and will have insufficient resources to fulfil its corporate local strategic priorities for public health improvement and health protection.					
Fraud – there is a risk that monies or assets may be fraudulently gained by individuals internal or external to the council over the period of change or austerity.	Medium-Low 6	<b>Preventative work:</b> fraud awareness training delivered through e-learning, appropriate design of control by management to prevent fraud.  <b>Deterrent:</b> publication of any fraudsters convicted and prosecuted by the Council  <b>Detective:</b> Proactive fraud plan in place for 2012-13 to identify	Tolerate	Quarterly	Medium-Low 6
Cause: In periods of austerity it is inherent in any organisation, particularly within government agencies, that they are targeted by fraudsters either external or internal.					
	Minor 2				Minor 2
	Possible 3				Possible 3
	Medium-Low 6				Medium-Low 6



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Consequence: funds may fraudulently leave the council and in the event that the fraud is not detected may not be recovered.		<p>weaknesses in control to mitigate the risk of fraud; controls designed by management to detect fraud or error within their key systems.</p> <p>Regular review of fraud cases and consideration of the application of controls.</p>			
<p>Failure to engage properly with Residents.</p> <p>Cause: A full understanding of resident's and their involvement in their communities may not be reflected in services approach to business planning; or on building how residents would like to be involved further in their communities.</p> <p>Consequences: reputational damage and the potential to make policy that does not reflect the needs of residents</p>	Moderate 3	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design.</p> <p>Governance: Constitutional Review will look at Public Participation and improvements.</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website included in phase 2.</p> <p><b>Detective:</b> Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	Treat	Quarterly	Moderate 3
	Medium-High 9		Possible 3	Unlikely 2	Medium-Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
Partnerships – there is a risk that our relationships with key partners with schools, NHS, police may not work effectively to achieve joint outcomes for local people.  Cause: Immature partnership framework that is yet to endure a test of the strength of the relationships.  Consequence: without clear focus on outcomes partnerships want to achieve the benefits of working collaboratively will not be realised and there could be duplication of efforts or gaps in discharging statutory responsibilities.	Moderate 3 Possible 3 Medium-High 9	<b>Preventative:</b> Overarching Partnership Strategy. Partnership Framework  <b>Detective:</b> Partnership Delivery Boards monitoring delivery of partnership outcomes.	Treat	Quarterly	Moderate 3 Unlikely 2 Medium-low 6
As DRS moves towards final evaluation and NSCSO preferred bidder member decision and mobilisation there are risks around the mobilisation period with potential for delay and business continuity over that time.  Cause: The stage in the procurement process requires capacity and leadership to ensure smooth transition.  Consequence: Business as usual	Major 4 Possible 3 Medium-High 12	<b>Preventative:</b> Evaluation panels in place for the assessment of final bids for DRS.  Transition & Mobilisation plans in place to move to new provider for NSCSO and movement to new organisational structure.  <b>Detective:</b> Transition Board in place monitoring delivery of plans, escalating issues as appropriate.	Treat	Weekly	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
may suffer or delays occur if the process is not controlled well over the selection and mobilisation process.					
There is a risk in the new organisational structure that the Council may not have the capacity to manage contracts effectively. Cause: change in the model for management contracts post finalisation of major outsourcing of DRS and NSCSO services within scope. Consequence: contract managers may not be in place and with sufficient knowledge of the new working arrangements to ensure delivery of Key Performance Indicators from April onwards.	Moderate 3	<b>Preventative:</b> Appointment of contract managers. Embedding central/devolved approach to contract management Sufficient lead in period until go-live of April 13.  <b>Detective:</b> Transition Board and Project Board in place monitoring requirements of the new organisation  New Head of Commercial in place.	Treat	Monthly	Minor 2
	Possible 3				Possible 3
	Medium High 9				Medium Low 6

This page is intentionally left blank

Table 1

Wave 1 Projects	Total Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn	Projected outturn	Projected outturn				
<b>Closed Projects</b>													
Community Coaches	70,000	-	42,186		22,205		22,205		-		-	64,390	(5,610)
E-Recruitment	40,000	40,000	-		-		-		-		-	40,000	0
Housing Project	87,966	-	23,750		64,976		64,976		-		-	88,726	760
Parking Procurement	170,537	29,159	113,085		22,423		22,423		-		-	164,668	(5,869)
Procurement Project	70,058	70,058	-		-		-		-		-	70,058	0
Prototyping Project	77,129	77,129	-		-		-		-		-	77,129	0
Rapid Improvement Project	22,000	18,500	3,500		-		-		-		-	22,000	0
Revenue & Income Optimisation	197,662	197,662	-		-		-		-		-	197,662	0
SAP Optimisation	375,533	174,375	127,147		80,000		80,000		-		-	381,522	5,989
Your Choice Barnet	553,156	163,279	313,895		81,376		81,376		-		-	558,550	5,394
<b>Open Projects</b>													
Community Budgets, Childrens Projects	247,493	39,386	29,749		-		-		-		-	69,136	(178,357)
Customer Service Transformation	543,113	236,379	309,351		2,618		2,618		-		-	543,112	(0)
Development & Regulatory Services	1,744,019	319,493	701,617		362,820		1,306,128		159,282		-	2,486,520	742,500
Legal Services	140,000	-	54,639		116,775		116,775		-		-	171,414	31,414
Libraries Strategy	148,181	60,000	54,003		34,178		34,178		-		-	148,181	0
New Support & Customer Services Organisatio	1,654,439	307,446	641,733		387,409		1,107,920		47,446		-	2,104,545	450,106
Passenger Transport	272,106	57,966	111,602		20,467		102,397		-		-	271,965	(141)
Programme Management	2,411,433	450,919	1,593,258		287,520		367,256		-		-	2,411,433	(0)
Right to Control	-	-	-		-		-		-		-	-	0
Contingency - Wave 1	1,022,592	-	-		-		-		-		-	-	(1,022,592)
<b>Total</b>	<b>9,847,416</b>	<b>2,241,753</b>	<b>4,119,515</b>		<b>1,457,530</b>		<b>3,303,015</b>		<b>206,728</b>		<b>-</b>	<b>9,871,010</b>	<b>23,594</b>

Table 2

Projects	Budget	2010/11		2011/12		2012/13		2013/14		2014/15		Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn	Projected outturn	Projected outturn				
Customer Service Transformation	1,422,000	-	-		761,202		1,422,000		-		-	1,422,000	-
Early Intervention	227,000	-	77,825		6,456		146,181		-		-	224,006	(2,994)
Health & Social Care Integration	100,000	-	38,881		49,185		61,185		-		-	100,066	66
Information Management System	565,190	-	148,729		266,410		378,511		-		-	527,240	(37,950)
Programme Management	1,800,000	-	-		296,162		1,202,153		597,847		-	1,800,000	-
Re-organisation of the Senior Officer and Council Structures	900,000	-	138,085		328,497		761,915		-		-	900,000	-
Safer Communities	149,000	-	39,765		73,861		107,350		-		-	147,115	(1,885)
Strategic Review of Sports & Leisure Activity	232,000	-	48,445		44,072		153,469		-		-	201,914	(30,086)
Waste & Streetscene	191,000	-	110,612		61,640		80,400		-		-	191,012	12
Contingency - Wave 2	-	-	-		-		-		-		-	-	-
<b>Total</b>	<b>5,586,190</b>	<b>-</b>	<b>602,342</b>		<b>1,887,485</b>		<b>4,313,164</b>		<b>597,847</b>		<b>-</b>	<b>5,513,353</b>	<b>(72,837)</b>

Table 3

Wave 1 Costs and Savings		Programme budget (costs)	Base budget savings to 2014/12 *	Projected base budget savings to 2012/13 **	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Projected Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19	Comment
	£m	£m	£m	£m	£m	£m	£m	£m	
Community Coaches	0.07	-	-	-	-	-	-	-	Development of a volunteer life coaching scheme. Successfully piloted in partnership with local and national charities and community groups. Currently being developed into an ongoing service for the community
e-Recruitment	0.04	0.29	0.34	0.34	0.45	0.78	2.81	2.81	The e-Recruitment project has provided the organisation with an online system which is delivering process improvements for HR and a reduction in advertising costs for directorates.
Housing Project	0.09	-	0.40	0.61	-	0.40	3.77	3.77	The housing needs and resources (HNR) service was transferred from the Council to the Barnet Group Limited and delivered by Barnet Homes as a subsidiary which took effect in April 2012 enabling reduced management costs and greater synergies between Barnet Homes and the HNR service.
Legal Services	0.14	-	0.09	0.19	-	0.09	1.18	1.18	Savings to be achieved through a shared legal service with London Borough of Harrow which went live September 2012.
Parking	0.17	-	0.37	0.88	-	0.37	5.34	5.34	As of May 2012 the parking service is being provided by an external contractor (NSL) with consequential savings being realised.
Procurement Project	0.07	0.92	0.92	0.92	1.79	2.71	8.26	8.26	Procurement savings delivered through review and reduction in number of vendors, and contract renegotiation. A small element of the planned savings were substituted with staff savings in the procurement service.
Prototyping Project	0.08	-	-	-	-	-	-	-	Successful development of a methodology to quickly develop new services at low cost. Used to develop the Community Coaching service.
Rapid Improvement Project	0.02	-	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings
Revenue Income Optimisation	0.20	1.83	2.08	2.15	2.17	4.25	17.13	17.13	All of the planned changes have taken place and all relevant income budgets have been adjusted appropriately (except for the charging for parking in the boroughs 7 free car parks as per Cllr Decision)
Right to Control	-	-	-	-	-	-	-	-	Coordinated support for disabled citizens, including social care, housing and employment support.
SAP Optimisation	0.38	-	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings through improvements to the Council's SAP finance/procurement/HR system
Your Choice Barnet	0.55	-	-	0.49	-	-	2.25	2.25	A subsidiary company to the Council was set up to deliver Adult social care services previously run directly by the Council. This went live in January 2012. A surplus is due to be generated across 2013-16.
School improvement and youth services	0.25	2.04	2.04	2.04	2.04	4.08	16.32	16.32	Savings achieved in 2011/12 through (i) the reduction of school improvement support service for primary and secondary schools and (ii) the reshaping and reducing of youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice
Customer Service Transformation	0.54	0.09	0.69	0.67	0.09	0.77	4.84	4.84	Savings achieved in 2012/13 through the consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact and the reduction in team management roles as a result of this consolidation.
Development & Regulatory Services	1.74	-	-	2.79	-	-	15.46	15.46	These savings will be achieved in 2013/14 and 2014/15. The outline solution submissions of both the bidders who were taken forward into the second stage of dialogue met or exceeded the council's requirement to achieve these savings. Final tenders are due in November 2012 with the contract due to go live in early 2013/14.
Libraries Strategy	0.15	0.12	0.47	1.21	0.12	0.58	7.77	7.77	Savings will be achieved primarily in 2013/14 through a restructure of service designed to achieve efficiencies without affecting the ability of the service to deliver the Library Strategy. Further savings will be achieved through the implementation of RFID self-service in all sites (this has already been partly implemented in 2012/13), the running of Hampstead Garden Suburb Library by members of the community and the creation of a new landmark library in the arts depot (and the subsequent closure of Friern Barnet library).
New Support & Customer Services Organisation	1.65	-	-	4.64	-	-	20.27	20.27	Having evaluated the financial benefits contained within the shortlisted bidders' outline submissions, both proposals contained financial benefits that exceed the financial benefits contained within the business case. Final tenders have now been received and the contract is due to go live in April 2013.
Passenger Transport	0.27	0.42	0.50	0.50	0.49	0.99	3.98	3.98	Savings have been achieved in 2011/12 and 2012/13 through rationalising the transport costs across adults day care transport with Children's Special Needs Transport by merging/remodelling routes, and/or reconfiguring opening times of Day Centres. Savings also derived from a combination of merged SEN and AdSS transport through the availability of additional vehicle and driver resources to be utilised at short notice and using improved procurement methods.
Contingency	1.02	-	-	-	-	-	-	-	
Programme Management	2.41	-	-	-	-	-	-	-	
<b>Total</b>	<b>9.84</b>	<b>5.70</b>	<b>7.89</b>	<b>17.42</b>	<b>7.14</b>	<b>15.02</b>	<b>109.37</b>	<b>109.37</b>	

\* - savings to end of 2011/12

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

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

---

<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	17 December 2012
<b>Subject</b>	<b>Treasury Management Outturn for Quarter Ended 30 September 2012</b>
<b>Report of</b>	Deputy Leader of the Council / Cabinet Member for Resources and Performance
<b>Summary</b>	To report on Treasury Management activity for quarter ended 30 September 2012.

---

<b>Officer Contributors</b>	John Hooton - Assistant Director of Strategic Finance Iain Millar – Head of Treasury and Pensions
<b>Status (public or exempt)</b>	Public
<b>Wards Affected</b>	All
<b>Key Decision</b>	No
<b>Reason for urgency</b>	N/A
<b>Function of</b>	Executive
<b>Enclosures</b>	Appendix A – Money Market and PWLB Rates Appendix B – Deposits as at 30 September 2012 with Credit Ratings Appendix C – Compliance with Prudential Indicators
<b>Contact for Further Information:</b>	Iain Millar, Head of Treasury and Pensions, 020 8359 7126

## **1 RECOMMENDATIONS**

- 1.1 That the Treasury Management activity and position for the first quarter ended 30 September 2012 be noted.**
- 1.2 That the Committee notes the Council's response to continuing market uncertainty which is set out in sections 9.1.4 and 9.8**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council 6 March 2012, (Decision item 10) – Treasury Management Strategy 2012/13.
- 2.2 Cabinet Resources Committee 20 June 2012 (Decision item 10) Treasury Management Outturn for the year ended 31 March 2012.
- 2.3 Cabinet Resources Committee 18 October 2012 (Decision item 11) Treasury Management Outturn for the quarter ended 30 June 2012.

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

- 3.1 The Treasury Management Strategy (TMS) ensures effective treasury management supports the achievement of the Council's corporate priority for 2012-2013, 'Better services with less money', through the strategic objective "manage resources and assets effectively and sustainably across the public sector in Barnet". The TMS is committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Borrowing and deposit rates are determined by the market and can be volatile at times. Officers mitigate this volatility by monitoring the interest rate market in conjunction with treasury advisors and brokers, and by actively managing the debt and deposit portfolios.

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

- 5.1 Under the Equality Act 2010, the council must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of



opportunity between those with a protected characteristic and those without; and c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity, race, religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

- 5.2 The management of the Council's cash flow ensures the availability of adequate monies to pay for the delivery of the authority's services, taking account of its public sector equality duties.

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

- 6.1 The purpose of the treasury function is to maximise the Council's budget for investment return and minimise interest costs in accordance with the risk strategy set out in the TMS.
- 6.2 The total value of long term loans as at 30 September 2012 was £304.08m. The average cost of borrowing was 3.89%. New borrowing of £102.58m was taken on 28<sup>th</sup> March 2012 to finance the Council Housing reform settlement at an average cost of 3.36%. No new borrowing was taken during the first or second quarter.
- 6.3 At 30 September 2012, deposits outstanding amounted to £227.9m (adjusted by £3.144 for Icelandic impairments), achieving an average rate of return of 0.52% (excluding Icelandic deposits) against a benchmark of 0.54%. A list of deposits outstanding and counterparty credit ratings as at quarter end 30 September 2012 is attached as Appendix B.
- 6.4 In response to market uncertainty the Council has further restricted its investment criteria which impacted on investment performance as short term money market rates remained at low levels through out the year.
- 6.5 The wider financial implications for the Council are dealt with in section 9 of this report.

## **7. LEGAL ISSUES**

- 7.1 The Council is under a fiduciary duty to the taxpayer, to ensure that public funds and assets are managed in a prudent manner. The monitoring of treasury management activity would ensure that the Council meets its

fiduciary duty to the taxpayer as far as the management of funds is concerned. Other legal issues are addressed in the body of this report.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Council Constitution, Financial Regulations (Part 1, Section 7) state:
- (1) This organisation adopts the key recommendations of CIPFA's Treasury Management in the Public Services Code of Practice (the Code), as described in Section 4 of that Code.
  - (2) Cabinet Resources Committee will create and maintain a Treasury Management Policy Statement, stating the policies and objectives of its treasury management activities.
  - (3) The Chief Finance Officer will create and maintain suitable Treasury Management Practices (TMP's) setting out the manner in which the Authority will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
  - (4) The content of the policy statement and TMP's will predominantly follow the recommendations contained in Section 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of the organisation. Such amendments will not result in the authority materially deviating from the Code's key recommendations.
  - (5) Cabinet Resources Committee will receive reports on its treasury management policies, practices and activities, including an annual strategy and plan in advance of the year, and an annual report after its close in the form prescribed in the TMP's. These reports will incorporate the prudential borrowing limits and performance indicators.
- 8.2 Council Constitution, Part 3, Responsibilities for Functions, Section 3.6 states that a function of the Cabinet Resources Committee is to "consider reports on Treasury Management Strategy and activity, including creating and maintaining a Treasury Management Policy Statement."

## **9. BACKGROUND INFORMATION**

### **9.1 Treasury Management Strategy**

- 9.1.1 The Council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy (TMS).

- 9.1.2 The TMS 2012/13 was approved by Cabinet on 20 February 2012 and by Council on 6 March 2012.

The TMS is under constant review to reflect market conditions and the financing requirements of the Council. Given current market uncertainty, officers have followed an even more cautious strategy than has been recommended by the Council's treasury advisors, Arlingclose, for new investments, as follows.

- i) Tightening counterparty criteria. Treasury Officers are restricted to investing only with UK, Canadian and Australian institutions who meet the required minimum credit rating in accordance with the treasury management strategy;
- ii) Since October 2011, Money Market Funds (MMF) have been used. These are cash investments in highly liquid financial instruments with the highest credit rating. Arlingclose have recommended that MMF investments are restricted to 10% of the Council's total cash (previously 15%), in any one MMF. Investments must be diversified between a minimum of two funds and exposure limited to 0.5% of each MMF's total funds under management.
- iii) The Debt Management Office will be used when other permitted counterparties reach their group investment limits.

- 9.1.4 The 2012-2013 TMS counterparty criteria was amended to allow investment with UK banks which have systemic importance to the global banking system. This allows new investment with the main UK clearing banks which had previously been removed from the counterparty list because of their credit rating downgrading. Investment continues to be subject to an operational overlay to manage credit risk. There are limits on investment duration and the counterparty list is restricted to the key banks and subject to regular review.

- 9.1.5 Restrictions on duration of investment and exclusions from the counterparty list are expected to be a temporary measure. This report therefore asks the Committee to note the continued cautious approach to the current investment strategy.

## **9.2 Icelandic Bank Deposits**

- 9.2.1 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. Securing priority creditor status means that authorities with deposits in Glitnir are set to recover 100 per cent of their money, whilst those with deposits in Landisbanki are estimated to recover 94.8 per cent. These decisions are now final and there is no further right of appeal.

9.2.2. The Council has impaired £3.133 million in its accounts against Icelandic Bank losses. The latest indications are that the Council will recover an amount in excess of the principal deposited in Iceland. Most of the recoverable deposits and interest due will be paid from escrow accounts in Icelandic and Norwegian Kroner, Euros, and US Dollars. Fluctuations in currency rates against sterling since 2009 is likely to result in a potential shortfall on the deposits and interest expected to be returned to the Council. The potential shortfall can be met from within the existing risk reserve. To date the Council has received £10.97 from the Glitnir Winding-up Board with a further £2.5 million held in escrow. For Landsbanki, the partial distribution is £6.8 million. A further £9.3 million is due to the Council with further partial distributions expected each year until 2018 as and when the administrators realise assets.

### **9.3 Economic Background for quarter ended 30 September 2012**

9.3.1 **Growth:** UK GDP contracted by 0.3% in the first calendar quarter of 2012 and by 0.4% in the second quarter and grew by an estimated 1.0 % over the third quarter. However year on year, the GDP estimate has dropped by 0.1% to 0.1%. The boost from the London Olympics and a rebound from the previous quarter when an extra public holiday curbed output explains the growth bounce in the third quarter

9.3.2 **Inflation:** CPI inflation fell to the lowest level since November 2009 in June, with a reading of 2.4%. It picked up marginally to 2.5% by August, and fell to 2.2% in September. The year-on-year change to September 2012 was a rise in prices of 0.1%. The change was mainly due to September 2011 gas and electricity price increases falling out of the index calculation. Upward pressures came from petrol and diesel price rises, CPI inflation has fallen sharply over the past year For September the near-term outlook is higher than in August, but the medium-term outlook for inflation is little changed and risks to inflation around the 2% target are judged to be broadly balanced.

9.3.3 **Employment / Consumer Confidence:** Employment rose by only 100,000 in the three months to September suggesting that the UK labour market continues to grow but that recent resilience may be fading. The ILO unemployment rate fell 0.2% on the quarter to 7.8%.

9.3.4 **Monetary Policy:** The lack of growth and the fall in inflation were persuasive enough for the Bank of England to sanction £50 billion asset purchases (QE) in July, taking total QE to £375 billion. The possibility of a rate cut from the current level of 0.5% was discussed at the Bank's Monetary Policy Committee meetings in June and July; however reference to it was subsequently dropped suggesting that this policy option will not be considered for the immediate future. The government's Funding for

Lending (FLS) initiative, intended to lower banks' funding costs, commenced in August. The Bank of England will assess its effects in easing the flow of credit before committing to further policy action.

9.3.5 The US Federal Reserve extended quantitative easing through 'Operation Twist', in which it buys longer-dated bonds with the proceeds of shorter-dated US Treasuries. Poor employment data for August preceded the Fed further easing monetary policy at its September meeting; The Fed committed to purchasing \$40 billion of agency mortgage-backed securities each month until the outlook for the labour market improves "substantially." The Fed also pledged to keep interest rates low until mid-2015

9.3.8 **Gilt Yields and Money Market Rates:** Gilt yields fell sharply raising the prospect that very short-dated yields could turn negative. 2-year yields fell to 0.06%, 5-year yields to 0.48% and 10-year yields to 1.45%. Despite the likelihood the DMO would revise up its gilt issuance for 2012/13, there were several gilt-supportive factors: the Bank of England's continued purchases of gilts under an extended QE programme; investors preferring the safer haven of UK government bonds to those of European sovereigns; the coalition's commitment to fiscal discipline by sticking to its "plan A" for deficit reduction; large scale purchases by banks to comply with the FSA's liquidity buffer requirements; and general risk aversion against a weak economic backdrop. PWLB borrowing rates fell commensurately (the Board maintained the +0.90% margin above the equivalent gilt yield for new borrowing).

9.3.9 Money market rates fell over the six month period by between 0.2% to 0.6% for 1-12 month maturities. Continued low gilt yields during the quarter means that Public Works Loan Board, (PWLB) borrowing rates remain at close to historically low rates. While the PWLB remains an attractive source of borrowing, the use of internal resources in lieu of borrowing continues to be the most effective means of funding capital expenditure for the Council. The TMS will be kept under review specifically in terms of market conditions, benchmarks and yield.

## 9.4 Debt Management

9.4.1 The total value of long term loans as at 30 September 2012 was £304.08m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 30 June 2012 was 3.89%.

9.4.2 Given the significant cuts to local government funding putting pressure on Council finances, the decision was taken to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return

generated on the Council's temporary investment returns was significant (just over 3%). The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding capital expenditure. This has, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. The latest advice from Arlingclose is that there is no benefit from taking new long term debt while borrowing costs are forecast to remain at current levels.

9.4.3 The Council's long term debt position to the end of the quarter ended 30 September 2012 was as follows:

	31 March 2012		30 September 2012	
	Principal	Principal	Principal	Average Rate
PWLB	£139.00m	£139.00m	£139.00m	4.19%
Market	£ 62.50m	£ 62.50m	£ 62.50m	3.91%
Total	£201.50m	£201.50m	£201.50m	4.10%
PWLB HRA	£102.58m	£102.58m	£102.58m	3.36%
self-financing				
Total	£304.08m	£304.08m	£304.08m	3.89%

9.4.4 The Council's long-term debt portfolio is a mixture of PWLB and market loans in the form of Lender's Option Borrower's Option, (LOBO's) loans that are at a fixed interest rate for an initial period, following which the lender can change the interest rate but the borrower has the option to repay the loan if the rate is changed and not considered value for money.

9.4.5 In order to comply with accounting standards for financial instruments, some of the market loans in the debt portfolio have been recalculated on an effective interest rate basis as opposed to being calculated on an amortised cost basis. The total value of loans in question before re-measurement was £9.5m; an additional charge of £0.36m was added to the carrying value of these loans.

9.4.6 Money Market data and PWLB rates are attached at Appendix A.

9.4.7 PWLB Borrowing: Despite the issue of Circular 147 in October 2010, where new borrowing rates for fixed loans increased by approximately 0.87% across all maturities, the PWLB remains the preferred source of borrowing for the Council as it offers flexibility and control.

9.4.8 In August HM Treasury announced details of the "Certainty Rate" which will enable "eligible authorities" to access cheaper PWLB funding, with a 20 basis point reduction on the standard PWLB borrowing rate. Initially announced in the March 2012 Budget, HM Treasury have introduced this initiative to incentivise local authorities to provide robust forecasts on borrowing plans. The Council has completed the pro-forma projecting the

Council's likely borrowing requirement over a three year period and is now on the eligible authority list published by CLG.

## **9.5 Investment Performance**

- 9.5.1 The DCLG's revised Investment Guidance came into effect on 1 April 2010 and reiterated the need to focus on security and liquidity, rather than yield. Security of capital remained the Authority's main investment objective. This was maintained by following and complying with the counterparty policy as out in the TMS 2010/11.
- 9.5.2 Counterparty credit quality was assessed and monitored with reference to credit ratings (Council's minimum long-term counterparty rating of A (- across all three rating agencies, Fitch, S&P and Moody's); credit default swaps; Gross Domestic Product (GDP) of the country in which the institution operates; the country's net debt as a percentage of GDP; any potential support mechanisms and share price.
- 9.5.3 Deposits are managed internally. At 30 September 2012, deposits outstanding amounted to £227.9m, (£3.144m being Icelandic impairments), achieving an average rate of return of 0.52% (adjusted for Icelandic deposits) against a benchmark of 0.54%. Four Icelandic deposits totalling £27.4m (but partially repaid) are outside the TMS as approved on 6 March 2012. A list of deposits outstanding and counterparty credit ratings as at quarter end 30 September 2012 is attached as Appendix B.
- 9.5.4 The benchmark is the average 7-day LIBID rate provided by the authority's treasury advisors Arlingclose. The LIBID rate or London Interbank Bid Rate is the rate that a Euromarket bank is willing to pay to attract a deposit from another Euromarket bank in London.

## **9.6 Prudential Indicators**

- 9.6.1 The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a statutory limit which should not be breached. The Council's Authorised Limit (also known as the Affordable Borrowing Limit) was set and approved at £465.248 million.
- 9.6.2 The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included with the Authorised Limit. The Council's Operational Boundary for 2012/2013 was set and approved at £450.218million

9.6.3 During the quarter end to 30 September 2012 there were no breaches of the Authorised Limit and the Operational Boundary.

9.6.4 Further details of compliance with prudential indicators are contained in Appendix C.

## 9.7 Compliance

9.7.1 The current 2012/2013 TMS was approved by Council on 6 March 2012. The TMS demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this Committee that all current deposits for investment are in line with agreed principles as contained within the corporate TMS.

9.7.3 All Deposits placed during the quarter ended 30 September 2012 were compliant with the TMS as approved on 6 March 2012.

9.7.4 Treasury management procedures are monitored and reviewed in light of CIFPA guidance and current market conditions.

## 9.8 Outlook for Q4 2012

9.8.1 Financial markets continue to remain extremely nervous and are suffering from extreme changes in sentiment. The UK is currently out of recession but substantial risks to the outlook for growth remain, with strains in the euro area posing the greatest risk to a sustained recovery maintaining the view that the Bank of England will stick to its lower-for-even-longer stance on the Bank Rate, as shown below.

	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15
Official Bank Rate													
Upside risk				0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

## 9.9 Summary

In compliance with the requirements of the CIPFA Code of Practice this report provides Members with a summary report of the treasury management activity during the first quarter of the financial year 2011/12. As indicated earlier in this report, none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

The proposed changes to counterparty credit criteria are set out in the 2012-2013 Treasury Management Strategy.



**10. LIST OF BACKGROUND PAPERS**

10.1 None.

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

This page is intentionally left blank

## Appendix A Money Market Data and PWLB Rates

The average, low and high rates correspond to the rates during the financial year and rather than those in the tables below

**Table 1: Bank Rate, Money Market Rates**

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2012	0.50	0.55	0.55	0.61	1.00	1.33	1.84	1.22	1.30	1.59
30/04/2012	0.50	0.50	0.65	0.60	0.99	1.32	1.84	1.35	1.43	1.68
31/05/2012	0.50	0.48	0.65	0.57	0.97	1.30	1.82	1.20	1.20	1.34
30/06/2012	0.50	0.50	0.50	0.55	0.83	1.13	1.65	0.96	0.99	1.25
31/07/2012	0.50	0.50	0.65	0.45	0.63	0.92	1.43	0.76	0.77	1.02
31/08/2012	0.50	0.50	0.52	0.40	0.57	0.81	1.23	0.75	0.78	1.03
30/09/2012	0.50	0.25	0.52	0.40	0.47	0.66	0.95	0.70	0.76	1.00
<b>Average</b>	<b>0.50</b>	0.46	0.54	0.51	0.79	1.08	1.57	1.01	1.05	1.28
<b>Maximum</b>	<b>0.50</b>	0.55	0.65	0.61	1.00	1.33	1.84	1.38	1.45	1.72
<b>Minimum</b>	<b>0.50</b>	0.25	0.30	0.40	0.47	0.66	0.95	0.70	0.76	1.00
<b>Spread</b>	<b>0.00</b>	0.30	0.35	0.21	0.53	0.67	0.89	0.68	0.69	0.72

**Table 2: PWLB Borrowing Rates – Fixed Rate, Maturity Loans**

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
02/04/2012	130/12	1.29	2.07	3.25	4.22	4.43	4.46	4.41
30/04/2012	166/12	1.31	2.09	3.15	4.13	4.38	4.42	4.39
31/05/2012	210/12	1.19	1.76	2.74	3.79	4.13	4.19	4.16
29/06/2012	248/12	1.20	1.84	2.83	3.79	4.11	4.19	4.16
31/07/2012	292/12	1.01	1.57	2.58	3.60	3.97	4.07	4.05
31/08/2012	336/12	1.07	1.62	2.61	3.62	4.05	4.14	4.11
28/09/2012	376/12	1.15	1.67	2.64	3.71	4.12	4.20	4.14
	Low	1.17	1.52	2.52	3.16	3.57	3.81	3.94
	Average	1.41	1.80	2.81	3.43	3.81	4.03	4.15
	High	1.69	2.15	3.28	3.92	4.23	4.39	4.45

**Table 3: PWLB Borrowing Rates – Fixed Rate, Equal Instalment of Principal (EIP) Loans**

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
02/04/2012	130/12	1.56	2.14	3.29	3.91	4.23	4.38
30/04/2012	166/12	1.60	2.15	3.19	3.81	4.14	4.31
31/05/2012	210/12	1.37	1.81	2.78	3.41	3.81	4.03
29/06/2012	248/12	1.41	1.89	2.87	3.45	3.80	4.01
31/07/2012	292/12	1.17	1.63	2.62	3.32	3.61	3.85
31/08/2012	336/12	1.22	1.67	2.65	3.25	3.64	3.90
28/09/2012	376/12	1.29	1.72	2.68	3.31	3.73	3.99
	Low	1.14	1.57	2.56	3.18	3.58	3.81
	Average	1.37	1.85	2.85	3.45	3.82	4.04
	High	1.64	2.21	3.32	3.94	4.24	4.39

**Table 4: PWLB Variable Rates**

	<b>1-M Rate</b>	<b>3-M Rate</b>	<b>6-M Rate</b>	<b>1-M Rate</b>	<b>3-M Rate</b>	<b>6-M Rate</b>
	<b>Pre-CSR</b>	<b>Pre-CSR</b>	<b>Pre-CSR</b>	<b>Post-CSR</b>	<b>Post-CSR</b>	<b>Post-CSR</b>
02/04/2012	0.59	0.60	0.62	1.49	1.50	1.52
30/04/2012	0.58	0.60	0.62	1.48	1.50	1.52
31/05/2012	0.58	0.58	0.58	1.48	1.48	1.48
29/06/2012	0.58	0.57	0.56	1.48	1.47	1.46
31/07/2012	0.56	0.54	0.49	1.46	1.44	1.39
31/08/2012	0.55	0.54	0.52	1.45	1.44	1.42
28//09/2012	0.57	0.56	0.54	1.47	1.46	1.44
<b>Low</b>	0.55	0.53	0.48	1.45	1.43	1.38
<b>Average</b>	0.578	0.5743	0.5668	1.478	1.4743	1.4668
<b>High</b>	0.60	0.60	0.62	1.50	1.50	1.52

Appendix B – Deposits as at 30 September 2012 with Credit Ratings

DEPOSITS OUTSTANDING AS AT 30 SEPTEMBER 2012 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding	Fitch Rating			Moody's Rating			S&P Ratings		
						L Term	S Term	Indiv	Support	L Term	S Term	Fin Stgth	L Term	S Term
<b>UK Banks &amp; Building Societies</b>														
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.75	25,000,000	A	F1	1	A2	P-1	D+	A	A-	A-1
2000010527	BARCLAYS COMMERCIAL BANK	11-Feb-10	CALL A/C	0.45	25,000,000	A	F1	a	A2	P-1	C-	A+	A+	A-1
2000011382	NATIONWIDE BUILDING SOCIETY	10-Jul-12	10-Oct-12	0.62	16,500,000	A+	F1	st	A2	P-1	C	A+	A+	A-1
2000011383	NATIONWIDE BUILDING SOCIETY	24-Sep-12	30-Nov-12	0.46	8,500,000	A+	F1	st	A2	P-1	C	A+	A+	A-1
2000011396	HSBC BANK PLC	06-Sep-12	31-Oct-12	0.35	15,000,000	AA	F1+	aa-	(P)Aa3	P-1	C	AA-	AA-	A-1+
2000011391	HSBC BANK PLC	15-Aug-12	31-Oct-12	0.35	10,000,000	AA	F1+	aa-	(P)Aa3	P-1	C	AA-	AA-	A-1+
2000011378	CO-OPERATIVE Bank	28-Sep-12	overnight reserve	0.56	24,586,886	BBB+	F2	bbb+	A3	P-2	C-			
					<b>124,586,886</b>									
2000011238	FEDERATED PRIME RATE CAPITAL MANAGEMENT	10-Apr-12	on call	0.91	10,000,000	AAA			Aaa			AAA		
2000011284	GOLDMAN SACHS ASSET MANAGEMENT	09-Dec-11	on call	0.78	7,000,000	AAA			Aaa			AAA		
					<b>17,000,000</b>									
<b>Non UK Banks &amp; UK Building Societies</b>														
2000011393	AUSTRALIA & NEW ZEALAND BANKING GRP LTD	22-Aug-12	22-Nov-12	0.52	15,000,000	AA-	F1+	aa-	Aa2	P-1	B-	AA-	AA-	A-1+
2000011394	CANADIAN IMPERIAL BANK OF COMMERCE	04-Sep-12	30-Nov-12	0.37	15,000,000	AA-	F1+	aa-	Aa2	P-1	B-	AA-	AA-	A-1
2000011395	CANADIAN IMPERIAL BANK OF COMMERCE	06-Sep-12	06-Dec-12	0.37	10,000,000	AA-	F1+	aa-	Aa2	P-1	B-	AA-	AA-	A-1
2000011398	BANK OF NOVA SCOTIA	24-Sep-12	24-Dec-12	0.32	15,000,000	AA-	F1+	aa-	Aa1	P-1	B	AA-	AA-	A-1+
2000011389	COMMONWEALTH BANK OF AUSTRALIA	16-Jul-12	16-Oct-12	0.45	25,000,000	AA-	F1+	aa-	Aa2	P-1	B-	AA-	AA-	A-1+
					<b>80,000,000</b>									
			Average rate of return	<b>0.52</b>	221,586,886									
<b>Investments outside TMS</b>														
<b>Icelandic Banks</b>														
	GLITNER BANK (ICELAND)		frozen		2,496,904									
	LANDISBANKI ISLANDS H.F.		frozen		6,921,287									
					<b>9,418,191</b>									
<b>TOTAL VALUE OF INVESTMENTS AS AT 30 SEPTEMBER 2012</b>					<b>231,005,077</b>									
LESS ICELANDIC IMPAIRMENT AS AT 31 MARCH 2012					-3,144,410									
					<b>227,860,667</b>									

This page is intentionally left blank

## Appendix C: 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 2012/13 %
<b>Upper Limit for Fixed Rate Exposure</b>	100
Compliance with Limits:	Yes
<b>Upper Limit for Variable Rate Exposure</b>	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 30/9/12	% Fixed Rate Borrowing as at 30/9/12	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

This page is intentionally left blank



Meeting	Cabinet Resources Committee
Date	17 December 2012
<b>Subject</b>	<b>Grahame Park Open Space</b>
Report of	Deputy Leader of the Council / Cabinet Member for Resources & Performance
Summary	The grant of a drainage easement over parts of the Grahame Park Estate Open Space

Officer Contributors	Judith Ellis – Valuation Manager
Status (public or exempt)	Public
Wards Affected	Colindale
Key Decision	No
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Appendix 1 – Easement Plan
Contact for Further Information:	Judith Ellis, Valuation Manager, <a href="mailto:judith.ellis (Valuation Team)@barnet.gov.uk">judith.ellis (Valuation Team)@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That the Committee approve the grant, by the Council, of a drainage easement in favour of Thames Water Utilities Limited (“Thames Water”), over parts of the Grahame Park Open Space and also authorise the entering into of a Water Industries Act 1991 Section 104 sewer adoption agreement with Thames Water.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 24 July 2006 (item 5) Grahame Park Regeneration Project. Decision 1: That approval be given to the Council to enter into a Principal Development Agreement with Choices for Grahame Park Limited (or subject to the approval of the Deputy Chief Executive in consultation with the Cabinet Member for Regeneration and Development, an alternative company within the Genesis Housing Group) and Paddington Housing Association for the Regeneration and redevelopment of Grahame Park area.

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

- 3.1 The regeneration of the Grahame Park Estate contributes to the delivery of the Corporate Plan 2012-2013 priority of a ‘successful London Suburb’ and the Sustainable Community Strategy 2010-20. Strategic objectives under the above include delivering sustainable housing growth, to support strong and cohesive communities and to ensure residents continue to feel that Barnet is a place where people from different communities get on together including through effective management of our regeneration programmes.
- 3.2 The Grahame Park Estate Regeneration also supports the corporate priority of ‘sharing opportunities, sharing responsibilities’. The new development will offer more choice by providing a number of different housing options such as shared equity, shared ownership etc to residents and those in the wider community.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 There are no policy considerations and officers do not anticipate significant levels of public concern as a result of the grant of the drainage easement. If the Council does not proceed with the grant of the easement, then, the timely delivery of the Grahame Park scheme may be jeopardised.

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

- 5.1 Under the Equality Act 2010, the Council must have due regard to the need to:
  - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - b) advance equality of opportunity between those with a protected characteristic and those without;
  - c) promote good relations between those with a protected characteristic and those without.The ‘protected characteristics’ referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual

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

- 5.2 The Regeneration of the Grahame Park area will make this part of the Borough a better place to live, leading to greater community cohesion in an area with a highly dense population.
- 5.3 The advertisement of the notice for two consecutive weeks in a local newspaper enables everyone within the borough an opportunity to make representations regarding the Council's intention to grant the sewer drain easement over parts of the Grahame Park Estate. The proposed disposal has been evaluated against the principles in the Equalities Policy and no adverse implications for any, specific, equalities group has been identified.

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

- 6.1 The costs related to the sewer drains and the easement will be paid for by Choices for Grahame Park Limited together with the Council's advertising and internal costs incurred in dealing with this matter.
- 6.2 There are no staffing or ICT implications.

## **7. LEGAL ISSUES**

- 7.1 Section 123 of the Local Government Act 1972 provides that a (a) Council may dispose of land held by them in any manner that they wish but in doing so, the Council must obtain best consideration for the land and can only do otherwise with the consent of the Secretary of State or in cases of a short tenancy (i.e. less than 7 years).
- 7.2 In the Local Government Act 1972: General Disposal Consent (England) 2003, the Secretary of States provides Councils with general consent to dispose of a land otherwise than by way of a short tenancy, where, (a) the Council considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the promotion or improvement of economic wellbeing; social well-being; environmental well-being of the whole or any part of its area, or of all or any persons resident or present in its area; and (b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).
- 7.3 Section 123 of the Local Government Act 1972, places a duty on the Council to advertise the disposal of land that consists of or form part of an open space for two consecutive weeks in a newspaper circulating in the area in which the land is situated, and to consider any objections to the proposed disposal which may be made by the residents of the area.
- 7.4 A valuation has been undertaken of the value of the grant of the easement and the valuation report confirms that difference between the unrestricted value and the actual value is within the threshold allowed by the General Disposal Consent 2003.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Council Constitution, Part 3, Responsibility for Functions - paragraph 3.6 states the functions of the Cabinet Resources Committee which includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- 8.2 Council Constitution, Part 4, Management of Real Estate, Property and Land, states in paragraph 19 that all recommendations for approval of the sale price and other terms of disposal must contain a statement from the Chief Valuer or, if appointed, from suitably qualified external agents that the Council will obtain the best price which can reasonably be obtained or that there is approval through the General Consent or that the consent of the office of the Deputy Prime Minister has been obtained or will be sought to enable the disposal of the property to proceed as recommended.
- 8.3 Council's Constitution, Part 4, Management of Real Estate, Property and Land, Paragraph 7 (i) states "Whenever a decision is taken by the Executive or the relevant Director acting under delegated powers to advertise the possible disposal or appropriation of open space land, the Director or designated officer shall report the matter to the next relevant Area Environment Sub-Committee to enable it to decide whether it wishes to make representations to the Executive in relation to the disposal of the open space land".

## **9. BACKGROUND INFORMATION**

### Grahame Park Area Regeneration

- 9.1 In July 2006, Cabinet gave its approval for the Council to enter into a Principal Development Agreement (PDA) with Choices for Grahame Park Limited for the regeneration of the Grahame Park area. The PDA was executed on 30 January 2007.
- 9.2 As part of the on going works being carried out within the scheme, the Developer, Choices for Grahame Park Limited, is required to construct foul and surface water sewer lateral drains on land owned by the Council. As a result of this, the Council and the Developer would have to grant an easement over the sewer drain strip and also enter a Water Industry Act 1991 adoption Agreement with Thames Water Utilities Limited for the adoption of the sewer drains.
- 9.3 The strip of land over which the easement is to be granted that is owned by the Council is within the Grahame Park Estate and is part of Open Space land. Section 123(2a)b of the Local Government Act 1972 prevents the Council from granting an easement over open space land without first advertising its intention to grant such an easement for two consecutive weeks in a newspaper circulating in the area. advert has been placed.
- 9.4 The Council considers that grant of the Easement at a peppercorn rent is an integral part of the Grahame Park Regeneration scheme and therefore, will contribute to the achievement of the promotion or improvement of economic wellbeing; social well-being and environmental well-being of the whole or any part of its area, or of all or any persons resident or present in its area.

## Section 123 (2A) Notices

- 9.5 In accordance with the provisions of Section 123(2A) of the Local Government Act 1972, notice of the Council's intention to grant a sewer drainage easement has been published in *The Press* for two consecutive weeks. The advert was placed in the local newspaper on the 4 of October giving people 21 days from the first publication to make any representations about the proposal. Thus the closing date for receipt of representations was 25 October 2012.
- 9.6 Copies of the notice and the accompanying map were available for inspection at the Grahame Park Housing Office, Grahame Park Library, Hendon Library and North London Business Park.
- 9.7 Also, in accordance with the provisions of the Constitution, a report was presented to the Hendon Area and Environment Committee, requesting that it should make any representations that it may wish regarding the intended disposal, to the Cabinet Resources Committee.
- 9.8 The date for the public to make representations or objections has passed and no objections or representations were received from members of the public.

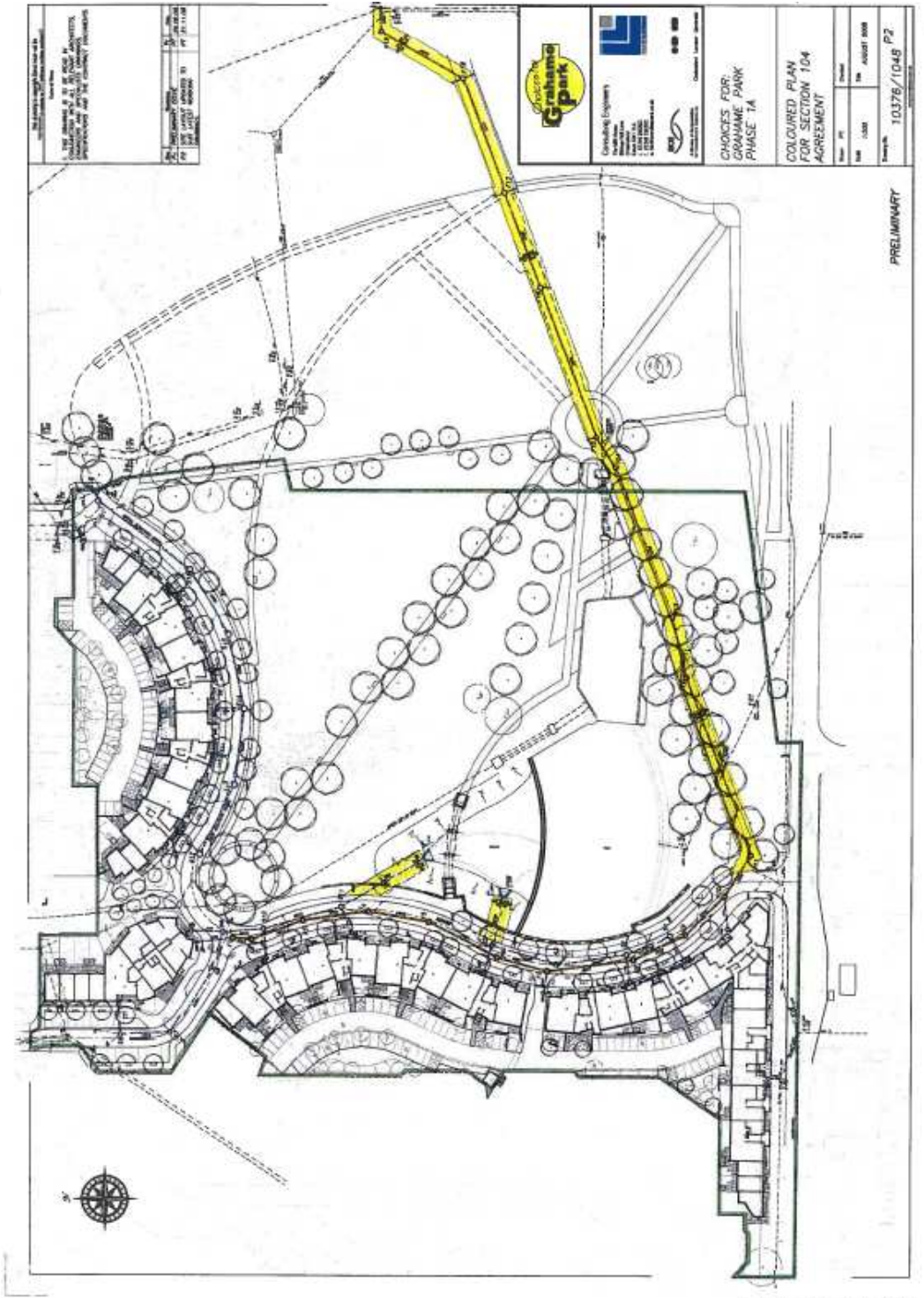
## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

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

This page is intentionally left blank

Appendix 1 – Easement Plan



This page is intentionally left blank



<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	17 December 2012
<b>Subject</b>	<b>Former Child Guidance Centre, East Road, Burnt Oak HA8 0AJ</b>
<b>Report of</b>	Deputy Leader of the Council / Cabinet Member for Resources and Performance
<b>Summary</b>	To sell the Council's freehold interest in the above property to The Noam Primary School Limited, on the terms detailed in this report.

Officer Contributors	Judith Ellis, Valuation Manager (Property Services)
Status (public or exempt)	Public (with a separate exempt report)
Wards Affected	Burnt Oak
Key Decision	Yes
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Location Plan
Contact for Further Information:	Contact for further information: Judith Ellis, Valuation Manager (Property Services), judith.ellis(Valuation Team)@barnet.gov.uk

## **1. RECOMMENDATION**

- 1.1 That further to the Cabinet Resources Committee decision dated 7 November 2011 the freehold interest in the site known as the Former Child Guidance Centre, East Road, Burnt Oak, HA8 0AJ is sold to The Noam Primary School Limited on the terms detailed in this and the exempt report.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet Resources Committee 8<sup>th</sup> July 2004 (Item 14) – Resolved that, subject to the grant of planning permission, the freehold interest in the former Child Guidance Centre site at East Road, Burnt Oak be transferred to Ealing Family Housing Association for the building as a replacement for the Merrivale elderly persons care home and day centre in exchange for the transfer back to the Council of the current Merrivale site at East Road, Burnt Oak and the grant of a short-term, non-renewable lease of the existing care home and day centre to Ealing Family Housing Association at a peppercorn rent.
- 2.2 Cabinet Resources Committee 31st October 2007 (Item 13) - Resolved to accept the conditional offer from St James's Investments Ltd to acquire the Council's freehold interest in Watling Car Park and other lands (including East Road), as detailed in the report.
- 2.3 Cabinet Resources Committee - 7 November 2011 (Item 7) – Resolved - (1) To approve the remarketing of the Council's freehold interest in the former Child Guidance Centre. (2) That the results of the remarketing exercise are reported to the Cabinet Member for Resources and Performance for approval, under Delegated Powers, of the final terms of disposal.

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

- 3.1 The Corporate Plan commits the Council to delivering 'Better services with less money'. A key principle of the medium term financial strategy is to continually review the use of Council assets in order to reduce the cost of accommodation year on year, and to obtain best consideration and use for any surplus assets. The sale of this surplus site will generate a capital receipt.
- 3.2 Ensuring every school is a good school for every child is a priority in the Barnet Children and Young People Plan 2010-2013 and supports the corporate priority of 'a successful London suburb'. In addition Barnet Council has a statutory duty under Section 14 (1) of the Education Act 1996 to ensure that sufficient schools for providing primary (and secondary) education are available in the area.

Approving the sale to Noam will help increase parental choice and contributes towards the Council's priority of "sharing opportunities and sharing responsibilities".

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 The premises are currently vacant and derelict, and although the building is fenced it is still subject to break-ins, rough sleeping, arson and the dumping of waste. A security company have been instructed to carry out regular inspections resulting in ongoing security costs.
- 4.2 We have considered whether the issues involved give rise to significant levels of public concern or policy considerations and we are satisfied that there are no concerns other than the possibility of some members of the public may raise objections to a planning application for the construction and use of a new school and objections by the Environment Agency because the site is located in a flood plain.
- 4.3 The disposal is subject to planning permission being granted for a new school, which will be considered through the normal democratic process and appropriate provisions for the same will be included in the sale contract.
- 4.4 The site is located adjacent to the Silk Stream and so sits within a flood plain. The Environment Agency has discretion to ask the planning authority to reject any planning application based upon their own criteria for developments on flood plains adjacent to watercourses. A concept drawing has been submitted to the Environment Agency by the school but at the time of writing this report no feedback has been received from the Agency on the acceptability of the development or if there would be any effect on neighbouring areas within the council's ownership. If the Agency asks the Planning Authority to reject the application the Council will not be able to sell to the recommended bidder, although the repair and renovation of the existing building is less likely to give rise to an objection. If the proposal to develop the site negatively impacts on the Council's proposals regarding the sale of the Watling Avenue Car Park located on the other side of the Silk Stream and the associated flood alleviation works, the Council will not complete the sale to NOAM. Consequently officers will be liaising with the Environment Agency to ensure any proposal by the school does not adversely impact the proposal at Watling Avenue. If necessary the contract will contain a provision enabling the council to terminate the contract
- 4.5 If the Planning Application fails or the Environment Agency object forcing Noam to withdraw the Council will be obliged to re-market. We understand that the organisation that submitted the highest offer is already looking at another site.

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

- 5.1 Under the Equality Act 2010, the Council must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - advance equality of opportunity between those with a protected characteristic and those without;
  - promote good relations between those with a protected characteristic and those without.
- The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. It also covers marriage and civil partnership with regards to eliminating discrimination.

- 5.2 The Noam Primary school is proposing to join the maintained sector as a voluntary aided Jewish school. This would increase the number of publicly funded school places available in the borough. The school will be open to all faiths and so will help to meet demand for primary school places.

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

- 6.1 There are no procurement, performance and value for money, staffing, IT or sustainability implications. The financial and property implications are set out in paragraph 8 below and in the accompanying exempt report.

**7. LEGAL ISSUES**

- 7.1 Subject to the provisions of Section 123 of the Local Government Act 1972 under Section 123 a Council may dispose of land held by them in any manner they wish. Except with the consent of the Secretary of State a Council shall not dispose of land under Section 123, otherwise than by way of a short tenancy for a consideration less than best that can be reasonably obtained.

- 7.2 By Circular 06/03 Local Government Act 1972: General Disposal Consent (England) 2003, the Secretary of States consents to a disposal otherwise than by way of a short tenancy, in circumstances where,

(a) the Council considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area or of all or any persons resident or present on it area: -

The promotion or improvement of economic wellbeing;  
The promotion or improvement of social well-being;  
The promotion or improvement of environmental well-being and

b) The difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

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

- 8.1 Constitution, Part 3, Responsibility for Functions - paragraph 3.6 states the functions of the Cabinet Resources Committee which includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- 8.2 The Council's Constitution in Part 4, Council Procedure Rules, Management of Real Estate, Property and Land, states in paragraph 19 that all recommendations for approval of the sale price and other terms of disposal must contain a statement from the Chief Valuer or, if appointed, from suitably qualified external agents that the Council will obtain the best price which can

reasonably be obtained or that there is approval through the General Consent or that the consent of Central Government has been obtained or will be sought to enable the disposal of the property to proceed as recommended.

## **9. BACKGROUND INFORMATION**

- 9.1 The site was originally part of a larger site that included the Watling Avenue Car Park. Negotiations took place with a property development company to develop a residential scheme and a supermarket. Terms were agreed, but the company decided not to proceed. Since then discussions on the Watling Car Park were initiated with Tesco and terms have been agreed.
- 9.2 A marketing campaign of the subject site commenced shortly after Cabinet Resources Committee approved the disposal of the site on 7th November 2011. The campaign included advertising on the council's webpage, the Estate Gazette on 7th January 2012, property weekly and two adverts were placed in the Times Series Newspapers in December and January.
- 9.3 Unconditional bids were originally invited for the middle of February but a delay in removing asbestos prevented viewings by potential parties until 20th February 2012. A number of bidders requested permission to be submitted conditional on planning. Consequently, Property Services extended the marketing period with the closing date for informal tender bids to be received by the 21 March 2012. In addition the invitation was extended to the other bidders to include conditional offers.
- 9.4 The Council received a total of eight bids from five different parties with a number of bidders subsequently increasing their offers. The offers together with the dates received are detailed in the exempt report.
- 9.5 As the site has been exposed to a full marketing campaign on an informal tender basis, the highest offer received is considered to represent the best consideration reasonably obtainable. However the recommendation of the report is to proceed with the second highest offer on the basis of a disposal at less than best consideration.
- 9.6 As indicated in paragraph 7.2 this falls within the General Consent as the difference between the restricted and unrestricted value is less than £2,000,000.
- 9.7 . The recommendation to dispose of the site at less than best consideration is on the basis that the disposal to the school will contribute to the promotion or improvement of the economic, social or environmental wellbeing of the area, and fall under the general wellbeing powers available to the council on disposal.
- 9.6 The Council has a statutory duty under section 14(1) of the Education Act 1996 to ensure that there are sufficient school for providing primary (and secondary) education places in the area. There is significant and increasing demand for primary school places in Barnet. To meet demand for September 2012, 19 additional Reception classes were created. This required significant capital funding from Council resources. Noam school intends to consult on entering the maintained sector, which, if successful, would increase the

number of state-funded primary school places available to the Jewish community. Before this can commence, The Council needs to be assured that the school is in appropriate premises to minimise the capital risk to the Council. Securing premises at East End Road will enable Noam to accommodate more children at the school, which will help to increase the number of school places available to children in the Borough.

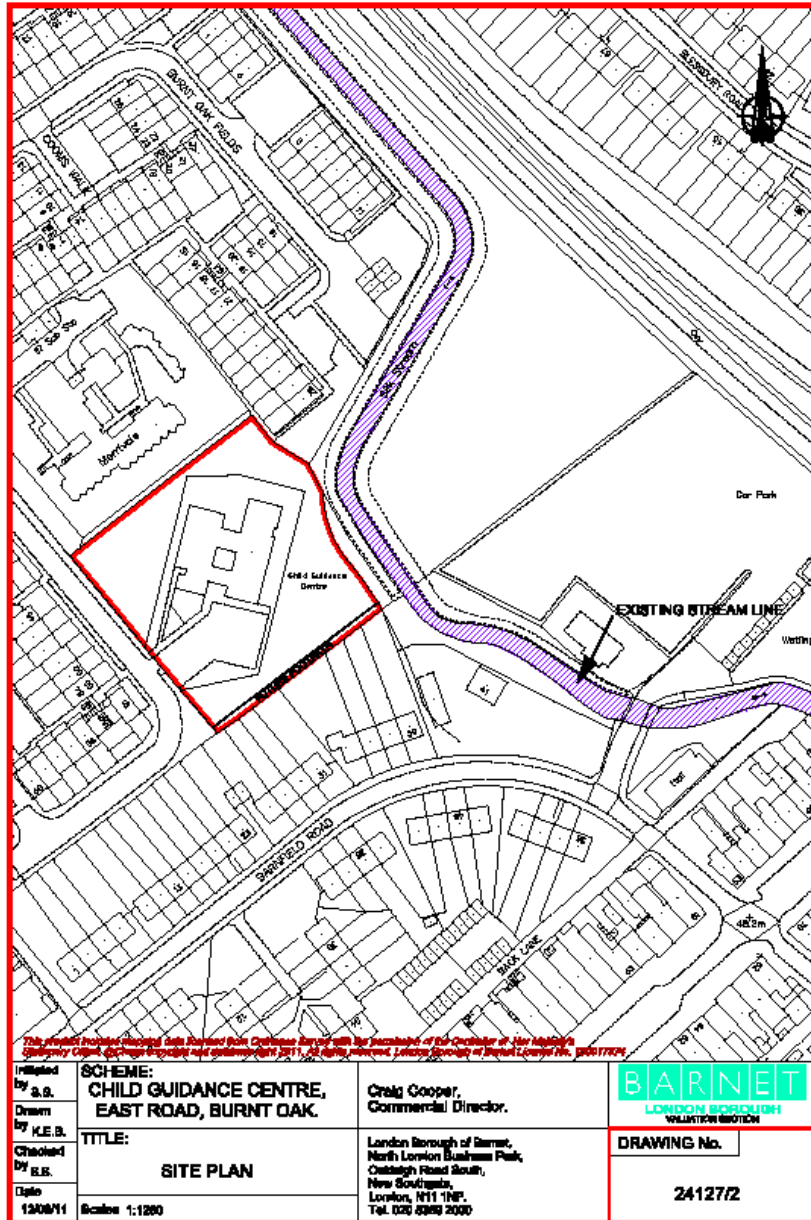
- 9.7 Rights will be reserved to the Council for a footpath running along the southern boundary of the site which will provide for a footbridge being constructed across the Silk Stream giving pedestrian access to Watling Avenue Car park site. Rights will also be reserved along a land strip adjoining the stream, to allow the re-alignment of the stream as part of the Flood Alleviation Works.
- 9.8 The sale is being referred to the Cabinet Resources Committee due to the recommendation which involves a sale at undervalue.

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

### 10.1 Location Plan

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

# Location Plan



This document contains confidential information and is intended for the use of the recipient only. It is not to be distributed outside the organization. If you have received this document in error, please contact the sender immediately. If you are not the intended recipient, you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake. Do not use the information contained herein for any purpose other than that for which it was prepared. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake. Do not use the information contained herein for any purpose other than that for which it was prepared.

Initiated by a.s.	<b>SCHEME:</b> CHILD GUIDANCE CENTRE, EAST ROAD, BURNT OAK.	Craig Cooper, Commercial Director.	
Drawn by K.E.S.	<b>TITLE:</b>  SITE PLAN	London Borough of Barnet, North London Business Park, Chesham Road Seven, New Southgate, London, N11 1NP. Tel. 020 8998 2000	
Checked by E.S.			<b>DRAWING No.</b>
Date 12/08/11	Scale 1:1250		<b>24127/2</b>

This page is intentionally left blank



---

<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	17 December 2012
<b>Subject</b>	<b>Extension of Term Maintenance Contracts</b>
<b>Report of</b>	Deputy Leader of the Council / Cabinet Member for Resources and Performance
<b>Summary</b>	To extend the existing Term Maintenance Contracts for building, mechanical, electrical, lifts, fire fighting equipment and water hygiene beyond the contracted dates for a period of three months.

---

<b>Officer Contributors</b>	Bruno de Souza, Building Compliance Surveyor (Electrical) (Commercial Services) Martyn Carter, Procurement Manager (Commercial Services)
<b>Status (public or exempt)</b>	Public
<b>Wards affected</b>	All
<b>Key decision</b>	Yes
<b>Enclosures</b>	None
<b>For decision by</b>	Cabinet Resources Committee
<b>Function of</b>	Executive
<b>Reason for urgency / exemption from call-in (if appropriate)</b>	Not applicable

Contact for further information: Bruno de Souza, Building Compliance Surveyor (Electrical) (Commercial Services), 020 8359 4569, [bruno.desouza@barnet.gov.uk](mailto:bruno.desouza@barnet.gov.uk) or Martyn Carter, Procurement Manager (Commercial Services), 020 8359 7267, [martyn.carter@barnet.gov.uk](mailto:martyn.carter@barnet.gov.uk)

## **1. RECOMMENDATIONS**

**1.1 That the Committee authorise a waiver of Contract Procedure Rules 5.6.1.2 as the initial contracts have been extended before.**

**1.2 To allow extension of the following Term Maintenance Contracts for a further three months with the following Contractors:-**

**Kirkman and Jourdain Ltd. The extended value of this Building Maintenance contract with this company is £528,149 and the anticipated spend for the three month extension is £22,963**

**D Long Construction Ltd. The extended value of this Building Maintenance contract with this company is £708,722 and the anticipated spend for the three month extension is £30,814**

**Oakray Ltd, The extended value of the Mechanical Maintenance contract with this company is £1,074,474 and the anticipated spend for the three month extension is £46,716**

**T&D Barrs Ltd. The extended value of the Mechanical Maintenance contract with this company is £469,419 and the anticipated spend for the three month extension is £20,410**

**Oakray Ltd. The extended value of the Electrical Maintenance Contract with this company is £769,977 and the anticipated spend for the three month extension is £33,477**

**RGE Services Ltd. The extended value of the Electrical Maintenance contract with this company is £435,384 and the anticipated spend for the three month extension is £18,930**

**Clearwater Technology Ltd. The extended value of the Water Treatment contract with this company is £1,104,316 and the anticipated spend for the three month extension is £48,014**

**Industrial Lifts Services Ltd. The extended value of the Lift Maintenance contract with this company is £255,605 and the anticipated spend for the three month extension is £11,113**

**Rentokil Initial Fire Services Ltd. The extended value of the Fire Fighting Equipment Maintenance contract with this company is £198,864 and the anticipated spend for the three month extension is £8,646**

**Extension of the above contracts will enable both cyclical and responsive maintenance works to be undertaken throughout the Council's non-housing operational buildings from 1<sup>st</sup> January 2013 until 31<sup>st</sup> March 2013.**

## **2. RELEVANT PREVIOUS DECISIONS**

**2.1 DPR Serial No.395 (ET056) dated 2<sup>nd</sup> November 2007 where the Director of Environment & Transport approved the establishment of a Planned Building Maintenance**

Contract for Minor/Planned Works for a period of three years with a 12 month extension under the terms of original contract to the 31<sup>st</sup> March 2011.

2.2 Cabinet Resources Committee Report of the Cabinet Member for Resources and Performance dated 2<sup>nd</sup> March 2011 approved the Extension of Term Maintenance Contracts for a period of 12 months to 31<sup>st</sup> March 2012. (Decision item 13)

2.3 Cabinet Resources Committee Report of the Cabinet Member for Resources and Performance dated 4<sup>th</sup> April 2012 approved the Extension of Term Maintenance Contracts for a period of 9 months to 31<sup>st</sup> December 2012. (Decision item 18)

### 3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The Corporate Plan 2012-2013 has as one of its priorities 'Better services with less money' with some of its key strategic objectives 'in the context of the significant economic challenges we face, our aim is to protect services whilst saving money – ensuring that the borough continues to prosper and that residents continue to receive quality services.'

3.2 The Corporate Plan 2012-13 commits the Council to delivering 'Better services with less money'. A key principle of the medium term financial strategy is to continually review the use of Council assets so as to reduce the cost of accommodation year on year and to obtain best consideration for any surplus assets to maximise funds for capital investment and/or the repayment of capital debt.

3.3 The Council's Estates Strategy 2011-2015 commits the Council to 'providing sustainable, value for money solutions, to enabling high quality service delivery and community activity, at every stage of the property and assets life cycle.'

### 4. RISK MANAGEMENT ISSUES

4.1 A risk assessment has been carried out and the main issues have been summarised in the following table:

Risk	Early Warning Mechanisms/ Hazards	Residual Risk		Consequences / Mitigating Actions
		Likelihood	Impact	
Failure to extend present Contracts	Existing Contracts expire on in December 2012	High	High	Council will be in breach of its statutory, regulatory and corporate duties – damage to reputation, financial loss, loss of service and loss of life/ / it is proposed to extend the existing maintenance contracts for 3 months

Discovery of asbestos in concealed areas	Asbestos Surveys undertaken for all corporate buildings and reports kept at each site	Low	Medium	Delay and additional cost of removal if found / Asbestos survey reports have been passed to all Premises Managers.
Contractor liquidation/ insolvency	Lack of performance. Essential maintenance work not undertaken	Low	High	Delay and additional costs/ Financial check prior to Contract award/ Regular monitoring of contracts & performance indicators.
Health & Safety – working in an operational building	Regular site inspection/construction sites	Low	Medium /High	Injury/Experienced contractors, segregation of working areas
Contractors working with vulnerable people	All Contractors are CRB checked	Low	Medium /High	Delays whilst checks are being undertaken/All operatives should already be CRB checked as existing contracts are in place.
Financial risk of not having a contract in place	Existing Contracts expire in December 2012	High	High	Additional cost of having to do work piecemeal/ Ensure contract terms and conditions in place

4.2 The various issues have been considered and are unlikely to raise significant levels of public concern or give rise to policy considerations.

## 5. EQUALITIES AND DIVERSITY ISSUES

5.1 The Equality Act 2010 requires public bodies, when making strategic decisions such as deciding priorities and setting objectives, to consider how their decisions might help to reduce the inequalities associated with socio-economic disadvantaged. Such inequalities could include inequalities in education, health, housing, crime rates, or other matters associated with socio-economic disadvantage. It is for public bodies subject to the duty to determine which socio-economic inequalities they are in a position to influence.

- 5.2 The proposed works will enhance the Borough's reputation as a good place to live and work and will assist in ensuring that all Council buildings meet statutory legal and safety obligations. The works will also ensure suitability for service delivery.
- 5.3 The successful Contractors indicated, in their earlier Pre Qualification Questionnaires (PQQ's) that they will support the Council in meeting its public obligations to promote equalities obligations whilst undertaking work on behalf of the Council.
- 5.4 The Planned Building Maintenance Contract had been procured using the Council's procurement process which sets out to the contractors their responsibility in supporting the Council's service delivery.
- 5.5 As part of the tendering process, advertisements were placed in the Barnet local press inviting interest from local contractors. Generally, the successful contractors have some form of training schemes running within their organisations.

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

- 6.1 The total expenditure to date for each Contractor is set out in the table below:-

<b>Name of Contract</b>	<b>Discipline</b>	<b>Duration of Extension</b>	<b>Contract End Date</b>	<b>Total Contract Spend</b>
Kirkman & Jourdain Ltd.	Building	2.75 years	31 <sup>st</sup> December 2012	£528,149
D Long Construction Ltd.	Building	2.75 years	31 <sup>st</sup> December 2012	£708,722
Oakray Ltd.	Mechanical & Electrical	2.75 years	31 <sup>st</sup> December 2012	£1,844,451
T&D Barrs Ltd.	Mechanical	2.75 years	31 <sup>st</sup> December 2012	£469,419
RGE Services Ltd.	Electrical	2.75 years	31 <sup>st</sup> December 2012	£435,384
Clearwater Technology Ltd.	Water Treatment	2.75 years	31 <sup>st</sup> December 2012	£1,104,316
Industrial Lifts Services Ltd.	Lifts	2.75 years	31 <sup>st</sup> December 2012	£255,605
Rentokil Initial Fire Services Ltd.	Fire Fighting Equipment	2.75 years	31 <sup>st</sup> December 2012	£198,864

The ongoing expenditure will be monitored via the Council's ordering system (SAP) and this forms the basis of one of the Council's key performance indicators (KPI's).

- 6.2 Council Officers from Commercial Services have held discussions with the present Term Contractors with a view to retaining them for a further three months and they have agreed to the extension. The option of requesting discounts for the extension period was explored in order to make savings but the contractors have already held their prices for two years. They are not able to reduce their prices further.

- 6.3 The extension of the term contracts will result in the establishment of a robust and transparent method of selecting contracting services advocated in the Council's Procurement Strategy. The contracts will provide a call off facility for use by premises managers and will facilitate maintenance and repair in all Council non-housing operational buildings.
- 6.4 The Council will ensure that appropriate and timely building maintenance is implemented thereby ensuring that all buildings are operated safely, efficiently and more sustainably, reducing avoidable energy and water consumption and associated carbon emissions.
- 6.5 There are no staffing or IT implications.
- 6.6 Funding for this currently exists within service area premises maintenance budgets.

## **7. LEGAL ISSUES**

- 7.1 The Public Contracts Regulations 2006 (the "Regulations"), apply to contracts for works, services and supplies which are over particular financial thresholds. Contracting authorities are required to advertise in OJEU for works and supplies contracts, including Part A service contracts which are above the threshold. In addition, in order to offer equal opportunities in line with the EU treaty principles of non-discrimination, equal treatment, transparency, proportionality and mutual recognition, contracting authorities are encouraged to advertise before awarding any contracts.

The contract value for these works contracts for the extension period is below the threshold set for works contracts in the Regulations. Therefore there was no requirement to advertise the contracts in Official Journal of the European Union.

If the Committee waives CPR 5.6.1, the contracts can be extended.

The contract extensions will be on the terms and conditions of the original contracts.

- 7.2 The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force on 10 September 2012, require that all prospective decisions which are key (involving expenditure or savings over £500,000 or being significant in terms of the effect on two or more wards) or subject to an exempt report must be included on an Advanced Notification of Executive Decisions which must be published a minimum of 28 days in advance of the decision being taken. The decision to extend term maintenance contracts was not included on Advanced Notification of Executive Decisions published on 14 November 2012. Council procedures require that where has not been possible to meet the publication requirements, agreement must be obtained from the Chairman of the Business Management Overview and Scrutiny Committee, and a notice published explaining why the decision is urgent. The Chairman of the Business Management Overview and Scrutiny Committee has considered the request and has given his approval that the report can proceed to the Cabinet Resources Committee for decision. A notice has been published on the Council's website detailing the reason for urgency.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Council Constitution, Contract Procedure Rules, Section 5.6 details the acceptance parameters for contract additions, extensions and variations. The Acceptance thresholds for contract additions, extensions and variations are set out in Table 5-2 (which stipulates

that the Cabinet Resources Committee must accept contract extensions greater than £173,934). Section 5.6 also stipulates that contract extensions and variations are, also, subject to the following:

- 5.6.1.1 The initial contract was based on a competitive tender or quotations;
- 5.6.1.2 the initial contract has not been extended before; and
- 5.6.1.3 the value of the extension is less than half the cost of the existing contract without the extension and has a budget allocation having had regard to the following:
  - i) If initial contract was subject to EU tender procedure that the extension option was declared within the OJEU notice; acceptance report (Delegated Powers Report/Cabinet Resources Committee Report) and the contract includes extension clauses
  - ii) If initial contract value was subject to sub EU threshold procedure (Barnet tender/ quotation process) the extension does not take the value past EU threshold

As the requirements of rule 5.6.1.2 have not been met, a waiver of Contract Procedure Rules is required.

8.2 Council Constitution, Contract Procedure Rules, Section 5.8 details that the rules may only be waived on the decision of a Cabinet Resources Committee and only where that Committee is satisfied, after considering a written report by the appropriate officer, that a waiver is justified because:

- 5.8.1 the nature of the market for the works to be carried out or the supplies or services to be provided has been investigated and is demonstrated to be such that a departure from the requirements of Contract Procedure Rules is justifiable; or
- 5.8.2 the contract is for works, supplies or services that are required in circumstances of extreme urgency that could not reasonably have been foreseen; or
- 5.8.3 the circumstances of the proposed contract are covered by legislative exemptions (whether under EU or English Law); or
- 5.8.4 there are other circumstances which are genuinely exceptional

Details of the exceptional circumstances which require a waiver of the Contract Procedure Rules are set out in Section 9 below.

## **9. BACKGROUND INFORMATION**

9.1 The original tender for carrying out works was advertised as a three year contract in 2006 with an option to extend for a further year at the Authority's sole discretion. Works under the various Contracts commenced in 2007 following approval for a three year period to 31<sup>st</sup> March 2010. Subsequently, the option to extend for a further year was taken up under the terms of the original contract following satisfactory performance. A further request to extend the Contracts for a year was granted by Cabinet Resources Committee (CRC) in March 2011 and Contractors were able to carry out works to 31<sup>st</sup> March 2012. It was necessary to extend the contract for a further nine months to December 2012 following CRC approval.

9.2 The current contracts cover a number of services operating within the Council's Corporate

building stock and to those schools that sign up to the Councils Building Maintenance Traded Service. The contracts cover both cyclical and responsive maintenance works.

9.3 The contract awards are as follows:

Kirkman & Jourdain Ltd., D Long Construction Ltd., - General building works borough wide  
Oakray Ltd. – Mechanical and Electrical services north of the borough  
T&D Barrs Ltd. – Mechanical services south of the borough  
RGE Services Ltd. – Electrical services south of the borough  
Clearwater Technology Ltd.– Water Hygiene borough wide  
Industrial Lift Services Ltd. – Lifts borough wide  
Rentokil Initial Fire Services Ltd. – Fire fighting equipment borough wide

9.4 A tender process seeking new contracts commenced in 2012 and a contract notice to advertise the works was published in the Official Journal of the European Union. The tender process has since been terminated for the reason stated below in 9.5.

9.5 During the dialogue process with both NSCSO (New Support and Customer Services Organisation) bidders, it became evident that it would be of greater benefit to the retained Council if the new provider should assume responsibility for carrying out all planned and maintenance works after handover; consequently, the tender process was terminated. The three month extension is required in order to ensure that the Council meets all its statutory and safety obligations until handover.

9.6 In accordance with Contract Procedure Rules as noted in paragraph 9.1 above, there has already been a contract extension previously and therefore this matter must be referred to the relevant Cabinet Resources Committee for authorisation as stated in paragraph 8.1 above.

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

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



---

Meeting	Cabinet Resources Committee
Date	17 December 2012
<b>Subject</b>	<b>Contract for the Supply of Electricity &amp; Gas</b>
Report of	Cabinet Member for Resources and Performance
Summary	To report the decision made by Deputy Leader of the Council / Cabinet Member for Resources and Performance (on behalf of the Leader of the Council) as reported in Delegated Powers Report No. 1675, 18 May 2012 to continue participation in the LASER Energy Procurement framework and enter into a tri-partite agreement for the supply electricity and gas.

---

Officer Contributors	Nigel Bell – Energy Resource Manager (Commercial Services) Mope Akinbolagbe – Supplier Relationship Manager (Commercial Services)
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	Not Applicable
Function of	Executive
Enclosures	Appendix A – Electricity and Gas Contract Schedule
Contact for Further Information:	Nigel Bell 020 8359 4571 <a href="mailto:nigel.bell@barnet.gov.uk">nigel.bell@barnet.gov.uk</a>

## **1. RECOMMENDATIONS:**

- 1.1 That the Committee note the decision taken by Deputy Leader of the Council / Cabinet Member for Resources and Performance (on behalf of the Leader of the Council) as reported in the Delegated Powers Report No. 1675, 18 May 2012 which approved the Council's continued participation in the LASER Energy Procurement framework and entering into a tri-partite agreement for the supply of electricity and gas. As reported in the May 2012 delegated powers report it was agreed to note the decision to Cabinet Resources Committee and update progress.**
- 1.2 That the Committee approves , subject to endorsement from the Joint Legal Service for Barnet and Harrow Councils, that the tri-partite agreement, once approved, will be executed as necessitated by the framework agreement and will be signed in accordance with Contract Procedure Rules Section 12.3.1**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Delegated Powers Report (DPR) No. 1675, 18 May 2012, Contract for the Supply of Electricity & Gas – Waiver of Contract Procedure Rules to continue Council participation in the LASER (Kent County Council) Energy Contract Framework. The Deputy Leader of the Council / Cabinet Member for Resources and Performance authorised the following action:**
  - (1) To waive Contract Procedure Rules (CPRs) pursuant to sections 5.7 and 5.8 of the CPRs and to permit the Director of Commercial Services to confirm the Council's decision to continue its participation within LASER's Flexible procurement Framework for the provision of electricity and gas from the 1 October 2012 to 30 September 2016.**
  - (2) The Council enters the tri-partite agreement for the supply of electricity and gas through the LASER Framework.**
  - (3) To report both of the above authorisations retrospectively to the Cabinet Resources Committee meeting prior to commencement of supply.**

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

- 3.1 The Corporate Plan 2012 - 2013 commits the Council to delivering 'Better services with less money'. The Council seeks to obtain value for money in the letting of its contracts. However, it is recognised that controlling the cost of energy is not straightforward as there are many factors influencing energy costs including global, political, and environmental influences which are beyond the control of the Council. The continued use of the LASER flexible framework will help limit exposure to significant price fluctuations and protect value for money as detailed in Section 6.**
- 3.2 Other contractual arrangements were considered in order to support the Corporate Plan objectives but were neither considered to deliver good market performance nor provide an appropriately managed service. The recommendation is to continue the use of the LASER Energy Procurement Framework.**

#### 4. RISK MANAGEMENT ISSUES

4.1 Risk assessment as detailed in the previous DPR has been carried out, which identified the main issues summarised in the table below:

Risk	Early Warning Mechanisms/ Hazards	Residual Risk		Consequences / Mitigating Actions
		Likelihood	Impact	
Failure to commit to the framework by 18 <sup>th</sup> May 2012 will necessitate the council being offered a fixed term fixed price 12-month ??	NA	High	Medium/High	<p>Possibility of coinciding with peak in market prices when letting contract.</p> <p>Not in keeping with best practice</p> <p>Mitigating Action: Commit to LASER arrangement by 18<sup>th</sup> May 2012</p>
Failure to enter in to the LASER framework would require suitable alternative contract arrangements to be sought	NA	Low	Medium	<p>Risk of higher costs to service contract than current arrangements.</p> <p>Mitigating Action: Utilise LASER framework arrangement</p>

4.2 Adopting the recommendations in the previous DPR has mitigated the risks identified in 4.1 and the issues involved are unlikely to raise significant levels of public concern or give rise to policy considerations.

#### 5. EQUALITIES AND DIVERSITY ISSUES

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

5.2 The procurement process undertaken by LASER was conducted in line with the Equality Act 2010 all bidders demonstrated that they can support the Council's equalities obligations when they submitted their tenders.

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

- 6.1 Corporate sites account for approximately 42.50% of energy usage equating to a contract value of £6.38m while Barnet Homes accounts for 8.04% (£1.21m) and school's account for the remaining 49.46% (£7.43.) The contract costs will be managed within the budgets identified.
- 6.2. The Council considered the option of competitively tendering its energy requirements and entering into standalone contracts, but this approach is unsuitable for this relatively low volume of business and is unattractive to the market. This approach would require additional specialist resource to be engaged by the Council i.e. specialist energy buyers and is considered contrary to best practice, which recognises the use of a Centralised Procurement body to deliver value for money.
- 6.3 LASER utilises a flexible, aggregated risk managed procurement strategy which enables blocks of energy to be purchased on the wholesale energy market at varying times, both before and dependant on the specific risk managed strategy within the contracted supply period.
- 6.4 A flexible approach permits the ability to follow the market more closely and make multiple purchases over a given period. It also enables a strategy to be followed to manage the risk and spread these purchases, to lock out peaks and take advantage of troughs. The arrangement limits the potential risks associated with volatile energy markets and the settling of prices on a single day together with enabling volumes to be more effectively aggregated.
- 6.5 LASER four year electricity and gas flexible framework contracts commenced on 1 October 2012 and expire on 30 September 2016. The estimated contract values based on current usage are £9.53m for electricity and £5.49m for gas, totalling £15.02m for both commodities as detailed in the table below:

2012-16 Energy Supply	Annual Consumption kWh	Annual Contract Value	Contract Consumption kWh	Contract Value
Electricity	25,501,450	£ 2,383,044	102,005,800	£ 9,532,175
Gas	45,145,049	£ 1,372,644	180,580,196	£ 5,490,576
<b>Total</b>	<b>70,646,699</b>	<b>£ 3,755,688</b>	<b>282,585,996</b>	<b>£ 15,022,752</b>

- 6.6 By not committing to the framework, LASER offers, certain value added activities which currently includes invoice validation; provision of electronic bill monitoring data etc will have to be resourced separately.
- 6.7 The energy contracts utilise supplies from renewable or climate change levy exempt sources where cost neutral or cheaper than conventional energy sources are generated. This supports the Council's environmental policy with regard to the efficient use of resources, CO<sub>2</sub> emission reduction targets and supports National emission reduction targets.
- 6.8. LASER has benchmarked its performance for its previous framework agreement 2009-12 with purchase prices which achieved 5.4% below average

market prices for electricity and 3.2% for gas. If this level of performance is maintained for the contract period 2012-16 it would provide a potential contract saving of approximately £725k to the Council (based on current usage).

## **7. LEGAL ISSUES**

- 7.1 Procurement processes must comply with the European procurement rules and the Treaty obligations of transparency, equality of treatment and non discrimination as well as the Contract Procedure Rules (CPR's).
- 7.2 The Laser Framework Agreement has been set up by Kent County Council (Commercial Services) and was procured in accordance with European procurement rules. Barnet Council is entitled to utilise the Framework. The Framework has the benefit of cheaper supplies due to the volumes of energy procured by this means.

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

- 8.1 Council Constitution Part 3 – Responsibility for Functions, section 3 – Responsibility of the Executive, paragraph 3.6 – details the terms of reference of the Cabinet Resources Committee.
- 8.2 Council Constitution, Part 4 – Contract Procedure Rules – details the acceptance thresholds for contract additions, extensions and variations are as set out in Table 5-2. Where the contract value is greater than £173,934 authority of the Cabinet Committee must be sought. As detailed in DPR 1675, the Deputy Leader / Cabinet Member for Resources and Performance (acting in the absence of the Leader of the Council) utilised urgency provisions to approve continued participation in the framework agreement. As set out in the DPR, the justification for urgency was that there were other circumstances which were genuinely exceptional in that the delays in the collaborative re-procurement exercise / evaluation, process and the timing for Cabinet Resources Committee reporting dates, the Council had no other option but to extend the existing arrangement
- 8.3 In accordance with decision 10.3 of DPR 1675, this paper provides the required reporting to the Cabinet Resources Committee of the decision taken.

## **9. BACKGROUND INFORMATION**

- 9.1 Delays to the collaborative re-procurement exercise resulted in the timing of the decision falling outside of the Cabinet Resources Committee reporting dates. Approval was given under urgent powers to waive the Contract Procedure Rules to confirm the Council's decision to continue its participation with LASER's (Kent County Council) Flexible Energy Contract Framework from 1 October 2012 to 30 September 2016 (as detailed in Delegated Powers Report No. 1675, 18 May 2012).

- 9.2 The use of framework agreements is acknowledged to provide value for money for councils and the public sector. Procuring energy collaboratively through such frameworks provides a number of benefits including: the increased efficiency of the procurement process, reducing both time and costs; provision of market derived tariffs; improved quality of service provision, governance and management information.
- 9.3 The Council has procured its electricity and gas through the LASER Energy Buying Group (Kent County Council) since 1993. LASER is the largest local authority energy buying group in the UK acting on behalf of 26 London Council's and a total of 106 Local Authorities and other publicly funded bodies in the south of England.
- 9.4 Following the Council's participation in the London Energy Project's (LEPs) review of London public sector energy procurement, the Council together with other public sector organisations adopted aggregated flexible risk managed contracts. The previous LASER energy supply contract commenced on the 1<sup>st</sup> October 2009 and expired on 30<sup>th</sup> September 2012.
- 9.5 LEP recommends the continued use of an aggregated flexible procurement model such as provided by LASER or the Government Procurement Service (GPS). However, whilst both organisations are acknowledged to provide good market performance LASER provides an additional fully managed service more suited to the Council's requirements, while GPS offers a passive solution, requiring contracting authorities to engage and contract with multiple suppliers to obtain similar services.
- 9.6 The option to tender its own requirements on the open market is not recommended as the Council's demand is relatively low and unattractive to the energy suppliers. The Council would be unable to influence the contractual terms as the energy suppliers would enforce their terms and conditions of contract and the Council would have no option but to accept in order to secure supply.
- 9.7 The Council was required to notify LASER of its decision to participate in the framework agreement by the 18<sup>th</sup> May 2012 even though in effect the Council will be supplied energy as from 1<sup>st</sup> October 2012. This is because energy is traded as a commodity and is procured differently from common items such as stationery. In order to secure supply purchases are bought in blocks many months in advance of actual delivery.
- 9.8 By combining its requirement with that of other London Authorities and public sector organisations the Council is able to reduce the effects of price and supply volatility, in particular sharp price increases caused by factors beyond the direct control/influence of the Council. In addition, switching energy providers to other framework such as the GPS framework provides no value added benefits to the Council and it is a time consuming process which can take six months or more to implement and would deliver a reduced service provision. In this case, it is commercially beneficial for the Council to have waited for the evaluation process to have been completed before taking action to secure supply. This approach does not jeopardise the supply of energy prior to commitment being given as the previous contract secured supply in the interim months.

- 9.9 In consideration of LASER's performance in energy procurement as reported by the Cabinet Office, having outperformed its benchmark prices for both electricity and gas over a two year period; the cost avoidance provided to the Council through LASER's fully managed services and the substantial administrative burden, potential costs and risks associated with changing providers; the Council proposes to enter into a new contract with LASER procured through the OJEU process from 1 October 2012 for a period of four years.
- 9.10 Budget responsibility is held by each of the service areas responsible for the energy supply points listed in Appendix A of this report with just under 50% of the cost assigned to schools.
- 9.11 Energy is traded as a commodity and the price fluctuates depending upon the current political and environmental factors that can affect the certainty of supply. The estimated annual contract value of the based on existing usage is approximately £3.76M

## 10. LIST OF BACKGROUND PAPERS

- 10.1 Delegated Powers Report 1647, 18 May 2012, Contract for the Supply of Electricity & Gas – Waiver of Contract Procedure Rules to Continue Council Participation in the LASER (Kent County Council) Energy Contract Framework:  
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=4133>

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

This page is intentionally left blank



## Appendix A

### Electricity Contract Schedule

Electricity Schedule - Sites Site Name & Address	Post Code	Total Annual Consumption kWh	Total Annual Cost
154 Station Road	NW4 3SP	14,867	£ 1,442
27 Woodside Avenue, North Finchley	N12 8AT	23,873	£ 2,554
315-317 Ballards Lane, London	N12 8LY	245,995	£ 24,241
34 Woodhouse Road	N12 0RG	17,486	£ 1,692
68A Meadow Close, Dollis Valley Way, Barnet, Herts	EN5 2UF	4,416	£ 447
Accident Prevention Centre, Daws Lane	NW7 4SD	53,390	£ 5,120
Air Raid Shelter, Lullington Garth, North Finchley	N12 7LT	585	£ 81
Akiva School, 80 East End Road, Finchley, London	N3 2SX	164,362	£ 15,699
All Saints Ce Primary School, Cricklewood Lane, Childs Hill	NW2 2TH	1,959	£ 217
All Saints School, 116 Oakleigh Road, North Whetstone, London	N20 9EZ	66,384	£ 6,453
Annunciation RC Infant School, Thirleby Road, Edgware, London	HA8 0HQ	32,523	£ 3,318
Annunciation RC Junior School, The Meads, Burnt Oak, Edgware	HA8 9HQ	45,929	£ 4,559
Barnet Hill School, Hammond Close, Hays Lane, Barnet	EN5 2DY	16,979	£ 1,644
Barnet House, 1255 High Road, Whetstone, London	N20 0EJ	597,379	£ 58,673
Barnet Museum, 31 Wood Street, Barnet	EN5 4BE	30,990	£ 2,981
Barnfield Primary School, Silkstream Road, Edgware, London	HA8 0DA	260,920	£ 25,507
Basinghill Park, Pavilion	EN5 3JD	5,799	£ 607
Bell Hill Allotment, Allot trading hut	EN5 2SX	1,957	£ 216
Bell Lane Primary School, Bell Lane, Hendon, London	NW4 2AS	70,557	£ 7,119
Bethune Recreation Ground, Beaconsfield Road, New Southgate	N11 3BB	829	£ 105
Bethune Recreation Ground, Beaconsfield Road, Southgate	N11 3AB	23,112	£ 2,420
Bishop Douglas RC High School, Hamilton Road, East Finchley, London	N2 0SQ	560,268	£ 50,106
Blessed Dominic Rcp School, Lan Acre Avenue, Graham Park	NW9 5FN	22,141	£ 2,210
Blessed Dominic Rcp School, Lanacre Avenue, Graham Park	NW9 5FN	44,388	£ 4,407
Bowls Pavilion, Lyttelton Road, East Finchley	N2 0DR	60,472	£ 6,295
Broadfields Primary School, Broadfields Avenue, Edgware, Middlesex	HA8 8TN	218,491	£ 23,361
Brook Farm, High Road, Whetstone, London	N20 9PJ	7,666	£ 762
Brookland Infants & Junior School, Hill Top, Golders Green, London	NW11 6EJ	207,867	£ 20,846
Brunswick Park Primary School, Osidge Lane, Southgate, London	N14 5DU	70,557	£ 7,119
Burnt Oak Library, Watling Avenue, Edgware, Middlesex	HA8 0UB	82,050	£ 7,856
Canada Villa Youth Centre, Pursley Road, Mill Hill	NW7 2BU	28,945	£ 2,947
Chalgrove Primary School, Chalgrove Gardens, Finchley, London	N3 3PL	74,602	£ 6,966
Cherry Tree Wood, Fordington Road, Highgate	N6 4TD	558	£ 78
Cherry Tree Wood, High Road, East Finchley, London	N2 8AA	6,926	£ 691
Childs Hill Library, Cricklewood Lane	NW2 2QE	16,081	£ 1,647
Childs Hill Pavilion, 35 Hodford Road, Golders Green	NW11 8NL	63,247	£ 6,411
Childs Hill Primary School, Childrens Centre, Dersingham Road Cricklewood London	NW2 1SL	10,964	£ 1,106
Childs Hill Primary School, Dersingham Road, Cricklewood, Hendon, London	NW2 1SL	14,583	£ 1,501
Childs Hill Primary School, Foundation Stage Dersingham Road Cricklewood London	NW2 1SL	19,257	£ 2,020
Chipping Barnet Library, 3 Stapylton Road, Barnet, Hertfordshire	EN5 4QT	151,643	£ 14,961

Christchurch Primary School, Byng Road, Barnet	EN5 4NS	38,617	£ 3,518
Christs College Sports Pavilion, Lyndhurst Gardens, Finchley, London	N3 1TD	3,335	£ 317
Church End Library, 24 Hendon Lane, Finchley	N3 1TR	42,587	£ 4,088
Church Farm House Museum, Greyhound Hill, Hendon, London	NW4 4JR	22,945	£ 2,450
Church Hill Jmi School, East Barnet	EN4 8NN	57,921	£ 6,030
Clitterhouse Infant School, Claremont Road, Cricklewood	NW2 1AB	79,296	£ 8,247
Clitterhouse Junior School, Claremont Road, Cricklewood	NW2 1AB	73,410	£ 7,636
Colindale Open Space, Rushgrove Avenue, The Hyde	NW9 6RD	14,002	£ 1,475
Colindale Primary School, 30 Poolsford Road London	NW9 6HP	91,893	£ 11,313
Colindale Primary School, 30 Poolswood Road, Colindale, London	NW9 6HP	118,228	£ 10,781
Colinhurst House, 168 Station Road, Hendon	NW4 3SP	217,174	£ 20,754
Colinhurst House, 168 Station Road, Hendon, London	NW4 3SP	156,795	£ 15,768
Coppetts Wood Primary School, Coppetts Road, Friern Barnet, London	N10 1JS	97,793	£ 9,125
Courtlands Jmi School, Courtland Avenue, Mill Hill	NW7 3BG	51,861	£ 5,402
Cromer Road Junior School, Cromer Road, New Barnet, Barnet	EN5 5HT	125,033	£ 12,610
Curtis Family Centre, The Avenue Day Nursery, Coppies Grove	N11 1NT	15,027	£ 1,458
Danegrove Primary School, East Barnet	EN4 8TN	50,296	£ 5,239
Danegrove Primary School, Windsor Drive, Barnet	EN4 8UD	136,546	£ 13,434
Deansbrook I and J School, Hale Drive, Mill Hill, London	NW7 3ED	203,381	£ 19,945
Disinfecting Station, North Circular Road, Finchley	N3 2RP	1,796	£ 200
Dollis County Infants School, Pursley Road, Mill Hill	NW7 2BU	84,140	£ 8,749
East Barnet Library, 85 Brookhill Road, East Barnet	EN4 8SG	31,143	£ 2,996
East Finchley Library, 226 High Road, East Finchley	N2 9AY	27,306	£ 2,630
Ebbs Pavilion Study Centre, 58B Chandos Avenue, Whetstone	N20 9DX	6,590	£ 620
Edgware Infants School, High Street, Edgware	HA8 7EQ	94,962	£ 9,872
Edgware Library, Hale Lane, Edgware	HA8 8NN	47,376	£ 4,546
Edgware Jewish Primary School, 261 Hale Lane, Edgware, Middlesex	HA8 8NX	50,051	£ 6,001
Edgware Junior School, Heming Road, Edgware, Middlesex	HA8 9AB	856,322	£ 75,044
Exeeb Substation, Windsor Road	N3 3SN	1,824	£ 203
Fairway & Northview School, The Fairway, Mill Hill, London	NW7 3HS	773,471	£ 71,966
Flightways Day Centre, The Concourse 1, Graham Park, London	NW9 5UX	44,095	£ 4,563
Flower Lane, 41 Flower Lane, Mill Hill, London	NW7 2JN	70,557	£ 7,288
Fouldes Primary School, Byng Road, Barnet, Hertfordshire	EN5 4NR	193,492	£ 18,960
Friary House, Friary Park, Whetstone	N20 0NR	13,582	£ 1,432
Friary Park, Friern Barnet Lane, Whetstone	N20 0NR	3,447	£ 364
Friary Park, Friern Barnet Lane, Whetstone	N20 0NR	15,085	£ 1,588
Friern Barnet County Secondary School, Hemington Avenue, Friern Barnet, London	N11 3LS	395,649	£ 37,768
Friern Barnet Library, Friern Barnet Road, Friern Barnet	N11 3DS	11,687	£ 1,146
Frith Manor Primary School, Lullington Garth, Woodside Park, London	N12 7BN	177,977	£ 17,990
Garden Suburb Junior & Infant School, Childs Way, Golders Green	NW11 6XU	142,894	£ 14,843
Glebelands Bowls Pavilion, Summers Lane, North Finchley	N12 0PD	1,821	£ 203
Goldbeaters Primary School, Thirleby Road, Edgware, London	HA8 0HA	124,594	£ 11,619
Golders Green Library, 156 Golders Green Road, Golders Green	NW11 8HE	32,052	£ 3,083
Graham Park Sports Pitch, Great Strand, Collingdale, London	NW9 5PE	17,648	£ 3,085
Grahame Park Boiler House, Colindale, London	NW9 5RA	497,986	£ 42,984
Grahame Park Library, The Concourse, Grahame Park	NW9 5LX	39,490	£ 3,793
Grasvenor Infants School, Grasvenor Avenue, Barnet	EN5 2BY	50,390	£ 5,249
Hampstead Garden Suburb Library, 15 Market Place, Golders Green, London	NW11 6LB	6,000	£ 601
Hampton Way Nursery School, Hampden Way, Southgate	N14 5DJ	19,773	£ 1,911
Harwood Hostel, 55 Christchurch Avenue, North Finchley, London	N12 0DG	13,878	£ 1,425
Hasmonean Primary School, 8-10 Shire Lane, London, London	NW4 2PD	20,527	£ 2,119

Hasmonean School, 10 ShireHall Lane, London	NW4 2PD	111,074	£ 10,993
Hendon Cemenry, Crematorium, Holders Hill Road, London	NW7 1NB	76,047	£ 7,743
Hendon Cemetery And Crematorium, Holders Hill Road	NW7 1NB	10,670	£ 1,077
Hendon Library, The Burroughs, Hendon, London	NW4 4BN	411,980	£ 39,491
Hendon Park Sports Pavilion, Hendon	NW4 2TH	964	£ 118
Highland Gardens, Leicester Road, New Barnet	EN5 5DR	253	£ 48
Highland Gardens, Leicester Road, New Barnet	EN5 5DR	2,706	£ 290
Hill Hill Library, Hartley Avenue, Mill Hill	NW7 2HX	30,342	£ 2,920
Hollickwood Jmi School, Sydney Road, Friern Barnet	N10 2NL	1,893	£ 210
Hollickwood Jmi School, Sydney Road, Friern Barnet	N10 2NL	7,472	£ 761
Hollickwood Jmi School, Sydney Road, Friern Barnet	N10 2NL	47,146	£ 4,913
Holly Park Jmi School, Bellevue Road, New Southgate	N11 3HG	105,852	£ 10,128
Holy Trinity C E Primary School, Market Place, Finchley	N2 8DD	2,663	£ 286
Holy Trinity School, Market Place, East Finchley	N2 8DD	59,276	£ 5,877
Hyde Primary School and Childrens Centre, Hyde Crescent, Colindale, London	NW9 6LH	218,514	£ 22,688
King George V Playing Fields, Barnet Lane, Barnet	EN5 2DW	26,099	£ 2,514
Livingstone Primary School, Baring Road, New Barnet	EN14 9BU	126,973	£ 13,191
Lyttelton Playingfields, Lyttelton Road, East Finchley	N2 0DR	39,382	£ 4,107
Manorside Primary School, Squires Lane, East Finchley, London	N3 2AB	157,285	£ 15,817
Mapledown Special School, Claremont Road, Cricklewood, London	NW2 1TR	106,926	£ 9,975
Martin Junior & Infant School, Plane Tree Walk, East Finchley, London	N2 9JP	134,396	£ 13,541
Meadway Child Centre, 108-110 Meadway, Barnet	EN5 5JX	26,482	£ 2,551
Menorah Primary School, 1-3 the Drive, London	NW11 9SP	213,337	£ 19,832
Mess Room And Stores, The Millfield	N4 3PB	1,911	£ 212
Mill Hill Depot, Bittacy Hill, Mill Hill, London	NW7 1BL	915,503	£ 83,681
Moat Mount Camp Site, Off A1 Barnet Bypass, Borehamwood	WD6 2RL	14	£ 24
Moat Mount Camp Site, Off A1 Barnet Bypass, Borehamwood	WD6 2RL	9,033	£ 891
Monken Hadley Primary School, Monken Hadley, Barnet	EN4 0NJ	48,047	£ 4,768
Monkfrith Primary School, Knoll Drive, Southgate	N14 5NG	79,605	£ 7,622
Mortuary, North Circular Road, Finchley	N3 2RP	25,245	£ 2,573
Moss Hall Nursery, Nether Street 190, Finchley	N3 1NR	20,230	£ 2,121
Moss Hall Primary School, Nether Street, Finchley, London	N3 1NR	231,010	£ 22,481
Moss Hall School Junior & Infant School, 189 Neither Street, Finchley, London	N12 8PE	250,679	£ 25,102
North Finchley Library, Ravensdale Avenue, North Finchley	N12 9HP	29,280	£ 3,060
North London Business Park, Oakleigh Road South, New Southgate, London	N11 1GN	9,444,567	£ 822,828
Northside Jmi School, Albert Street, North Finchley	N12 8JP	1,780	£ 199
Northside Primary School, Albert Street, North Finchley, London	N12 8JP	9,718	£ 960
Nursery, 20 Brookhill Road, East Barnet	EN4 8SD	36,278	£ 3,785
Nursery, Falows Close, Tarling Road, Finchley	N2 8LG	36,063	£ 3,763
Oak Lodge School, Pulham Avenue, East Finchley	N2 0LR	12,400	£ 1,309
Oak Lodge Special School, Finchley, London	N2 0QY	124,863	£ 12,593
Oakhill School Campus, Church Hill Road, East Barnet, Hertfordshire	EN4 8XE	7,782	£ 697
Oakleigh School, Oakleigh Road North Whetstone, London	N20 0DH	113,646	£ 11,538
Old Court House Recreation Ground, Wood Street, Barnet	EN5 4BE	1,876	£ 208
Old Court House Recreation Ground, Wood Street, Barnet	EN5 4BD	9,998	£ 928
Old Hill Park, Parkside Gardens, East Barnet	EN4 8JS	15,207	£ 1,559
Osidge Library, Osidge Lane, Southgate	N14 5DR	17,689	£ 1,712
Park Surface Shelters, Queens Road, Hendon	NW4 2TH	14,354	£ 1,512
Parkfield Children Centre, 44 Park Road, Hendon, London	NW4 3PS	52,440	£ 5,518
Parkfield Primary School, St Davids Place, Little Horkesley, London	NW4 3UB	212,961	£ 21,203
Pavilion Ludgrove Playing Fields, Fordham Road, Barnet	EN4 9AF	4,742	£ 491

Pavilion Study Centre, 58B Chandos Avenue, Whetstone	N20 9DX	14,886	£ 1,444
Pavilion, Cool Oak Lane, Hendon	NW9 7BG	53,947	£ 5,618
Pavilion, Sunny Hill Park	NW4 2LL	11,308	£ 1,109
Pavillion Montrose Park, Montrose Park, The Hyde, London	NW9 6BY	2,584	£ 272
Pavillion, Off Tudor Road, Tudor Road, New Barnet	EN5 5NW	5,879	£ 604
Public Clock, Cross Roads, Golders Green	NW11 8DY	389	£ 62
Public Convenience, Cat Hill, East Barnet	EN4 8HG	2,377	£ 258
Public Convenience, Princess Park, Oakfield Road, Park Way, London	NW11 0EX	150	£ 38
Pump House, Bridge Lane, Brent Park, Hendon	NW4 3HN	8,107	£ 824
Queens Road Kosher Cook Kitchen, Queens Road, Finchley, London	N3 2AG	70,557	£ 7,119
Queenswell Junior School, Sweets Way, Whetstone, London	N20 0NQ	77,454	£ 7,678
Queenswell School, Sweets Way, Whetstone, London	N20 0NQ	104,023	£ 10,661
Recreational Grounds, Wood Street, Barnet	EN5 4BD	3,429	£ 352
Registry Of Births, Deaths And Marriages, Burnt Oak Broadway, Edgeware	HA8 0AA	25,702	£ 2,689
Rosa Morrison Day Opportunities Service, Plot Block E, 85 Gloucester Road, Barnet, Hertfordshire	EN5 1NA	70,557	£ 7,119
Sacred Heart School, Oakleigh Park South, Whetstone, London	N20 9JU	124,645	£ 12,035
Social Services, 25 Parkhurst Road	N11 3EN	28,019	£ 2,765
Southern Friern Library, 111 Colney Hatch Lane, London,	N10 1HD	23,561	£ 2,272
Sports Depot, Parkside Gardens, Oakhill Park, East Barnet	EN4 8JS	50,491	£ 5,260
Sports Pavilion, Mill Hill Park, Mill Hill	NW7 2BD	40,578	£ 4,121
St Agnes RC School, Thorverton Road, Crickle Wood, London	NW2 1RG	103,174	£ 9,926
St Catherines RC Primary School, Vale Drive, Barnet, Hertfordshire	EN5 2ED	63,950	£ 6,153
St Catherines RC Primary School, Vale Drive, Barnet, Hertfordshire	EN5 2ED	3,035	£ 316
St Catherines RC Primary School, Vale Drive, Barnet, Hertfordshire	EN5 2ED	18,969	£ 1,507
St Johns C of E School, Crescent Road, Friern, Barnet, London	N11 3LB	127,159	£ 12,099
St Johns Ce Jmi School, Swan Lane, Whetstone	N20 0PL	66,017	£ 6,543
St Josephs Infant School, Watford Way	NW4 4TV	38,511	£ 3,826
St Josephs Junior School Canteen, Watford Way	NW4 4TY	32,251	£ 2,942
St Josephs Nursery School, Watford Way	NW4 4TV	3,715	£ 390
St Josephs Rc Junior School, Watford Way	NW4 4TY	17,613	£ 1,715
St Margarets School, New Barnet	EN4 9NT	27,167	£ 2,841
St Marys & St Johns School, Prothero Gardens, Hendon, London	NW4 3SL	94,125	£ 9,071
St Marys Ce School, Church Hill Road, East Barnet	EN4 8SY	54,359	£ 4,943
St Marys School, Dollis Park, Finchley, London	N3 1BT	70,557	£ 6,770
St Pauls Ce Jmi School, The Avenue	N11 1NF	23,770	£ 2,371
St Pauls Ce Jmi School, The Ridgeway	NW7 1QU	61,188	£ 6,066
St Pauls Cep School, St Pauls Road, New Southgate	N11 1NQ	15,946	£ 1,598
St Theresa'S Rcp School, East End Road, Finchley	N3 2TD	53,356	£ 5,293
St Vincents R C J M I, The Ridgeway, London	NW7 1EJ	155	£ 38
Summerside Jmi School, Crossway	N12 0QU	22,962	£ 2,404
Summerside Primary School, Crossway, Finchley, London	N12 0QU	70,557	£ 7,119
Sunnyfield Infant School, Hatchcroft, Hendon	NW4 4JH	6,993	£ 714
Sunnyfields School, Hatchcroft, Hendon	NW4 4JH	63,113	£ 6,048
Superloo Re junction Ballards Lane / Station Aooroach Finchley	N3 1UX	720	£ 95
Superloo, Friern Barnet Lane, New Southgate	N11 3DL	504	£ 73
Superloo, O/S Ivy House, Whetstone	N20 9HR	1,725	£ 193
Superloo, Watling Avenue, Edgeware	HA8 0LU	746	£ 97
The Bowls Pavilion, Victoria Park, off Ballards Lane, London	N3 1UX	254	£ 48
The Croft Homeless Families Unit, East Road, Edgeware	HA8 0AJ	24,802	£ 2,528
The Croft Homeless Families Unit, East Road, Edgeware	HA8 0BS	13,942	£ 1,431
The Croft, East Road, Burnt Oak, London	HA8 0BS	41,367	£ 4,201

The Orion Primary School, Lanacre Avenue, Graham Park, London	NW9 5FH	110,473	£ 10,305
The Space, Knightswood Close, Edgware, Middlesex	HA8 8FR	26,633	£ 2,827
Trent C Of E Jmi School, Church Way, Cockfosters	EN4 9JH	58,863	£ 5,351
Tudor Primary School, Queens Road, Finchley, London	N3 2AG	138,906	£ 12,951
Tudor Sports Ground, Clifford Road, New Barnet	EN5 5NY	20,834	£ 2,127
Tudor Sports Pavilion, New Barnet	EN5 5NY	23,112	£ 2,420
Tudor Pavilion	EN5 5NY	2,854	£ 310
Underhill Childrens Centre, Mays Lane, Barnet	EN5 2LZ	124,647	£ 12,545
Underhill Infants School, Mays Lane, Barnet, Hertfordshire	EN5 2LZ	68,916	£ 6,461
Underhill Junior School, Mays Lane, Barnet, Hertfordshire	EN5 2LZ	104,451	£ 9,744
Underpass Near Blerrott, Grahame Park, Colindale	NW9 5NE	3,179	£ 311
Victoria Park Bowls Club, Ballards Lane, Finchley, London	N3 2NE	1,439	£ 153
Victoria Park, Ballards Lane, Finchley	N3 2ND	18,503	£ 1,942
Victoria Park, Ballards Lane, Finchley	N3 2NE	14,328	£ 1,509
Watling Park Sports Ground, Watling Avenue, Burnt Oak	HA8 0LA	5,586	£ 560
Wessex Gardens Infant School, Wessex Gardens, London	NW11 9RR	170,093	£ 16,691
West Hendon Pavilion And Park, Goldsmith Avenue	NW9 7EU	972	£ 116
West Hendon Playingfields, Goldsmith Avenue, The Hyde	NW9 7EU	7,388	£ 733
Wingfield Day Centre, The Concourse, Graham Park Estate	NW9 5UX	63,849	£ 6,118
Woodcroft Primary School, Goldbeaters Grove, Edgware, Middlesex	HA8 0QF	161,456	£ 16,231
Woodridge School, Southover, Finchley	N12 7HE	58,059	£ 6,044
Wrvs Centre, Salisbury Road, Barnet (IPOP)	EN5 4JP	10,126	£ 1,023
Youth Hall, High Road No 142, East Finchley	N2 9ED	16,043	£ 1,687
<b>Total</b>		<b>25,501,450</b>	<b>£2,383,044</b>

## Gas Contract Schedule

Gas Schedule - Site Name & Address	Post Code	Annual Consumption kWh	Total Annual Cost
AKIVA SCHOOL, 80 EAST END ROAD, FINCHLEY, LONDON	N3 2SY	150,579	£ 4,712
ALBATROSS, BELVEDERE STRAND, THE HYDE, LONDON	NW9 5LS	580,782	£ 16,430
ALL SAINTS C OF E PRIMARY SCHOOL, 116 OAKLEIGH ROAD NORTH, LONDON	N20 9EZ	55,602	£ 2,022
ALL SAINTS PRIMARY SCHOOL, CRICKLEWOOD LANE, CHILDS HILL	NW2 2TH	131,131	£ 4,229
ANNUCIATION RC JUNIOR SCHOOL, THE MEADS, BURNT OAK, EDGEWARE	HA8 9HQ	169,542	£ 5,335
BARNET HILL PRIMARY SCHOOL, HAMMOND CLOSE, MAYS LANE, BARNET	EN5 2DY	226,337	£ 7,035
BARNET HOUSE, 1255 HIGH ROAD, WHETSTONE	N20 0EJ	1,480,959	£ 44,983
BARNFIELD PRIMARY SCHOOL, SILKSTREAM ROAD, EDGEWARE	HA8 0DA	645,435	£ 20,811
BELL LANE PRIMARY SCHOOL, BELL LANE, HENDON	NW4 2AS	313,152	£ 9,745
BETHUNE PAVILION, BEACONSFIELD ROAD, LONDON	N11 3BB	66,067	£ 2,494
BISHOP DOUGLAS (Foundation) SECONDARY SCHOOL, HAMILTON ROAD, FINCHLEY	N2 0SQ	1,356,271	£ 39,025
BROADFIELDS PRIMARY SCHOOL, BROADFIELDS AVENUE, EDGWARE, MIDDLESEX	HA8 8TN	583,963	£ 18,175
BROOKHILL NURSERY SCHOOL, BROOKHILL ROAD, EAST BARNET	EN4 8SD	53,751	£ 1,988
BRUNSWICK PARK PRIMARY SCHOOL, OSIDGE LANE, SOUTHGATE	N14 5DU	136,600	£ 4,304
BULWER GARDENS, NEW BARNET	EN5 5JF	753,156	£ 20,893
BURNT OAK LIBRARY, WATLING AVENUE, EDGEWARE	HA8 0UB	178,723	£ 5,694
CHALGROVE PRIMARY SCHOOL, CHALGROVE GARDENS, FINCHLEY	N3 3PL	180,333	£ 5,744
CHESHIRE HOUSE, FOSTER STREET, LONDON	NW4 2AA	362,451	£ 10,950
CHILDS HILL LIBRARY, 320 CRICKLEWOOD LANE, HENDON	NW2 2QE	75,405	£ 2,742
CHILDS HILL PRIMARY SCHOOL, DERSINGHAM ROAD, CRICKLEWOOD, LONDON	NW2 1SL	224,138	£ 8,304
CHILDS HILL PRIMARY SCHOOL, DERSINGHAM ROAD, HENDON	NW2 1SL	219,715	£ 7,059
CHIPPING BARNET LIBRARY, 3 STAPYLTON ROAD, BARNET	EN5 4QT	348,938	£ 10,280
CHRIST CHURCH PRIMARY SCHOOL, BYNG ROAD, BARNET	EN4 4NS	30,000	£ 1,133
CHRISTCHURCH CLOSE, SUMMERS LANE, NORTH FINCHLEY	N12 0PY	387,652	£ 11,711
CHURCH END LIBRARY, 24 HENDON LANE, FINCHLEY	N3 1TR	90,801	£ 2,968
CHURCH FARM MUSEUM, GREYHOUND HILL HENDON LONDON	NW4 4JR	37,539	£ 1,400
CHURCH HILL PRIMARY SCHOOL, BURLINGTON RISE, EAST BARNET	EN4 8NN	267,050	£ 8,345
COLINDALE PRIMARY SCHOOL, 30 POOLSFORD ROAD, CLINDALE, LONDON	NW9 6HP	689,906	£ 19,945
COLINHURST HOUSE, 168 STATION ROAD, HENDON	NW4 3SP	45,789	£ 1,774
COPPETTS WOOD PRIMARY SCHOOL, COPPETTS ROAD, FRIERN BARNET	N10 1JS	263,843	£ 7,965
COPTHALL PAVILION, GREAT NORTH WAY, BARNET, LONDON	NW4 1PS	12,867	£ 489
COURTLAND PRIMARY SCHOOL, COURTLAND AVENUE, MILL HILL	NW7 3BG	193,828	£ 6,100
CROMER ROAD JUNIOR SCHOOL, CROMER ROAD, NEW BARNET	EN5 5HT	839,071	£ 24,790
CURTIS FAMILY CENTRE, COPPIES GROVE, NEW SOUTHGATE	N11 1NT	121,054	£ 3,813
DAME ALICE OWENS SPORTS PAVILION, CHANDOS AVENUE, WHETSOTNE, LONDON	N20 9DX	58,909	£ 2,143
DANEGROVE PRIMARY SCHOOL, RIDGEWAY AVENUE, EAST BARNET	EN4 8UD	246,661	£ 7,873
DANEGROVE PRIMARY SCHOOL, WINDSOR DRIVE, EAST BARNET	EN4 8UD	99,318	£ 3,182
DEANS BROOK INFANT SCHOOL, HALE DRIVE, MILL HILL	NW7 3ED	411,792	£ 11,637
DERBY HOUSE, PARSON STREET, HENDON	NW4 1QS	220,900	£ 6,919

DOLLIS INFANT SCHOOL, PURSLEY ROAD, MILL HILL	NW7 2BU	416,401	£ 13,712
DOLLIS JUNIOR (GM) SCHOOL, PURSLEY ROAD, MILL HILL	NW7 2BU	412,143	£ 13,560
DRUMMOND HOUSE, 50 FONTHILLS, EAST FINCHLEY	N2 8LF	444,809	£ 12,570
EAST BARNET LIBRARY, 85 BROOKHILL ROAD EAST BARNET HERTS	EN4 8SG	52,954	£ 1,931
EAST FINCHLEY LIBRARY, 226 HIGH ROAD, EAST FINCHLEY	N2 9BB	118,929	£ 3,839
EDGWARE JUNIOR SCHOOL, HEMING ROAD, EDGWARE	HA8 9AB	555,486	£ 17,220
EDGWARE LIBRARY, HALE LANE, EDGWARE	HA8 8NN	135,913	£ 4,270
FAIRWAY & NORTHWAY SCHOOL, THE FAIRWAY, MILL HILL, LONDON	NW7 3HS	676,571	£ 19,474
FINCHLEY CATHOLIC (Foundation) HIGH SCHOOL, WOODSIDE LANE, LONDON	N12 8TA	1,178,178	£ 36,128
FINCHLEY ROAD (694), GOLDERS GREEN	NW11 7NN	76,881	£ 2,479
FINCHLEY ROAD (696), GOLDERS GREEN	NW11 7NN	70,155	£ 2,284
FLOWER LANE RESOURCE CENTRE, 41 FLOWER LANE, MILL HILL, LONDON	NW7 2JN	132,657	£ 4,224
FOULDES PRIMARY SCHOOL, BYNG ROAD, BARNET	EN5 4NR	392,994	£ 12,191
FRIARY HOUSE, FRIARY PARK, FRIARY ROAD, BARNET, LONDON	N12 9PQ	18,000	£ 661
FRIERN BARNET LIBRARY, FRIERN BARNET ROAD LONDON	N113DS	46,829	£ 1,696
FRIERN BARNET ROAD (17 - 21), LONDON	N11 1NE	306,465	£ 9,537
FRITH MANOR PRIMARY SCHOOL, LULLINGTON GARTH, WOODSIDE PARK, LONDON	N12 7BN	489,255	£ 15,555
GARDEN SUBURB JUNIOR SCHOOL, CHILDS WAY, HAMPSTEAD	NW11 6XU	744,618	£ 22,562
GIRLS HOSTEL, 68A MEADOW CLOSE, DOLLISVALLEY WAY, BARNET	EN5 2UF	62,404	£ 2,264
GOLDERS GREEN LIBRARY, 156 GOLDERS GREEN ROAD, LONDON	NW11 8HE	122,222	£ 3,884
GRASVENOR PRIMARY SCHOOL, GRASVENOR AVENUE, BARNET	EN5 2BY	94,675	£ 3,085
GUILFOYL HALIFAX, BROADHEAD STRAND, GRAHAME PARK, COLINDALE	NW9 5PN	394,151	£ 12,629
HAMPSTEAD GARDEN SUBURB LIBRARY, 15 MARKET PLACE LONDON	NW11 6LB	30,000	£ 1,143
HANSHAW DRIVE, EDGEWARE	HA8 0HP	851,764	£ 23,892
HENDON CEMETERY, HOLDERS HILL ROAD, MILL HILL	NW7 1NB	1,503,311	£ 42,024
HOLLICK WOOD PRIMARY SCHOOL, SYDNEY ROAD, FRIERN	N10 2NL	229,347	£ 7,211
HOLLY PARK PRIMARY SCHOOL, BELLEVUE ROAD, FRIERN	N11 3HG	318,799	£ 10,036
HOLY TRINITY C OF E PRIMARY SCHOOL, MARKET PLACE, EAST FINCHLEY	N2 8DD	254,186	£ 8,017
KING GEORGE V PLAYING FIELD PAVILION, BARNET LANE, BARNET, HERTS	N20 8AS	26,638	£ 1,017
LITTLE LARKINS, MAYHILL ROAD, BARNET	EN5 2NS	409,010	£ 11,559
LIVINGSTONE PRIMARY SCHOOL, BARING ROAD, NEW BARNET	EN4 9BU	224,734	£ 7,108
LYNFORD CLOSE, BLESSBURY ROAD, EDGEWARE	HA8 0UE	780,131	£ 22,814
MANORSIDE PRIMARY SCHOOL, SQUIRES LANE, FINCHLEY	N3 2AB	532,468	£ 17,193
MAPLEDOWN SCHOOL, CLAREMONT ROAD, CRICKLEWOOD	NW2 1TR	374,254	£ 11,026
MARKET PLACE (41 - 66), EAST FINCHLEY	N2 8BB	201,490	£ 6,377
MEADWAY CHILDRENS HOME, 108-110 MEADWAY, BARNET	EN5 5JX	116,936	£ 3,675
MENORAH PRIMARY SCHOOL, 1-3 THE DRIVE, LONDON, NW11 9SP	NW11 9SP	256,166	£ 8,161
MILL HILL DEPOT (BARNET), BITTACY HILL, MILL HILL	NW7 1BL	3,988,029	£ 111,465
MILL HILL LIBRARY, HARTLEY AVENUE, MILL HILL	NW7 2HX	131,942	£ 4,307
MILL HILL PARK PAVILION, WISE LANE, MILL HILL	NW7 2BD	234,996	£ 7,400
MONKFRITH PRIMARY SCHOOL, KNOLL DRIVE, SOUTHGATE	N14 5NG	277,764	£ 8,638
MONTROSE PARK PAVILION, THE GREENWAY, LONDON	NW9 5DY	46,251	£ 1,738
MORTUARY, NORTH CIRCULAR ROAD, FINCHLEY	N3 0XX	57,964	£ 2,166
MOSS HALL JUNIOR & NURSERY SCHOOL, NETHER STREET, FINCHLEY	N3 1NR	1,508,615	£ 44,420
NEW SOUTHGATE RECREATION GROUND SPORTS PAVILION, OAKLEIGH ROAD SOUTH, LONDON	N11 1LD	38,176	£ 1,427

NEWSTEAD CHILDRENS CENTRE, FALOWS CLOSE, TARLING ROAD, FINCHLEY, LONDON	N2 8LG	74,000	£ 2,399
NORTH FINCHLEY LIBRARY, RAVENSDALE AVENUE, BARNET	N12 9HP	127,725	£ 4,031
NORTHSIDE PRIMARY SCHOOL, ALBERT STREET, NORTH FINCHLEY	N12 8JP	241,790	£ 7,626
OAK LODGE SCHOOL, HEATH VIEW, off EAST END ROAD, BARNET	N2 0QY	380,846	£ 11,814
OAKLEIGH SCHOOL, OAKLEIGH ROAD, NORTH WHETSTONE	N20 0DH	235,299	£ 7,278
OSIDGE LIBRARY, BRUNSWICK PARK ROAD LONDON	N11 1EY	59,256	£ 2,160
OSIDGE PRIMARY SCHOOL, CHASE SIDE, SOUTHGATE	N14 5HD	336,353	£ 10,588
OUR LADY OF LOURDES PRIMARY SCHOOL, BOW LANE, LONDON	N12 0JP	30,000	£ 1,133
OUR LADY OF LOURDES PRIMARY SCHOOL, BOW LANE, LONDON	N12 0JP	92,216	£ 3,014
PARKFIELD PRIMARY SCHOOL, ST DAVIDS PLACE, HENDON	NW4 3UB	200,441	£ 6,272
PARKHURST CHILDRENS HOME, 25 PARKHURST ROAD, NEW SOUTHGATE	N11 3EN	131,389	£ 4,139
QUEENS ROAD KOSHER COOK , QUEENS ROAD, FINCHLEY	N3 2AG	107,874	£ 3,456
QUEENSWELL INFANT SCHOOL, SWEETS WAY, WHETSTONE	N20 0NQ	328,501	£ 10,055
QUEENSWELL JUNIOR SCHOOL, SWEETS WAY, WHETSTONE	N20 0NQ	201,358	£ 6,355
RAPIDE & RATTIER HOUSING, GRAHAME PARK WAY, LONDON	NW9 5QW	513,472	£ 16,554
RECTORY CLOSE OPH, RECTORY CLOSE, FINCHLEY	N3 1TS	298,071	£ 9,345
REGISTRY OFFICE, 182 BURNT OAK BROADWAY, EDGEWARE	HA8 0AS	75,305	£ 2,429
ROSA MORRISON DAY OPPORTUNITIES, PLOT BLOCK E, 85 GLOUCESTER ROAD, BARNET	EN5 1NA	210,000	£ 6,277
ROSH PINAH EARLY YEARS UNIT, SEBBA BUILDING, MOWBRAY ROAD, EDGWARE, MIDDLESEX	HA8 8JL	213,200	£ 6,673
ROSH PINAH PRIMARY SCHOOL, GLENGALL ROAD, EDGEWARE	HA8 8TE	230,259	£ 7,262
SOUTH FRIERN LIBRARY, 111 COLNEY HATCH LANE, LONDON	N10 1HD	77,653	£ 2,531
SPACE (THE), KNIGHTSWOOD CLOSE, EDGEWARE, MIDDLESEX	HA8 8FR	98,309	£ 3,181
ST PAUL'S PRIMARY SCHOOL, THE RIDGEWAY, MILL HILL	NW7 1QU	121,721	£ 3,957
ST THERESA PRIMARY SCHOOL, EASTEND ROAD, FINCHLEY	N3 2SX	107,270	£ 3,463
ST CATHERINE'S RC PRIMARY SCHOOL, VALE DRIVE, BARNET	EN5 2ED	204,623	£ 6,564
ST JOHNS CE PRIMARY SCHOOL, SWAN LANE, WHETSTONE, LONDON	N20 0PL	3,245	£ 119
ST JOHN'S CLOSE, 18 RASPER ROAD, WHETSTONE	N20 0LX	465,996	£ 14,483
ST JOHNSTONE HOUSE, 49 WOODSIDE PARK ROAD, NORTH FINCHLEY	N12 8RX	384,400	£ 11,613
ST MARGARET'S NURSERY SCHOOL, MARGARET ROAD, NEW BARNET	EN4 9NT	86,487	£ 2,765
ST MARY'S ST JOHN'S SCHOOL, PROTHERO GARDENS, HENDON	NW4 3SL	465,814	£ 14,436
ST MARY'S CE PRIMARY SCHOOL, CHURCHILL ROAD, EAST BARNET	EN4 8SY	137,797	£ 4,331
ST PAUL'S CE PRIMARY SCHOOL, THE AVENUE, FRIERN BARNET	N11 1NF	253,653	£ 7,927
STATION ROAD (154), HENDON	NW4 3SP	63,574	£ 2,385
SUMMERSIDE PRIMARY SCHOOL, CROSSWAY, FINCHLEY	N12 0QU	253,864	£ 8,002
SUNNYFIELDS PRIMARY SCHOOL, HATCHCROFT, GREYHOUND HILL	NW4 4JH	188,200	£ 5,992
SWIMMING POOLS/SHELTERED HOUSING, GOLDSMITH AVENUE, THE HYDE, COLINDALE	NW9 0XX	440,480	£ 12,822
THE CROFT, EAST ROAD, EDGEWARE	HA8 0BS	268,385	£ 8,559
THE HYDE PRIMARY SCHOOL, HYDE CRECENT, LONDON	NW9 7EY	282,346	£ 8,775
THE ORION PRIMARY SCHOOL, LANACRE AVENUE, GRAHAME PARK	NW9 5SN	338,676	£ 10,662
THE POTTERIES, BARNET LANE, BARNET	EN5 2DH	358,287	£ 10,824
THYRA GROVE (5), FINCHLEY	N12 8HB	49,242	£ 1,841
TRENT CE PRIMARY SCHOOL, CHURCHWAY, off CHALK LANE, COCKFOSTERS	EN4 9JH	157,969	£ 4,935
TUDOR CRICKET PAVILION, OFF CLIFFORD ROAD, NEW BARNET, HERTS	EN5 5DY	7,546	£ 277
TUDOR PRIMARY SCHOOL, QUEENS ROAD, FINCHLEY	N3 2AG	332,477	£ 10,177



UNDERHILL INFANTS SCHOOL, MAYS LANE, BARNET	EN5 2LZ	238,764	£ 7,535
VALE COURT, 93 BULWER ROAD, NEW BARNET	EN5 5EZ	292,172	£ 9,008
VALLEY WAY RESPITE SERVICE, JASPER COURT, 5 PELLOW CLOSE, BARNET	EN5 2UP	104,871	£ 3,427
WESSEX GARDENS JUNIOR SCHOOL, WESSEX GARDENS, GOLDERS GREEN	NW11 9RR	503,043	£ 15,383
WEST HENDON PAVILION, GOLDSMITHS AVENUE, HENDON	NW9 7EU	30,000	£ 1,295
WHITINGS HILL PRIMARY SCHOOL, WHITINGS ROAD, BARNET, MIDDLESEX	EN5 2QY	582,593	£ 15,981
WIMBUSH HOUSE, 6 WESTBURY ROAD, NORTH FINCHLEY	N12 7NS	436,821	£ 13,576
WOODCROFT PRIMARY SCHOOL, GOLDBEATERS GROVE, EDGEWARE	HA8 0QF	553,709	£ 18,214
WOODHOUSE 6TH FORM COLLEGE, WOODHOUSE ROAD, NORTH FINCHLEY	N12 9EY	1,219,663	£ 35,090
WOODRIDGE PRIMARY SCHOOL, SOUTHOVER, NORTH FINCHLEY	N12 7HE	155,978	£ 5,387
WOODSIDE AVENUE (27), NORTH FINCHLEY	N12 8AT	146,395	£ 4,553
<b>Total</b>		<b>45,145,049</b>	<b>£1,372,644</b>

This page is intentionally left blank

---

<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	17 December 2012
<b>Subject</b>	<b>Annual Regeneration Report</b>
<b>Report of</b>	Leader of the Council
<b>Summary</b>	The report seeks to update Committee on the progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

---

<b>Officer Contributors</b>	Stephen McDonald, Interim Lead Commissioner – Enterprise & Regeneration Tony Westbrook, Head of Regeneration, Strategic Planning & Regeneration
<b>Status (public or exempt)</b>	Public
<b>Wards affected</b>	Colindale, Burnt Oak, West Hendon, Edgware, Golders Green, Childs Hill
<b>Key decision</b>	Yes
<b>Enclosures</b>	Appendix 1 – Annual Regeneration Report November 2012
<b>Function of</b>	Executive
<b>Reason for urgency / exemption from call-in</b>	Not applicable
Contact for further information: Tony Westbrook, Head of Regeneration Tel: 020 8359 7381	

## 1. RECOMMENDATIONS

- 1.1 That Committee endorse and/or comment on the general progress being made towards delivering the Borough's regeneration schemes and skills and enterprise activities, including key wins, achievements and successes in the last twelve months as well as current challenges and expected activities in 2013.

## 2. RELEVANT PREVIOUS DECISIONS

### **Cricklewood and Brent Cross Regeneration Scheme**

- 2.1 Cabinet, 26 April 2004 (decision item 8) – adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 2.2 Cabinet, 29 March 2005 (decision item 5) – approval of the terms of Cricklewood and Brent Cross Collaboration Agreement.

### **Stonegrove and Spur Road Estates Regeneration Scheme**

- 2.3 Cabinet, 18 June 2007 (Decision Item 6) – approved the final terms of the Principal Development Agreement and legal arrangements for the regeneration of the Stonegrove and Spur Road estates and resolved to make a Compulsory Purchase Order.

### **Grahame Park Estate Regeneration Scheme**

- 2.4 Cabinet, 24 July 2006 (Decision item 5) – authorised the entering into a Principal Development Agreement for the regeneration of the Grahame Park area.

### **West Hendon Estate Regeneration Scheme**

- 2.5 Cabinet, 30 August 2005 (Decision Item 5) – authorised the entering into a Principal Development Agreement for the regeneration of the West Hendon area.

### **Dollis Valley Estate Regeneration Scheme**

- 2.6 Cabinet Resources Committee, 7 November 2011 (Decision 5) – authorised the entering into a Principal Development Agreement for the regeneration of Dollis Valley, subject to the Deputy Chief Executive being satisfied as to the terms of such agreements and the Assistant Director-Legal, or authorised delegate, being satisfied as to the form of such agreements.

### **Granville Road Estate Improvement Scheme**

- 2.7 Cabinet Resources Committee, 18 October 2012 (Decision Item 7) – authorised the appointment of Mulalley/One Housing Consortium comprising of Mulalley & Co Limited, CHA Ventures Limited and, as guarantor with CHA Ventures Limited, Sherrygreen Limited (Bidder B) as the Council's preferred development partner to take forward their Option 1 for the Granville Road, NW2, New Housing Development Scheme.

### **Mill Hill East Regeneration Scheme**

- 2.8 Cabinet, 29 November 2010 (Decision item 14) – approved the Council entering into a Limited Liability Partnership and Co-operation Agreement (instead of a landowners agreement) on Mill Hill East subject to a number of conditions.

### **Skills and Enterprise Activities**

- 2.9 Delegated Powers Report, 23 September 2011 (number 1,443) – the Interim Director for Planning, Housing and Regeneration authorised the Council to enter into an agreement with the Greater London Authority which will provide the Council with a grant of up to

£416,685 to fund a range of physical improvements and capability building initiatives for local traders, aimed at delivering economic uplift to Chipping Barnet Town Centre.

- 2.10 Delegated Powers Report, 7 November 2011 (number 1,467) - the Interim Director for Planning, Housing and Regeneration authorised for the London Borough of Barnet to enter into a Tripartite Agreement with London Councils and Greater London Enterprise Ltd, relating to all aspects of the two year funding and delivery of an European Social Fund Match Funded Employment Project, towards an extension of the WorkFinder job brokerage pilot. Authorisation also given to release £180,000 of Section 106 and £25,000 of London Borough of Barnet monies, as match funding towards this European Social Fund Employment Project and the two year WorkFinder.
- 2.11 Cabinet, 20 June 2012 (Decision Item 6) - approval of The Barnet Skills, Employment and Enterprise Action Plan; and the NEET Platforms package of support to help young people into employment, including support to local businesses.
- 2.12 Delegated Powers Report, 26 July 2012 (number 1,758) – the Assistant Director for Strategy and Policy approved to commission Middlesex University to support the council in developing its analysis of the business sector in Barnet and to develop indicators against which the impacts of growth can be measured. The contract value is £22,260.
- 2.13 Delegated Powers Report, 30 August 2012 (number 1,773) – the Leader of the Council authorised for the Council to enter into an agreement with the Greater London Authority which will provide the Council with a grant of up to £1,074,060 for North Finchley town centre and £1,676,625 for Cricklewood town centre to fund a range of physical improvements to the public realm and its de-cluttering as well as broader initiatives to support the area, aimed at delivering economic uplift. Round two must be delivered by 31<sup>st</sup> March 2014.
- 2.14 Delegated Powers Report, 15 October 2012 (number 1,805) – the Deputy Chief Executive authorised payment of £40,000 to Middlesex University as matched funding for the joint appointment of a Business Connector Manager, which is to be a two year jointly funded post hosted by Middlesex University to fulfil shared objectives around business engagement in the borough.

### **General**

- 2.15 Cabinet Resources Committee, 28 February 2012 (Decision Item 17) – agreed the findings of the Regeneration Review and the proposed next steps (as set out in the detailed Action Plan attached as Appendix A).

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

- 3.1 The regeneration of the Council's regeneration estates and skills and enterprise activities support the Corporate Plan 2012-2013 priority of 'A successful London Suburb' and the strategic objective under this priority to '*sustain Barnet as a successful place through regeneration, and supporting enterprise and employment.*'
- 3.2 The estate regeneration programmes and skills and enterprise activities also support the 'A Sustainable Community Strategy for Barnet 2010–2020' through the following objectives:
  1. A new relationship with citizens - the new developments will offer more choice and promote independence by providing a number of different housing options such as shared ownership to residents and those in the wider community. The skills and

enterprise agenda focuses on equipping residents and businesses with the tools and support to prosper and grow in Barnet.

2. A one-public-sector approach - the Council is working together with other public sector partners to ensure the delivery of the programmes.
3. A relentless drive for efficiency - the Council is working with development partners to ensure that the programmes are delivered in the most cost effective way.

3.3 The regeneration schemes and skills and enterprise activities also comply with strategic objectives in the Council's Housing Strategy 2010-2025 which include:

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

3.4 Furthermore, the regeneration schemes and skills and enterprise activities also comply with the strategic objectives in the Council's Regeneration Strategy (September 2011), including:

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

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

#### **4. RISK MANAGEMENT ISSUES**

4.1 Despite the challenging economic climate, the Council has continued to progress the physical regeneration schemes.

4.2 The viability of each of the physical regeneration projects is substantially dependent on the performance of the housing market over the lifetime of the developments. The poor economic climate and the current housing and finance market place added risks on the estate regeneration schemes. Principal Development Agreements are in place on Grahame Park, West Hendon, Stonegrove and Spur Road and Dollis Valley regeneration estates. These schemes may not progress in the timescales envisaged as a result of the

state of the housing market. The risk attached to this is that the Housing Revenue Account may have to maintain properties on the estates for longer than originally envisaged and costs to be recovered will be delayed. Economic sensitivity review mechanisms have been included in the Principal Development Agreements.

- 4.3 In July 2001 the department for transport, local government and the regions issued guidance to local authorities on meeting 'decent homes' standards. The Council was advised that on the basis of the known data the homes on the priority regeneration estates would fail to meet the required standard. In response to the need to address heating, condensation and general structural repairs problems and the modernisation requirements for the homes on these estates, the Council decided to embark on programmes to regenerate these estates to provide well designed, quality and efficient homes. If the estate regeneration schemes do not proceed and complete the Council will be required to bring the remaining properties up to Decent Homes Standard for which there is no current financial provision.
- 4.4 The Council's development partners are currently responsible for a substantial amount of Council's Costs. The Principal Development Agreements set out the framework for these costs being recovered at later stages of the regeneration projects. These costs include, but are not limited to, the legal costs associated with setting up the Principal Development Agreements, the costs of making and implementing Compulsory Purchase Orders, statutory Home Loss and Disturbance payments to secure tenants required to move, Resident Independent Advisors and cost consultancy advice. If the developer defaults on these payments or the projects do not proceed to stages specified within the Principal Development Agreements, then the Council will not be able to recover the costs already incurred. It is not possible to mitigate against this risk.
- 4.5 The Council also has obligations under the Principal Development Agreements; if the Council fails to fulfil these obligations for each scheme, it may be liable for damages and other financial liabilities given the investment in the regeneration schemes by the Council's developer partners. Thus, the Council will need to ensure that it puts in place, appropriate structures and resources to enable its obligations within the Principal Development Agreements to be met.
- 4.6 The Outer London Funded Town Centre projects required the Council to take on a level of financial risk by undertaking a grant agreement and the subsequent delivery of the works included in the project. The Council is obliged to fund the costs of delivering the project objectives in the first instance, prior to being reimbursed by the GLA by the end of 2013/14.

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

- 5.1 The Council is committed to improving the quality of life and wider participation for all the economic, educational, cultural, and social and community life in the Borough. This is achieved by pursuing successful regeneration of the Borough's regeneration areas. This will benefit all sections of society and the Borough's diverse communities who are seeking housing and contribute to addressing the shortage of housing in the Borough across all tenures.
- 5.1 The regeneration schemes will deliver a mix of approximately 15,000 new affordable, intermediate and private sale flats and houses. The developments will also provide new community facilities and commercial units for business to rent or lease. The council will have 100 per cent nomination rights to the new affordable housing on the housing estate regeneration schemes and re-housing offers will be made to all the existing secure

tenants on the existing housing estates who live in a property to be demolished. Thus the regeneration schemes will provide new areas of mixed tenure housing that will make these parts of the borough better place to live and contributing to improved community cohesion in areas with highly diverse populations.

- 5.2 The Skills, Employment and Enterprise Plan has the main aim of addressing unemployment and deprivation through specific initiatives to support our most vulnerable residents. It also aims to support business and employment growth. The Outer London Funded town centre projects support Barnet's aspiration to create the right environment for vibrant and viable town centres in the borough. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them. The actions aim to deliver economic uplift to the area, the benefits of which can be shared by all those who live, work and use the North Finchley and Cricklewood town centres.

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

### **6.1 Finance**

- 6.1.1 The Council's development partners are currently responsible for a substantial amount of the Council's costs to bring these schemes to fruition. The Principal Development Agreements allow the Council to recover its costs at certain stages of the regeneration projects
- 6.1.2 On each scheme, the Council's costs are budgeted and recorded on a quarterly basis, and are invoiced either quarterly or towards the end of each financial year, depending on the terms of the agreement with the development partner.
- 6.1.3 The Council have £3.7m worth of Principal Development Agreement repayments profiled over two years, which have amounts received to date of £1.5m and a further £0.2m expected in this current financial year. The remaining accruals are scheduled as £2.0m, which are expected to be received in 2013/14.
- 6.1.4 In order to receive the Outer London Funding for Cricklewood and North Finchley, the Council was required to provide an element of match funding. Details of this were set out in the Delegated Powers Report, 30 August 2012 (number 1,773).

### **6.2 Performance and Value for Money**

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

### **6.3 Property**

- 6.3.1 The Principal Development Agreements for each of the estate regeneration schemes commit the Council, subject to certain pre-conditions, to the phased disposal of all land



and property owned by the Council within the area for redevelopment to its respective developer partners, as and when certain pre-conditions and processes are satisfied, and subject to appropriate consent from the Secretary of State. In general the land will be disposed of at nil value. Where the land/property has been specifically acquired by the Council to enable the regeneration schemes to proceed (for example, properties acquired because of hardship, or pursuant to Compulsory Purchase Orders), then all costs incurred by the Council in these acquisitions will be reimbursed as project costs. If the regeneration schemes yield profits above agreed thresholds, the Council will generally receive a share of the eventual profits known as overage.

#### **6.4 Procurement, Staffing, IT and Sustainability**

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

### **7. LEGAL ISSUES**

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

Most of the Development Agreements and ancillary documents have been made pursuant to the now defunct, "well being power" under Section 2 of the Local Government Act 2000, whilst the more recent ones have been or are being entered into pursuant to the general power of competence provisions of Section 1 of the Localism Act 2011.

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

### **8. CONSTITUTIONAL POWERS**

8.1 Council Constitution, Part 3, Responsibility for Functions – Section 3.6 details the functions of the Cabinet Resources Committee which includes all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

### **9. BACKGROUND INFORMATION**

9.1 An external review of the Council's Regeneration Service was undertaken in 2011. At its meeting on 28 February 2012, Cabinet Resources Committee agreed the findings of the Regeneration Review and the proposed next steps which included a recommendation for reporting on the regeneration schemes and skills and enterprise activities by way of an annual progress report. The rationale for an annual report was to provide momentum and an opportunity to report success, rather than the minutiae of delivery.

9.2 Please see attached Appendix 1 for a detailed analysis on the regeneration schemes and skills and enterprise activities comprising the Annual Regeneration Report November 2012.

## 10. LIST OF BACKGROUND PAPERS

10.1 None

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



# **London Borough of Barnet**

## **Annual Regeneration Report November 2012**

**Update on Regeneration  
Schemes and Skills and  
Enterprise Activities**

# Annual Regeneration Report, November 2012

## 1. Introduction

- 1.1 The Council is delivering an ambitious programme of physical regeneration schemes and economic development initiatives including town centre, business, enterprise and employment support. The major regeneration schemes, in areas such as Dollis Valley, Collindale, Brent Cross and Stonegrove and Spur Road estates will create more than 20,000 new homes and up to 30,000 new jobs in the Borough; and bring significant investment in infrastructure, including transport, schools and community facilities. The economic development initiatives will help equip residents and businesses with the tools and support to prosper and grow in Barnet.
- 1.2 The regeneration programme is therefore crucial in maintaining Barnet as a successful and prosperous borough, where people want to live, work and study.

## 2. Update on Physical Regeneration Projects

### 2.1 Update on Cricklewood and Brent Cross Regeneration Scheme

KEY FACTS					
<b>Executive Summary</b>	Comprehensive regeneration of the Brent Cross Cricklewood area to deliver a new mixed use town centre and substantial new residential community, to include a new rail station and bus interchange, schools and sports and community facilities.				
<b>Delivery Partners</b>	Hammerson UK plc, Standard Life Investments, and Cricklewood Regeneration Limited (100% owned by Hammerson UK plc)				
<b>Number of existing homes</b>		217			
<b>Number of homes to be retained</b>		0			
<b>Number of homes to be demolished</b>		217			
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>	
<b>Private Sale</b>	5250	<b>Private Sale</b>	0	<b>Private Sale</b>	0
<b>Affordable Rent</b>	1350	<b>Affordable Rent</b>	0	<b>Affordable Rent</b>	0
<b>Shared Ownership</b>	900	<b>Shared Ownership</b>	0	<b>Shared Ownership</b>	0
<b>Total</b>	<b>7500</b>	<b>Total</b>	<b>0</b>	<b>Total</b>	<b>0</b>
<b>Infrastructure to be delivered</b>					<b>Delivered?</b>
Highway and public realm improvements					
New schools					
New bus station					
New waste handling facility					
New Thames Link station and transport interchange					
Open space improvements					
Sports provision					
<b>Average Local Labour on site (October 2011-September 2012)</b>					
<b>Investment</b>	<b>Total Scheme Investment</b>		£4bn (Phase 1 £1bn)		
	<b>Investment to date</b>		£38m		
	<b>Percentage of Total</b>		1%		
<b>Scheme Duration</b>		20 years			

<b>MILESTONES</b>			
<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
Planning consent was issued	28 October 2010	✓	
To appoint Compulsory Purchase Order consultant	November 2012	✓	
To agree delivery / re-phasing strategy given market conditions	April 2013		
Report progress to Cabinet Resources Committee	April 2013		
To sign commercial agreements with Hammerson UK plc and Standard Life Investments following agreement of re-phasing strategy	July 2013		
Submission of Phase 1 Reserved Matters planning application by March 2015	February 2015		

<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Viability / Delivery Strategy	Currently reviewing phasing to improve scheme viability	To be advised in the Annual Regeneration Report October 2013
Agreed delivery / re- phasing strategy	LBB in discussions with Hammerson UK plc and Standard Life Investments. Progress will be reported to Cabinet Resources Committee in early 2013.	
Submission of Compulsory Purchase Order for Phase 1 by end of 2014	GL Hearn appointed to advise on strategy.	
Submission of Phase 1 Reserved Matters planning application by March 2015	LBB working with Development Partners to implement a strategy to meet this timetable.	



Cricklewood and Brent Cross Regeneration Scheme



## 2.2 Update on Stonegrove and Spur Road Regeneration Scheme

KEY FACTS						
<b>Executive Summary</b>	The regeneration of the Stonegrove Spur Road estates aims to create a new integrated community by replacing the existing homes on the estate with new mixed tenure housing development of 999 homes. The scheme also includes improved transport links, a new academy, a community hall and church buildings, improved parking and new open space.					
<b>Delivery Partners</b>		Unitary Limited (Barratt Development PLC) and Family Mosaic Housing				
<b>Number of existing homes</b>		603				
<b>Number of homes to be retained</b>		None				
<b>Number of homes to be demolished</b>		603				
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>		
<b>Private Sale</b>	520	<b>Private Sale</b>	141	<b>Private Sale</b>	141	
<b>Affordable Rent</b>	378 <sup>1</sup>	<b>Affordable Rent</b>	175 <sup>2</sup>	<b>Affordable Rent</b>	282	
<b>Shared Ownership</b>	101	<b>Shared Ownership</b>	27	<b>Shared Ownership</b>	27	
<b>Total</b>	999	<b>Total</b>	343	<b>Total</b>	450	
<b>Infrastructure to be delivered</b>						<b>Delivered?</b>
A new Academy						✓
A community hall and a Community Trust to run the facilities						
New open spaces						✓
Improved parking provision						✓
New roads and improvements to important junctions between Spur Road and Green Lanes, Spur Road and Stonegrove						
<b>Average Local Labour on site (November 2011-October 2012)</b>						No local operatives
<b>Investment</b>		<b>Total Scheme Investment</b>		£230 million including £5 million S106 costs		
		<b>Investment to date</b>		£67 million		
		<b>Percentage of Total</b>		29%		
<b>Scheme Duration</b>		The completion of the project is currently programmed for 2018				



Academy Court, Stonegrove and Spur Road



The new homes at Cannon's Court. Stonegrove

<sup>1</sup> This includes Penniwell Close which is the pilot phase of 62 affordable units

<sup>2</sup> This includes Penniwell Close which is the pilot phase of 62 affordable units

<b>MILESTONES</b>			
<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
Completion of Penniwell Close	June 2008	✓	
Planning Consent for main scheme	October 2008	✓	
Completion of Cannon Court	June 2010	✓	
Completion of Sterling Green	October 2011	✓	
Service of Compulsory Purchase Order	December 2011	✓	
Ground 10A approved	April 2012	✓	
Compulsory Purchase Order confirmed	October 2012	✓	
Planning Permission for reserved matters Phase 2 (part), 4, 5B and 7 approved	October 2012	✓	
Completion of Sterling Court (107 social rent units)	March 2013		
Vacant Possession of 1 <sup>st</sup> Phase	March 2013		
Vacant Possession of 2 <sup>nd</sup> Phase	August 2013		
Vacant Possession of 3 <sup>rd</sup> Phase -	September 2013		
Planning permission for the remaining phase Stonegrove frontage	August 2013		

<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
To achieve vacant possession in line with the developers notice to decant due end March 2012	Barnet Homes will require extra resources to keep on schedule with the decanting. This will be monitored through 4 weekly meetings.	To be advised in the Annual Regeneration Report October 2013
Recovery of Council costs	Council seeking specific legal advice to inform further meetings & negotiations.	
To gain Planning permission for the reserved matters for outstanding Stonegrove frontage.	Barratt to continue with consultation.	
The Council does not recover £5m land receipts now payable through Overage as part of the Homes and Communities Agency funding deal.	a) Barratt to report quarterly on overage position, b) report subject to scrutiny by the Council's financial consultant.	

## 2.3 Update on Grahame Park Estate Regeneration Scheme

KEY FACTS					
<b>Executive Summary</b>		The Regeneration of the Grahame Park estate will lead to the creation of a new mixed tenure urban area within Colindale. The new area will comprise around 2,000 new private homes, around 1000 new affordable homes and 463 retained homes which are a mixture of social rented managed by Barnet Homes and freehold and leasehold buybacks. The new area will include a wide range of new, high quality facilities including health, education, library, community and retail.			
<b>Delivery Partners</b>		Genesis Housing Group			
<b>Number of existing homes</b>		1,777			
<b>Number of homes to be retained</b>		463			
<b>Number of homes to be demolished</b>		1,314			
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>	
<b>Private Sale</b>	1,923	<b>Private Sale</b>	171	<b>Private Sale</b>	171
<b>Affordable Rent</b>	889	<b>Affordable Rent</b>	147	<b>Affordable Rent</b>	147
<b>Shared Ownership</b>	165	<b>Shared Ownership</b>	33	<b>Shared Ownership</b>	33
<b>Total</b>	<b>2,977</b>	<b>Total</b>	<b>351</b>	<b>Total</b>	<b>351</b>
<b>Infrastructure to be delivered</b>					<b>Delivered?</b>
Replacement library					
Replacement Community Centre					
Replacement Children's Centre					
Replacement Health Centre					
Replacement Day Centre					
Major infrastructure improvements and improved transport links					
Replacement Children's Activity Centre (Greentop Centre)					✓
New quality public open spaces					✓
<b>Average Local Labour on site (October 2011-September 2012)</b>					191
<b>Investment</b>		<b>Total Scheme Investment</b>		Approximately £450m	
		<b>Investment to date</b>		Approximately £53m	
		<b>Percentage of Total</b>		12%	
<b>Scheme Duration</b>		The completion of the project is currently programmed for 2026			



Phase 1a comprising 319 new homes completed in July 2012





Proposed Phase 1b due to start on site in November 2012



<b>MILESTONES</b>				
	<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
	Start on site of a demonstration phase of 32 new homes	July 2006	✓	
	The Grahame Park Principal Development Agreement was signed	January 2007	✓	
	Demonstration phase was completed	October 2007	✓	
	Greentop Centre was completed	December 2008	✓	
	Phase 1a started on site	July 2009	✓	
	All 206 properties in Phase 1b, the next major phase were demolished	April 2012	✓	
	All 319 new homes in Phase 1a were completed	July 2012	✓	
	All 134 existing secure tenants moved into their new homes on Phase 1a	July 2012	✓	
	The Community and Economic Development Strategy for Grahame Park was finalised	September 2012	✓	
	Delivery of the Workfinder Project; a local employment programme which aims to help residents into employment and offers practical advice and interview skills and CV writing. The project aims to help over 70 people who live in Grahame Park into work.	December 2013		
	Commence work on the first construction sub-phase of Phase 1b	November 2012	✓	
	Commence of small phase comprising 39 new homes for private sale (Phase 0 Extension)	December 2012		
	Begin review of the masterplan to improve the viability of future phases of the regeneration scheme	Early 2013		

<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Viability	Viability for future phases has been highlighted by Genesis as a challenge as there are gaps in the Business Plan. Sales targets have not been met leaving properties in Phase 1a sitting empty. Genesis is exploring the option of a sale and lease-back agreement to an institutional investor for 80 of the homes available for sale.	To be advised in the Annual Regeneration Report October 2013
Viability of the first sub-phase of Phase 1b is not achieved & scheme is put on hold	Genesis has been successful in securing Recycled Capital Grant and Get Britain Building funding (subject to financial due diligence and contract) to improve the financial viability of the first sub-phase of Phase 1b. A Value Engineering exercise is being undertaken across whole phase to improve viability position. Committee approved on 17 July 2012 that the Council could invest up to £5m to underwrite the sales risk associated with Phase 1b which should have a positive impact on viability.	The first sub-phase is no longer on hold with the sub-phase 1b(i) starting in November 2012

## 2.4 Update on West Hendon Estate Regeneration Scheme

KEY FACTS						
<b>Executive Summary</b>	The regeneration of the West Hendon estate aims to create a new integrated community by replacing the existing homes on the estate with new mixed tenure housing development of circa 2,200 homes. The scheme also includes improved transport links and creation of a commercial hub.					
<b>Delivery Partners</b>			Barratt Homes and Metropolitan Housing Trust (Barratt Metropolitan Limited Liability Partnership)			
<b>Number of existing homes</b>			680			
<b>Number of homes to be retained</b>			34 (Ramsey Close)			
<b>Number of homes to be demolished</b>			646			
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>		
<b>Private Sale</b>	1,651	<b>Private Sale</b>	20	<b>Private Sale</b>	151	
<b>Affordable Rent</b>	259	<b>Affordable Rent</b>	13	<b>Affordable Rent</b>	43	
<b>Shared Ownership</b>	284	<b>Shared Ownership</b>	0	<b>Shared Ownership</b>	0	
<b>Total</b>	<b>2,194<sup>3</sup></b>	<b>Total</b>	<b>33</b>	<b>Total</b>	<b>194</b>	
<b>Infrastructure to be delivered</b>						<b>Delivered?</b>
Creation of a commercial hub						
Provision of a new community centre						
Traffic improvements to the A5						
Improved transport and pedestrian links to, and facilities at, Hendon Railway Station						
Provision of a two Form Entry Primary School (subject to planning)						
Integration of the Welsh Harp Reservoir by installing two new footbridges						
<b>Average Local Labour on site (November 2011-October 2012)</b>						307 local operatives
<b>Investment</b>			<b>Total Scheme Investment</b>			Circa £489m
			<b>Investment to date</b>			Circa £18.8m
			<b>Percentage of Total</b>			4%
<b>Scheme Duration</b>		The completion of the project is currently programmed for 2027.				
						
Proposed revised masterplan						

<sup>3</sup> The West Hendon Regeneration Scheme has outline planning permission for 2,171 new homes. Due to issues of financial viability, the Council and its partners undertook a review of the masterplan which proposes to build a total of 2,194 new homes, subject to planning approval in summer 2013

<b>MILESTONES</b>			
<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
The West Hendon Principal Development Agreement was signed	August 2006	✓	
Outline planning permission was granted	June 2008	✓	
A Pilot Phase of 8 houses started on site	late 2010	✓	
Phase 2A comprising 186 new homes started on site	October 2011	✓	
Completion of 8 houses for social rent	December 2011	✓	
Major progress made on Phase 2A; 33 new homes completed to date comprising 13 for social rent and 20 for private sale	October 2012	✓	
20 new homes sold to date, 40 have exchanged contracts & 15 have been reserved	October 2012	✓	
Masterplan review to improve financial viability on-going over last 12 months	December 2012		
Undertake public consultation events on revised masterplan	December 2012		
Completion of Phase 2A	March 2013		
Negotiate and enter into a Deed of Variation to the Principal Development Agreement for the West Hendon Regeneration Scheme	March 2013		
Submission of a planning application for the rest of the West Hendon Regeneration Scheme	March 2013		
Start on site (enabling works)	March 2013		
Determination of planning application	June/July 2013		
- Construction start of next phase (174 new homes)	c. July 2013		

<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Recovery of Council costs	Council is currently negotiating the timing of reimbursement of historic Council's Costs.	To be advised in the Annual Regeneration Report October 2013
To gain outline planning permission for the remainder of the Estate.	Barratt Metropolitan Limited Liability Partnership to continue with consultation.	
Risk that regeneration does not proceed beyond the Initial Phase	Barratt Metropolitan Limited Liability Partnership, in consultation with the Council is reviewing the masterplan for the remainder of the West Hendon regeneration scheme to improve financial viability and deliverability. This work is in its concluding stages; developer partner is aiming to submit a revised outline planning application for the rest of the estate in February 2013 for determination by the Council's Planning and Environment Committee in June/July 2013.	
Failure to sell homes for private sale	The Council receives feedback on sales performance for its developer partner on a regular basis. Sales and marketing of the 151 private homes for sale in the Initial Phase of the regeneration is progressing well. To date, 71 of the new homes for private sale have been reserved, exchanged or completed.	

## 2.5 Update on Dollis Valley Estate Regeneration Scheme

KEY FACTS					
<b>Executive Summary</b>	The regeneration of the Dollis Valley estate aims to create a new integrated community by replacing the existing system built multi-storey homes on the estate with new mixed tenure housing development of 616 homes. The scheme also includes re-provision of community facilities and children day care provision.				
<b>Delivery Partners</b>		Countryside Properties UK and L&Q			
<b>Number of existing homes</b>		436 (excludes Crocus Field and Meadow Close) and 5 homes in the opportunity area			
<b>Number of homes to be retained</b>		0			
<b>Number of homes to be demolished</b>		441			
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>	
<b>Private Sale</b>	366	<b>Private Sale</b>	0	<b>Private Sale</b>	0
<b>Affordable Rent</b>	230	<b>Affordable Rent</b>	0	<b>Affordable Rent</b>	0
<b>Shared Ownership</b>	20	<b>Shared Ownership</b>	0	<b>Shared Ownership</b>	0
<b>Total</b>	<b>616</b>	<b>Total</b>	<b>0</b>	<b>Total</b>	<b>0</b>
<b>Infrastructure to be delivered</b>					<b>Delivered?</b>
Replacement of existing community facilities including a new nursery					
Improvements to transport links					
New quality public open spaces					
<b>Average Local Labour on site (October 2011-September 2012)</b>					N/A
<b>Investment</b>	<b>Total Scheme Investment</b>		£129m TBC		
	<b>Investment to date</b>		Approx. £1.1m		
	<b>Percentage of Total</b>		1%		
<b>Scheme Duration</b>	The completion of the project is currently programmed for 2019				



Dollis Valley Estate currently



Phase 1, new streets and Square – Hammond Close

<b>MILESTONES</b>			
<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
The Council selected its preferred Development Partners to regenerate the Dollis Valley Estate	November 2011	✓	
The Regeneration Agreement is signed	November 2012	✓	
Submission of the outline planning application for the for the scheme and detailed planning application for the first phase	December 2012		
Securing Secretary of State consent to dispose of the Barnet Hill School site	October 2012	✓	
Seeking Cabinet resolution to grant Compulsory Purchase Order for following phases	March 2013		
Securing planning consent for the scheme and detailed planning for the first Phase	May 2013		
Start on site	August 2013		

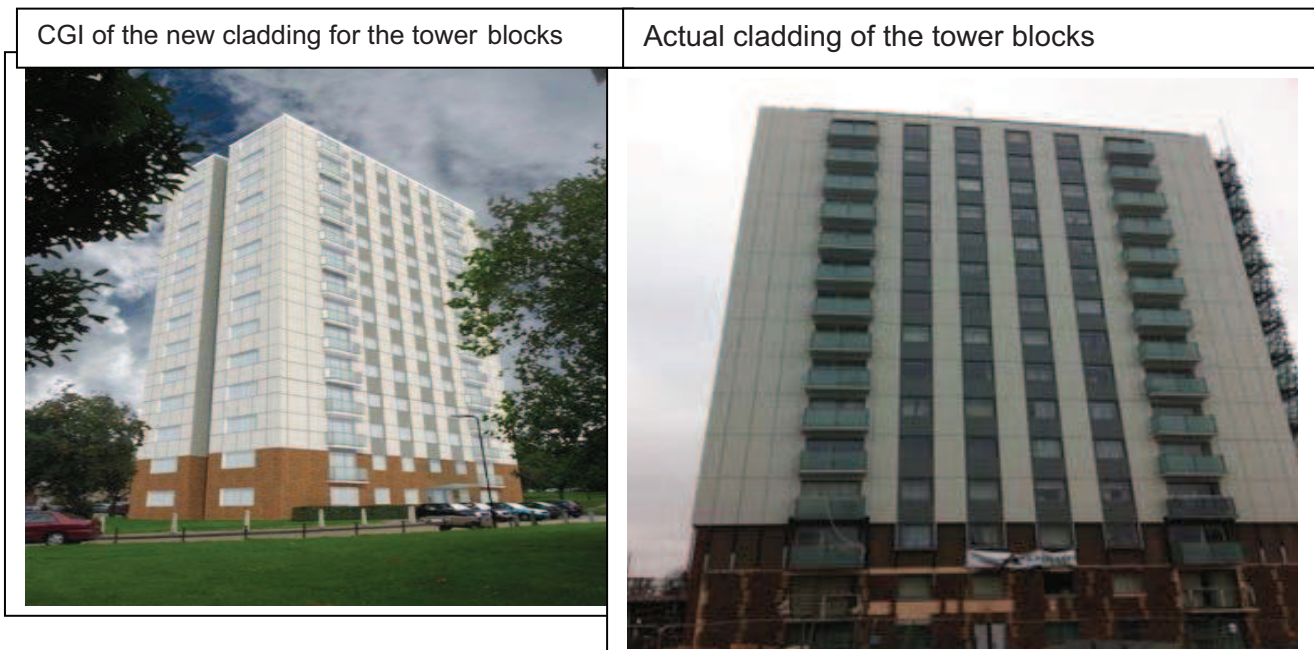
<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Viability	Viability testing for each phase will be undertaken by the development partners.	To be advised in the Annual Regeneration Report October 2013
Securing Planning Consent	Council Officers (planning, highways etc.) and the development partners are meeting regularly to resolve issues.	
Vacant Possession of Barnet Hill School Site	The occupants have entered into short-term lease with the Council, and it is anticipated that site will be vacated July 2013.	
Greater London Authority do not approve of the regeneration scheme	The Council has initiated discussions with Greater London Authority and these discussions are on-going. The development partners are preparing a statement for the Greater London Authority.	

## 2.6 Update on Granville Road Estate Improvement Scheme

KEY FACTS	
<b>Executive Summary</b>	The regeneration of the Granville Road Estate is to be undertaken in two phases. Phase 1 is the improvements to the existing homes which includes decent homes works. Phase 1 was completed in May 2012. Phase 2 is to improve the estate environment and public realm through creating a mixed tenure balanced community with new homes for sale and shared ownership, a coherent sense of place and integration with the surrounding areas. A recommendation was made to CRC on 7 <sup>th</sup> November 2012 to appoint Mulalley and Co in partnership with One Housing Group to take forward phase 2 and decision letters have been sent. The Council will continue to own the tower blocks, Mountfield and Nant Court and these homes will be managed by Barnet Homes.
<b>Number of existing homes</b>	256
<b>Number of homes to be retained</b>	235
<b>Number of homes to be demolished</b>	21
<b>% of new homes to be for private sale</b>	70%
<b>% of new homes for shared ownership</b>	30%
<b>Scheme Duration</b>	5 years

MILESTONES			
Milestone	Target Date	Achieved?	Comment
The refurbishment of the existing homes completed	Summer 2012	✓	
Signing of the Development Agreement	Summer 2013		
Resident Consultation	January 2013		Independent Resident Adviser appointed
Decanting of Beech Court	TBC		
Planning application to be submitted	TBC		

KEY RISKS AND ISSUES		
Risks and Issues	Mitigation	Mitigated?
To sign the development agreement	Reserve Development Partner	To be advised in the Annual Regeneration Report October 2013
Not achieving Planning Permission	A senior planning officer has been fully involved in the Competitive Dialogue process and residents will be consulted prior to planning submission	



## 2.7 Update on Mill Hill East Regeneration Scheme

KEY FACTS					
<b>Executive Summary</b>	Under the terms of the Landowners Co-operation Agreement the Council and the other two principle landowners have pooled their land ownerships, secured a planning consent, undertaken Masterplanning works and will dispose of serviced sites to end developers. The net proceeds of sale will be distributed between the landowners on an agreed basis.				
	<b>Delivery Partners</b>		Inglis Consortium Limited Liability Partnership		
<b>Number of existing homes</b>		150			
<b>Number of homes to be retained</b>		0			
<b>Number of homes to be demolished</b>		150			
<b>Number of new homes to be built</b>		<b>Number of new homes completed to Oct 2012</b>		<b>Number of new homes estimated to be completed by Oct 2013</b>	
<b>Private Sale</b>	1850	<b>Private Sale</b>	0	<b>Private Sale</b>	0
<b>Affordable Rent</b>	324	<b>Affordable Rent</b>	0	<b>Affordable Rent</b>	0
<b>Shared Ownership</b>		<b>Shared Ownership</b>		<b>Shared Ownership</b>	
<b>Total</b>	<b>2174</b>	<b>Total</b>	<b>0</b>	<b>Total</b>	<b>0</b>
<b>Infrastructure to be delivered</b>					<b>Delivered?</b>
Scheme to provide fully enabled infrastructure to all 11 plots of land					
<b>Average Local Labour on site (October 2011-September 2012)</b>					
<b>Investment</b>	<b>Total Scheme Investment</b>		£33.1m		
	<b>Investment to date</b>		£5.1m		
	<b>Percentage of Total</b>		15%		
<b>Scheme Duration</b>		10 Years			



Scope of the Mill Hill development

<b>MILESTONES</b>			
<b>Milestone</b>	<b>Target Date</b>	<b>Achieved?</b>	<b>Comment</b>
Signing the Co-operation Agreement	4 April 2011	✓	
Grant of planning permission	November 2011	✓	
Signing of the Section 106 Agreement	November 2011	✓	
Signing the Joint Venture Co-operation land swap agreement	7 December 2011	✓	
First two plot sales 40% net increase on sales forecast	June 2012	✓	
Delivery of the Primary Link Road	June 2013		On target for delivery end of May
Plot 3 put on open market	January 2013		
Council to confirm if Depot land is to be carved out of the Agreement	April 2013		Letter from the Council
Deferred payment of sales receipt due to Inglis Consortium £6.4m	June 2013		Subject to deliver of the Primary Link Road as above

<b>KEY RISKS AND ISSUES</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Delivery of roads	Robust management of Construction Programme	To be advised in the Annual Regeneration Report October 2013
Impact & timing of Land Sales	Board decision, and consultation with the Inglis Consortium's appointed Sales & Marketing agents	
Cost overruns	Management of budgets & accounts on a monthly basis	



### 3 Update on Barnet Town Centre Projects

#### 3.1 Outer London Fund Project

KEY FACTS		
<b>Executive Summary</b>	<p>The Outer London Fund is a £50m fund identified by the Mayor of London for rejuvenating town centres in those Outer London boroughs which are not benefiting directly from projects such as Crossrail and the 2012 Games. Barnet Council was successful in its bids to deliver improvements in Chipping Barnet, Cricklewood and North Finchley.</p> <p>The Cricklewood project is supported by Barnet, Brent and Camden Councils; Barnet and Brent Councils provided match funding to the project. Barnet Council also provided match-funding to support the North Finchley project.</p>	
Delivery Partners		
Chipping Barnet	Cricklewood	North Finchley
<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- Greater London Authority</li> <li>- High Barnet Town Team</li> </ul>	<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- Brent Council</li> <li>- Camden Council</li> <li>- Greater London Authority</li> <li>- Cricklewood Improvement Programme</li> </ul>	<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- Greater London Authority</li> <li>- artsdepot</li> <li>- North Finchley Town Team</li> </ul>
Funding Award		
Chipping Barnet	Cricklewood	North Finchley
£416,000 (Round 1 funding)	£1,676m (Round 2 funding)	£1,075m (Round 2 funding)
Aim of Project		
Chipping Barnet	Cricklewood	North Finchley
<ul style="list-style-type: none"> <li>- The funding supported a number of initiatives from September 2011 to June 2012 to improve Chipping Barnet town centre's public realm and trading environment, with a focus on re-landscaping of the green space at John the Baptist Church.</li> </ul>	<ul style="list-style-type: none"> <li>- The funding will support a number of initiatives from April 2012 to March 2014 to help bring a cohesive look and feel to the Town Centre.</li> <li>- Initiatives will be delivered in conjunction with the Cricklewood Improvement Programme, a local group made up of local businesses and residents.</li> </ul>	<ul style="list-style-type: none"> <li>- The funding will support a number of initiatives from April 2012 to March 2014 aimed at making North Finchley a destination in its own right, focusing on a new Cultural Quarter around artsdepot and the Grand Arcade.</li> <li>- Aims to improve the town centre through a package of initiatives enhanced by the possible location of a landmark library at artsdepot.</li> </ul>



Chipping Barnet Church Gardens

## Key Wins, Achievements and Successes in 2012

Chipping Barnet	Cricklewood	North Finchley
<ul style="list-style-type: none"> <li>- Re-landscaped green space at John the Baptist Church</li> <li>- Street clutter removal, new street furniture, tree planting and floral displays on the High Street</li> <li>- Shopfront improvements to Café Pacino, Chuddy's, Cover, Barnet Opticians, Flairline and The Papershop</li> <li>- Marketing initiatives including successful Christmas events and newsletters</li> <li>- Visual merchandising training to 20 local retailers</li> <li>- Business start up support for 20 budding entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>- Floral hanging baskets installed along Cricklewood Broadway/Lane</li> <li>- First Cricklewood Silk Road Festival organised, 5000 in attendance</li> <li>- First Business Association meeting organised, over 20 in attendance.</li> </ul>	<ul style="list-style-type: none"> <li>- High levels of business engagement during the Olympic Torch celebrations</li> <li>- Olympic Torch Spectacular Celebration and Youth Festival events in Victoria Park</li> <li>- Small scale, yet high impact de-cluttering interventions in the town centre</li> <li>- Establishment of North Finchley Traders Forum</li> <li>- Parking Review carried out and proposals put forward.</li> </ul>

## Activities planned for 2013

Chipping Barnet	Cricklewood	North Finchley
<ul style="list-style-type: none"> <li>- The project completed in June 2012</li> </ul>	<ul style="list-style-type: none"> <li>- £1m of Public Realm improvements</li> <li>- Shop front and building improvements identified and implemented</li> <li>- Activation of vacant shops/sites and creative window displays</li> <li>- Newsletter, Website, Branding and marketing materials produced</li> <li>- New festive lights manufactured and 2013 Christmas event organised</li> </ul>	<ul style="list-style-type: none"> <li>- Creation of a Cultural Quarter along Nether Street, including public realm improvements, new lighting and public art installations</li> <li>- Street clutter removal, new street furniture, tree planting and floral displays on the High Street</li> <li>- Signage review and implementation (including way-finding)</li> <li>- Implementation of Parking Review recommendations</li> <li>- Business capacity building and training events</li> <li>- Town Centre events and marketing</li> <li>- Vacant unit activation within Grand Arcade and façade improvements.</li> </ul>



Chipping Barnet Church Gardens



Cricklewood Silk Road Festival



Cricklewood Silk Road Festival

<b>KEY RISKS AND ISSUES</b>					
<b>Cricklewood</b>			<b>North Finchley</b>		
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>	<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Mitigated?</b>
Joined-up approach between Barnet, Camden and Brent	<ul style="list-style-type: none"> <li>- Agreed cross borough Design Charter</li> <li>- Monthly project team meetings</li> <li>- Quarterly stakeholder event</li> <li>- Clarity on processes and procedures</li> </ul>	To be advised in the Annual Regeneration Report October 2013	Parking - Maintain levels of engagement and trust with traders	<ul style="list-style-type: none"> <li>- Opportunity to respond to parking review</li> <li>- Trader involvement in aspects of the project</li> <li>- Implementation of parking review recommendations</li> </ul>	To be advised in the Annual Regeneration Report October 2013
Brent Cross Cricklewood Regeneration scheme	Evaluation of impact, communication with key partners and identification of issues and opportunities		Uncertainty over the proposed Landmark Library at artsdepot	Consideration given and alternative strategies developed	
Over/under spend of budgets	<ul style="list-style-type: none"> <li>- Robust project support/ financial monitoring</li> <li>- Good contract management</li> <li>- Work closely with Greater London Authority project lead</li> </ul>		Over/under spend of budgets	<ul style="list-style-type: none"> <li>- Robust project support/ financial monitoring</li> <li>- Good contract management</li> <li>- Work closely with Greater London Authority project lead</li> </ul>	
Measuring outcomes	<ul style="list-style-type: none"> <li>- Setting achievable targets</li> <li>- Early establishment of baseline figures</li> <li>- Mid-term/end-term reviews and analysis</li> </ul>		Measuring outcomes	<ul style="list-style-type: none"> <li>- Setting achievable targets</li> <li>- Early establishment of baseline figures</li> <li>- Mid-term/end-term reviews and analysis</li> </ul>	

### 3.2 Portas Town Team Partners

KEY FACTS	
<b>Background</b>	<ul style="list-style-type: none"> <li>- In October 2012, Edgware Town Centre was awarded £10,000 as part of the government's Mary Portas Review, helping inject new life into high streets across the country.</li> <li>- Edgware's existing Business Forum will revamp itself to become one of more than 300 'Town Team Partners' nationwide which will benefit from funding and a package of support from the Association of Town Centre Management.</li> <li>- The Edgware Town Team is made up of local businesses and community stakeholders who have come together to address the key issues faced by businesses and to revive Edgware Station Road's prosperity and the wellbeing of its diverse communities. The Council will support the Town Team in developing its plans for the £10,000.</li> </ul>
<b>Delivery Partners</b>	<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- Edgware Town Team</li> <li>- Broadwalk Centre</li> <li>- Association for Town Centre Management</li> </ul>
<b>Funding Award</b>	£10,000
<b>Aim of Project</b>	To address the key issues faced by businesses and to revive Edgware Station Road's prosperity and the wellbeing of its diverse communities.
<b>Key Wins, Achievements and Successes in 2012</b>	N/A
<b>Activities Planned for 2013</b>	<ul style="list-style-type: none"> <li>- Engage landlords in the activities of the Town Team</li> <li>- Training, advice and support for Town Team members</li> <li>- Development of a realistic plan of action</li> <li>- A launch event of the Town Team</li> <li>- Community Events organised by the Town Team</li> </ul>

KEY RISKS AND ISSUES		
Risks and Issues	Mitigation	Mitigated?
Joined-up approach between Edgware businesses	<ul style="list-style-type: none"> <li>- Formalise Town Team as a constitutional body</li> <li>- Ensure key players are on board</li> <li>- Regular Town Team meetings</li> <li>- Use of part of funding to capacity build Town Team</li> <li>- Clarity on processes and procedures</li> </ul>	To be advised in the Annual Regeneration Report October 2013
Maximum impact with limited budget	<ul style="list-style-type: none"> <li>- Agree a realistic plan of action</li> <li>- Explore sponsorship opportunities and in-kind contributions</li> <li>- Maximise support offered by Association for Town Centre Management</li> </ul>	
Over/under spend of £10,000 budget	<ul style="list-style-type: none"> <li>- Robust project management and financial monitoring</li> <li>- Realistic plan of action</li> </ul>	
Measuring outcomes	<ul style="list-style-type: none"> <li>- Setting achievable targets</li> <li>- Early establishment of baseline figures</li> <li>- Mid-term/end-term reviews and analysis</li> </ul>	



Broadwalk Shopping Centre, Edgware

## 4 Update on Skills, Employment & Enterprise Projects

<b>KEY FACTS</b>		
<b>Background</b>	<p>In June 2012, Cabinet approved the Barnet Skills, Employment and Enterprise Action Plan 2012-2015. The Plan sets out the actions the council will take, in partnership with the local public sector and community groups, to help tackle unemployment in the borough and create the right conditions to encourage growth and enterprise.</p> <p>The early priority of the Skills, Employment and Enterprise Plan was the Council's £1m targeted package of support to help young people through this difficult economic climate with employment and training activities. However, concurrently projects have been developed to support Barnet's unemployed residents and to support business growth.</p>	
<b>Delivery Partners</b>		
<b>NEET Platforms</b>	<b>Workfinder</b>	<b>Enterprise</b>
<ul style="list-style-type: none"> <li>- Barnet Council Regeneration Service, Children's Service and Human Resources</li> <li>- Middlesex University</li> <li>- Barnet and Southgate College</li> <li>- CommUNITY Barnet</li> <li>- Third party providers</li> </ul>	<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- London Councils</li> <li>- Renaisi, Genesis, Barnet Homes</li> </ul>	<ul style="list-style-type: none"> <li>- Barnet Council</li> <li>- Middlesex University</li> <li>- Barnet and Southgate College</li> </ul>
<b>Funding Awards</b>		
<b>NEET Platforms</b>	<b>Workfinder</b>	<b>Enterprise</b>
£1m from 'Service Priorities Fund' agreed as part of the council's budget for 2012-13	£410,000 from European Social Fund and Section 106 funds	N/A
<b>Aims of Projects</b>		
<b>NEET Platforms</b>	<b>Workfinder</b>	<b>Enterprise</b>
<ul style="list-style-type: none"> <li>- Platforms is a £1million project designed to support 16-24 year olds who are Not in Employment, Education or Training (NEET) into employment and further training.</li> <li>- The programme is due to be completed in March 2013 with the aim to build in sustainability beyond the life of the project.</li> </ul>	<ul style="list-style-type: none"> <li>- The Workfinder Project is being delivered in the regeneration areas of Colindale and Stonegrove and Spur Road Estates supporting up to 200 unemployed residents back into employment.</li> </ul>	<ul style="list-style-type: none"> <li>- To engage with businesses in the borough and spearhead the development of a business-friendly, pro-growth borough through supporting existing businesses within Barnet, fostering entrepreneurship and encouraging employment opportunities and inward investment.</li> </ul>
<b>Key Wins, Achievements and Successes in 2012</b>		
<b>NEET Platforms</b>	<b>Workfinder</b>	<b>Enterprise</b>
<ul style="list-style-type: none"> <li>- Ten initiatives established under this programme, including apprenticeship opportunities, internship opportunities, work experience opportunities in the voluntary sector, support for job-seeking graduates, employability workshops for young people who are not graduates and support for young people looking to start up a business.</li> <li>- The programme aims to provide a total of 325 workplace and training opportunities for young people.</li> </ul>	<ul style="list-style-type: none"> <li>- In February 2012, the Council was successful in its bid for £205,000 of European Social Funds, with matched funding of £25,000 from Council funds and £180,000 of section 106 employment and training monies from our regeneration areas of Colindale and Stonegrove and Spur Road.</li> </ul>	<ul style="list-style-type: none"> <li>- Joint appointment between the Council and Middlesex University of a Business Connections Officer.</li> <li>- A business breakfast to raise awareness of Apprenticeships on 26 April with approximately 30 businesses in attendance.</li> <li>- A business breakfast on 29th November will inform businesses on procurement and accessing council and main</li> </ul>

- To date we have engaged with 75 young people and 160 employers.	- To date 100 unemployed residents have been engaged with and 40 of those are enrolled on the programme.	supplier opportunities.
<b>Activities planned for 2013</b>		
<b>NEET Platforms</b>	<b>Workfinder</b>	<b>Enterprise</b>
- Continuation of the NEET Platforms Programme for completion in March 2013. - Evaluation of its success and exploration of sustainability beyond the funding.	The Workfinder project is funded to continue throughout 2013.	- Developing our understanding of the enterprise dynamics in the Barnet economy through research and business engagement. - Developing our approach to inward investment and growth in the borough - enterprise, development and business investment.

<b>KEY RISKS AND ISSUES</b>					
<b>NEET Platforms</b>		<b>Workfinder</b>		<b>Enterprise</b>	
<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Risks and Issues</b>	<b>Mitigation</b>	<b>Risks and Issues</b>	<b>Mitigation</b>
Encouraging local businesses to take on placements	Business Engagement Officer in place to engage with businesses and generate opportunities	Response to change in profile of unemployed due to changes in benefits	Monitor support needs of changing cohort and tailor contract to respond to these	Understanding the borough's economic dynamics in order to have an informed approach	Using local expertise of Middlesex University's Centre for Enterprise and Economic Development Research
Encouraging young people to take up these opportunities	Youth Engagement Officer in place to support young people into these opportunities	Limited geographical area for project means smaller client pool and lack of support elsewhere in borough	Explore funding opportunities for expanding beyond current geographical area	Building up trust and engagement with local businesses	Joint appointment of Business Connections Officer
Measuring outcomes and impact	Early implementation of monitoring and evaluation framework	Support not leading to employment outcomes	Funding is structured on payment by results	Businesses unwilling to engage with the Council	Establish incentives for them to do so and link in with existing networks
Coordination of Platforms projects and cross service working	Project management undertaken by Regeneration Service with monthly project meetings to ensure coordination	Impact of changes to benefits	Monitor situation and ensure contract is flexible and can respond		

Meeting	Cabinet Resources Committee
Date	17 December 2012
<b>Subject</b>	<b>Outline Business Case for Early Intervention and Prevention Workstream 2: School as Local Delivery Unit</b>
Report of	Cabinet Member for Education, Children and Families
Summary	This report seeks approval of the outline business case for the piloting of Botvin Life Skills Training and Triple P Teen Parenting at the London Academy in Edgware. If the pilot is successful, the outline business case recommends the approval of a wider rollout to all secondary schools in the Borough.
Officer Contributors	Kate Kennally, Director of Adult Social Care and Health and Interim Director of Children’s Service Jay Mercer, Deputy Director of Children’s Service Linda Spiers, Project Manager, One Barnet
Status (public or exempt)	Public
Wards Affected	All
Key Decision	No
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Annex One: Outline Business Case for the Early Intervention and Prevention Project Workstream 2 – School as Local Delivery Unit
Contact for Further Information:	Linda Spiers, Project Manager, 020 8359 4529

## **1. RECOMMENDATIONS**

- 1.1 That the Committee approves the Outline Business Case for the delivery of a pilot project at the London Academy of Botvin Life Skills Training and Triple P Parenting.**
- 1.2 That Officers review the findings of the pilot project and report these to a future meeting of the Committee prior to a wider roll out.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 29 November 2010 (Decision item 6) – approved the One Barnet Framework and the funding strategy for its implementation.
- 2.2 Cabinet, 20 February 2012 (Decision item 6) – approved the Business Planning Report 2012/13 – 2014/15 which included within the report the five projects now being developed through strategic outline cases.
- 2.3 Council, 6 March 2012 (Decision 9), approved the Cabinet’s recommendation of 20 February (cf paragraph 2.5, above).
- 2.4 Budget and Performance Overview and Scrutiny Committee, 19 September 2012 (Decision item 5) – considered the Early Intervention and Prevention Strategic Outline Case and made comments to the Cabinet Resources Committee.
- 2.5 Cabinet Resources Committee, 18 October 2012 (Decision 16) approved the Strategic Outline Case for the Early Intervention and Prevention Project.

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

- 3.1 The three priority outcomes set out in the 2012/13 Corporate Plan are:
  - better services with less money
  - sharing opportunities, sharing responsibilities
  - a successful London suburb.

The three principles that underpin these priorities and the Corporate Transformation programme are:

- a new relationship with citizens;
- a one public sector approach; and
- a relentless drive for efficiency.

- 3.2 The recommendations to pilot Botvin Life Skills Training and Triple P Teen Parenting in the Outline Business Case fit within these principles:

**(i) Better services with less money**

- Potential cost avoidance and some cost reductions for Children’s Service, without withdrawing support for residents.



- Intervening earlier or preventing people from spiralling towards chaos is less traumatic for individuals, communities and the public sector.
- Support, and not duplicate, the safeguarding of vulnerable children, and the investment in early intervention and prevention for children and families discussed in the Corporate Plan.

**(ii) Sharing opportunities, sharing responsibilities**

- Includes in-depth partnership working with a school.
- Aims to eventually support all children attending a school in Barnet.

**(iii) A successful London suburb**

- By raising the self confidence and resilience of Barnet's children, it is hoped they will aim higher and achieve more, whilst being simultaneously less likely to commit crime, abuse drugs or indulge in violent behaviour.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 Risks associated with the delivery of this project are managed and reported in accordance with corporate risk and project management processes and will also be reported through existing democratic processes.
- 4.2 Key risks and mitigating actions can be found in the Outline Business Case

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

- 5.1 The Equality Act 2010 requires all public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a 'protected characteristic' and those without; and to promote good relations between those with a 'protected characteristic' and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity; race, religion or belief, sex and sexual orientation. In relation to eliminating discrimination, marriage and civil partnerships are, also, 'protected characteristics'.
- 5.2 The piloting of Life Skills Training and Triple P Teen Parenting at the London Academy will be assessed for equalities impacts as required by the Council's equalities impact assessment methodology.
- 5.3 The Equalities Impact Assessment will be revisited at key milestones throughout the Project's lifecycle.

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

6.1 The costs of the pilot at the London Academy will be funded from the Council's Transformation Reserve and will be incurred in the financial years 2012/13 and 2013/14. They are as follows:

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

6.2 The anticipated costs and financial benefits of both the pilot and a whole-borough rollout have been provided in the Outline Business Case. The London Academy Pilot will begin to generate net financial benefits in Year 3 (2015/16) with a total net benefit by Year 5 of £133,605. The Whole Borough roll-out will begin to generate net financial benefits in Year 5 (2016/17) with a total net benefit by year 8 of £768,935 (The full effect of the programme across the Whole Borough will not be realised until the end of Year 8 as the model has assumed the roll-out will occur gradually). The Children's Service draft MTFs for 2015/16 includes a savings target of £4.8m and expectations on government funding are such that further savings will be required beyond March 2016. It is therefore vital that early intervention projects support the delivery of savings in the medium term within the Children's service.

6.3 The next phase of the project will determine how any borough-wide rollout will be funded and how the programme will be sustained over the longer term, including any further financial contributions from the Council. If, as expected, there proves to be sufficient evidence of a large enough effect to justify further investment, these findings will be presented to Cabinet Resources Committee and approval sought for the wider rollout. These "stop / go" review points will form part of the pilot plan which is currently being designed by the project team.

6.4 With the exception of a single member of staff from the Family Focus Team who will lead the Triple P deployment in the school, there are no direct human resource implications for Council staff from this workstream.

6.5 An embargoed version of a draft of the Outline Business Case and the Findings report were shared with Trade Unions. They have raised no questions on these reports.

## 7. LEGAL ISSUES

7.1 Equality and diversity issues are a mandatory consideration in decision-making in the council pursuant to the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

7.2 The Council must adhere to the legal framework pursuant to the Data Protection Act when considering what information can lawfully be shared and whether a data sharing agreement is necessary.

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

8.1 Council Constitution, Part 3, Responsibility for Functions, paragraph 3.6 states the terms of reference of the Cabinet Resources Committee which include “approval of schemes not in performance management plans but not outside the Council’s budget or policy framework”.

8.2 This decision does not constitute a key decision as it does not involve expenditure or savings in excess of £500,000 and neither does it have an effect on two or more wards of the borough.

**9. BACKGROUND INFORMATION**

9.1 The Early Intervention and Prevention project has four workstreams looking at how the Council can best support endeavours to either prevent issues for residents arising or to catch them early and deal with them when they are small, and before they require expensive interventions from Children’s Service and Adult Social Care and Health in particular. For example, reducing falls in the elderly by running programmes to improve balance, such as Tai’Chi would be classified as early intervention and prevention activity.

9.2 The aims of Workstream 2: School as Local Delivery Unit for the completed Strategic Outline Case and their status are as follows:

Aim	Status
Identify practical and achievable ways that schools could improve the life chances of all children attending a school in Barnet.	Achieved
Establish whether schools could be commissioned to deliver additional EI&P initiatives, aimed at children and their families, in addition to the pastoral care and support they already provide.	Achieved

9.3 The Council has been reviewing the options for the delivery of well evidenced early intervention and prevention programmes within schools as well as testing whether we can commission schools to deliver broader outcomes beyond educational attainment.

9.4 Over the summer an options appraisal was carried out on programmes that have a good level of formal evidence in the areas of building resilience in children and improving parenting practice, and which could be targeted universally in order to provide true early intervention and prevention. This resulted in two programmes, Botvin Life Skills Training and Triple P Teen

Parenting being recommended and subsequently approved by the Project Board.

- 9.5 The London Academy in Edgware has been engaged in the project and has agreed to work with the Council by running the pilot of the programmes with their Year 7 children and families. The school Principal sits on the Project Board for this workstream.
- 9.6 Subject to the approval of the Outline Business Case, a detailed implementation plan will be developed for the pilot. This plan will prepare for the possibility of a wider borough rollout and gain commitments to its funding. The plan will finalise measures of success and set out key points at which results will be evaluated. Only if there is sufficient evidence of success (as detailed in these measures) will a wider borough rollout be progressed.
- 9.7 The project team will also look to develop other ways in which the Council can work with schools in order to deliver early intervention and prevention activity to the broader community.
- 9.8 The strategic, financial and non-financial benefits that will accrue from this workstream can be found in the Outline Business Case, Annex One.

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

None

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

## Early Intervention and Prevention Project Workstream 2: School as Local Delivery Unit Outline Business Case

---

<b>Author:</b>	<b>Linda Spiers</b>
<b>Date:</b>	27 November 2012
<b>Service / Dept:</b>	One Barnet, Deputy Chief Executive's Service

### Approvals

By signing this document, the signatories below are confirming that they have fully reviewed the Outline Business Case for the Early Intervention and Prevention project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version
Project Board	Project Board	By email	20/11/2012	0.3
CDG	Programme Board	By meeting 27/12/2012	27/12/2012	1.0

### Document Control: Version History

Version	Date	Author(s)	Summary of Changes
0.1	11/12	L Spiers	Original draft
0.2	11/12	L Spiers	Amendments
0.3	11/12	L Spiers	Changes made following comments from Suzanne Hope
1.0	11/12	L Spiers	Changes made following comments from Board and Sponsor
1.1	11/12	L Spiers	Changes made following comments from Programme Board (CDG) on 27 Nov 12

## Table of Contents

---

<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>THE PURPOSE OF THE OUTLINE BUSINESS CASE</b> .....	<b>4</b>
NEXT STEPS: LONDON ACADEMY PILOT.....	4
NEXT STEPS: THE PROJECT AS A WHOLE.....	5
<b>STRATEGIC CONTEXT</b> .....	<b>5</b>
THE WIDER PICTURE.....	6
BARNET’S CORPORATE PRIORITIES.....	6
BARNET CHILDREN AND YOUNG PEOPLE PLAN.....	7
<b>THE DEVELOPMENT PROCESS</b> .....	<b>7</b>
<b>THE BENEFITS CASE</b> .....	<b>8</b>
STRATEGIC BENEFITS.....	8
NON FINANCIAL BENEFITS.....	9
FINANCIAL BENEFITS .....	11
CRITICAL SUCCESS FACTORS.....	15
<b>FINANCIAL APPRAISAL</b> .....	<b>16</b>
COST OF THE NEXT STAGE .....	16
FUNDING THE WHOLE PROJECT.....	16
<b>PROJECT DEFINITION AND SCOPE</b> .....	<b>17</b>
OUTLINE BUSINESS CASE PHASE AIMS AND OBJECTIVES .....	17
DELIVERABLES.....	18
<b>PROJECT APPROACH</b> .....	<b>19</b>
GOVERNANCE.....	19
PROJECT ROLES.....	19
PILOT STAGE HIGH LEVEL PLAN .....	21
<b>RISKS, DEPENDENCIES AND CONSTRAINTS</b> .....	<b>22</b>
RISK MANAGEMENT STRATEGY .....	22
KEY RISKS .....	22
DEPENDENCIES.....	24
CONSTRAINTS.....	24
<b>EQUALITIES</b> .....	<b>24</b>
<b>APPENDIX A: REVIEW OF SOC AIMS AND OBJECTIVES</b> .....	
<b>APPENDIX B: STRATEGIC OUTLINE CASE FINDINGS REPORT</b> .....	

## Executive Summary

---

This document reports on the findings of the Strategic Outline Case (SOC) stage for **Workstream 2: School as Local Delivery Unit** within the Early Intervention and Prevention project. It recommends that in order to fulfil the aims and objectives set for the workstream at SOC stage, *Botvin Life Skills Training* and *Triple P Teen Parenting* be piloted by the London Academy in Edgware. If the pilot is successful it is proposed that the programme be rolled out to all 22 secondary schools within the Borough.

Life Skills Training and Triple P are well evidenced programmes aimed at increasing resilience in children and improving parenting respectively. Life Skills Training will be taught to all Year 7 students, and Triple P offered to their parents. This makes the proposed combined programme true “early intervention and prevention” as it will both prevent problems occurring and give people tools to deal with the issues they already face before they reach crisis point or statutory levels.

There is good evidence from well-regarded sources<sup>1</sup> that they will reduce the number of children suffering from the negative effects of poor or malignant parenting, and make all Year 7 pupils more self confident and better able to make positive life choices. It is hoped that by increasing their self esteem and ability to deal with difficult situations that the children’s academic attainment will also increase.

In addition to the non-financial benefits summarised above, implementation of the programme offers the potential for substantial financial benefits if the Council commits to a long-term vision for this programme. The costs of the pilot are expected to be recouped within five years of the rollout at the London Academy. If a whole borough rollout is achieved, the workstream may generate annual financial benefits in the region of £498,912 by its eighth year.

### Implementation Costs

The implementation costs for the next stage of the project are shown below. They cover training and materials for the London Academy pilot, and the resourcing costs to support implementation. They will be incurred in the financial years 2012/13 and 2013/14.

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

Subject to the approval by Cabinet Resources Committee it is recommended that a pilot project at the London Academy, consisting of Life Skills Training and Triple P begin in January 2013.

---

<sup>1</sup> In particular, the National Academy of Parenting Practitioners (NAPP) recommended the use of Triple P (as cited in the *Marmot Review, Fair Society Healthy Lives*. Graham Allen’s report *Early Intervention: The Next Steps* particularly recommends Botvin Life Skills Training. Both programmes are well reviewed by the Social Research Unit at Dartington.

## **The Purpose of the Outline Business Case**

---

This report makes the outline business case for the next phase of **Workstream 2: School as Local Delivery Unit** within the Early Intervention and Prevention project, following the completion of its Strategic Outline Case stage.

Workstream 2 was developed out of feedback from senior officers within the Council that more early intervention and prevention (EI&P) activity could and should be delivered by universal services, and that schools in particular could play a key role. Their managerial and strategic capacity could be harnessed to support children and their families to achieve positive life outcomes over and above their providing for successful educational attainment.

We accordingly looked at whether or not the Council could commission a broader range of outcomes for children and families from schools beyond “GCSE A-C”, in order to prevent or reduce the chances of children turning into chaotic and unhealthy adults.

This outline business case summarises the main points of the attached “SOC Findings Report” (see Appendix B).

### **Next Steps: London Academy Pilot**

We are now ready to report our findings and make the recommendation that the Council works with the London Academy in Edgware, in order that the school can pilot the delivery of a combination of Botvin Life Skills Training and Triple P Teen Parenting to its Year 7 children and their families. The London Academy Principal and the Project Board believe that these two programmes have a good chance of increasing resilience in children and improving their and their parents’ home lives. As a result, we expect a significant decrease in the number of children misusing drugs, and/or becoming violent or delinquent. We also believe that the chances of maltreatment and neglect of children by their parents and the subsequent negative effects will be reduced.

Botvin Life Skills Training is an American programme. Although it has been evaluated positively by NICE, Graham Allen MP, and a range of other experts in this country, it has not previously been deployed in the UK. However, Barnardo’s are planning to implement the programme in Merseyside early next year and Botvin has experience of adapting its programme for other countries – it has previously been used in both Denmark and Spain.

The results of the pilot will be evaluated at key stages in order to prove that it is worth broadening the rollout of this combined programme to, eventually, all the secondary schools in Barnet. The whole borough benefits discussed in this and in Appendix B assume that all 22 secondary schools will take up the programme, as shown below.

The years in this and other tables within this report and in Appendix B refer to 12 month periods and not to financial or academic years. Their actual “run time” will



depend on when the pilot starts. Schools are likely to begin deployment of these programmes with their main intake in September of each year.

Year 1	London Academy pilot	Total: 1 school
Year 2	40% of secondary schools	Total: 9 schools
Year 3	80% of secondary schools	Total: 17 schools
Year 4	100% of secondary schools	Total: 22 schools

The possibility of rolling out the programme to a primary school will also be investigated in the next stage.

## Next Steps: The Project as a Whole

### Life Skills Training and Triple P Teen Parenting

This Outline Business case recommends progressing a pilot with the London Academy.

Further rollout will depend on both the pilot's results and the Council and its partners' commitment to the programme. It is possible that some grant funding will be received but in order to get the maximum non-financial benefits of a wider deployment members, officers and partners will need to be willing to commit money and human resources to this work for a minimum of 8 years. A financial return on investment is not likely to be realised until year 6.

### Building Partnerships with Schools

In the next phase of the project, an exploration of the potential options for increasing collaboration and engagement between schools and the Council will take place, building on the successful working relationship built by the project team and the London Academy Principal. The purpose of this partnership working will be to see what schools could deliver to their communities, in addition to their academic agenda.

The project will also liaise with Central Government in order to seek further support for this programme, and to explore and develop the possibilities around schools working with the Council in order to deliver this broader supportive agenda.

## Strategic Context

---

On 18 October 2012, Cabinet Resources Committee (CRC) approved the strategic outline case for the Early Intervention and Prevention project, of which Workstream 2 is one part, endorsing the support and development of early intervention and prevention activity across the Borough.

The Council aims to get the best financial and social value it can from existing and proposed early intervention and prevention (EI&P) activity. It is clear that intervening when a problem is small or preventing it from occurring in the first place is less onerous for individuals, communities, practitioners and society at large than waiting until things have reached crisis levels.

EI&P also offers the opportunity of avoiding the substantial financial costs of crisis management by social services within the Council, but also more widely within the public sector – for Health, Police, Housing and many others.

The strategic context is discussed in the project’s SOC. It is updated for this workstream below.

## The Wider Picture

Reported results from national and international programmes show the potential for a significant reduction in distress for individuals and communities if problems are caught early. In addition, savings to the public sector of intervening before a problem becomes critical can be very significant.

The recent publication of a range of government reports including the reviews by Graham Allen MP into the benefits of intervening early with vulnerable children<sup>2</sup>, the Marmot review<sup>3</sup>, and the Department of Health’s public health outcomes framework<sup>4</sup> reflect a shift in government thinking towards “prevention is cheaper and better than cure”. This is perceived to be true for both health and social outcomes.

## Barnet’s Corporate Priorities

The table below shows how Workstream 2 fits with the Council’s corporate objectives:

<p>Better services with less money</p>	<ul style="list-style-type: none"> <li>• Potential for cost avoidance and some cost reductions for Children’s Service, without withdrawing support for residents.</li> <li>• Intervening earlier or preventing people from spiralling towards chaos is less traumatic for individuals, communities and the public sector.</li> <li>• Supports, and does not duplicate, the safeguarding of vulnerable children, and the investment in early intervention and prevention for children and families discussed in the Corporate Plan.</li> </ul>
--	---

<sup>2</sup> Allen, Graham MP. Early Intervention: The Next Steps. HM Government, January 2011  
Allen, Graham MP. Early Intervention: Smart Investment, Massive Savings. HM Government, July 2012

<sup>3</sup> Marmot, Michael. Fair Society, Healthy Lives. HM Government, 2011

<sup>4</sup> Department of Health. Improving outcomes and supporting transparency. A public health outcomes framework for England, 2013-2016.

Sharing opportunities, sharing responsibilities	<ul style="list-style-type: none"> <li>• Includes in-depth partnership working with a school.</li> <li>• Aims to eventually support all children attending a school in Barnet.</li> </ul>
A successful London suburb	<ul style="list-style-type: none"> <li>• By raising the self confidence and resilience of Barnet’s children, it is hoped they will aim higher and achieve more, whilst being simultaneously less likely to commit crime, abuse drugs or indulge in violent behaviour.</li> </ul>

## Barnet Children and Young People Plan

The Children and Young People Plan 2012 Update includes a range of early intervention and preventative measures across social, physical and mental/emotional health outcomes in order to support its key priorities:

- Ensuring the safety of all Barnet’s children
- Narrowing the gap for children at risk of not achieving their potential
- Preventing ill health and unhealthy lifestyles

The workstream will support Children’s Service to achieve its plan by focusing on wider outcomes for children in order to support them to achieve their full potential.

## The Development Process

The project team has been working with the London Academy in Edgware in order to identify strongly evidenced programmes that could be implemented by all the schools in Barnet, and which would fulfil the workstream’s aims:

1. Identify practical and achievable ways that schools could improve the life chances of all children attending a school in Barnet.
2. Establish whether schools could deliver additional EI&P initiatives, aimed at children and their families, in addition to the pastoral care and support they already receive.

A thorough review of the academic literature on positive outcomes for children has been undertaken. After a review of their findings, the Project Board and the London Academy Principal asked the project team to concentrate on finding strongly evidenced programmes that address building life skills and resilience in children, and which take a “whole family” approach to support parenting practice. The Board confirmed its particular interest in the transitional period from primary to secondary school.

The project team then evaluated existing programmes by drawing on the work of research organisations in the field. Programmes reviewed including: Raising Healthy Children, Life Skills Training, Triple P Parenting, FAST, and Strengthening Families Strengthening Communities. The Project Board and London Academy Principal decided that no one single programme met all their needs. It was therefore recommended, and the Board and Principal agreed, to select a combination of Life Skills Training with Triple P Parenting for further investigation.

In order to find out whether or not the chosen programmes would be suitable for the London Academy and Barnet schools generally, the team worked with Life Skills Training in the States and with Children's Service on Triple P. They concluded, and the Project Board and Principal agreed, that this combination offers an exciting way of supporting all of Barnet's children and is suitable for wide deployment via schools. It will not only support the most vulnerable, but offers the possibility of "lifting" all our children by raising their self confidence, ability to make positive choices, and capacity to deal with difficult circumstances and changes. In addition, by extending support for parenting via schools we will continue to sustain children by contributing towards a more stable and happy home life.

Financial benefits and a cost benefit analysis have been produced with the support of Strategic Finance. More details can be found in the Benefits section of this document and in Appendix B.

Full details of the development process can also be found in Appendix B.

## The Benefits Case

---

### Strategic Benefits

#### Better Services with Less Money

- Cost avoidance and some cost reduction for Children's Service, without withdrawing support for residents.

#### Sharing Opportunities, Sharing Responsibilities

- Explores in-depth partnership working with a school. Lessons learnt will be taken forward as the Council seeks to further develop positive relationships with schools.

#### A Successful London Suburb

- By raising the self confidence and resilience of Barnet's children, it is hoped they will aim higher and achieve more, whilst being simultaneously less likely to commit crime, abuse drugs or indulge in violent behaviour.

## Non Financial Benefits

- Improved outcomes for a significant number of children and young people who attend the London Academy – and wider if roll out is adopted across the Borough.
- More confident children and young people who are less likely to engage in ‘risky behaviours’ leading to better opportunities for education and employment post school.
- Strengthened relationships between the Local Authority and the London Academy / the wider school network with a shared commitment to this work.
- Improved resilience of young people as they enter the secondary school environment with the potential for reducing the problems that can arise from transitions including:
  - Improved attendance.
  - Improved behaviour.
  - Improved educational attainment<sup>5</sup>.
- Enhanced relationships between the parents of children attending the London Academy and the school, leading to greater engagement in supporting the education and life readiness of children.

## Measures

Ways of measuring increases in academic attainment will be developed with the school. Although this benefit is “out of scope” it has been included here because it is believed that increases in attainment are a powerful way of convincing other Head Teachers and Principals to invest time and resources into delivering these programmes.

Proposed measures are set out below. The project team and the London Academy Principal will finalise these in the next phase of the project, following approval to proceed by CRC.

---

<sup>5</sup> Though outside the scope of this project we believe an improvement in wider outcomes for young people will also lead to an improvement in attainment

Theme	Outcome	Suggested Measures
Life Skills	Young people have greater awareness of their abilities and are better able to cope with challenges and change at home and in school environment	<p>x% of incidences of timeouts/detentions in the school environment decrease</p> <p>Perception measures – possible survey of young people</p> <p>x% of parents report lower incidences of arguments/fights at home over x month period</p> <p>x% of children requesting extra support around... homework/interactions/support or clarity</p> <p>x% of year 7 pupils displaying lower levels of 'change' issues (behaviour/attendance primary and secondary)</p>
Life Skills and risky behaviour	Increased numbers of young people abstaining from risky behaviours specifically substance misuse, unsafe sexual practices, anti-social/criminal behaviours	<p>% using cigarettes, alcohol or cannabis (Self completion survey – build on any current school survey)</p> <p>% accessing STI/sexual health clinics and lower reported numbers of infections</p> <p>% reduction in ASB and reduction in % YP offending/entering CJS.</p> <p>% of teenage pregnancies</p>
Resilience	Young people have improved resilience to factors affecting their emotional wellbeing and are more confident and comfortable in themselves (health self-image)	<p>Reduction in number of Eating Disorders</p> <p>Reduction in Bullying incidents</p> <p>Reduction in % requiring CAMHS support</p> <p>Reduction in self harm incidents</p> <p>Perception of self image – subsets for feel healthy, look good etc – Yr 6 and 7</p>
Parenting	Parents feel more confident in their parenting abilities and are able to use a variety of techniques to affect change at home	<p>% parents helping with homework</p> <p>% parents attending parents evening</p> <p>Lower % of parents having to be engaged by the school due to child's negative behaviour</p>
Relationships	Young people are able to form appropriate and positive relationships with peers and with adults in the home, school and community	<p>x% reduction in bullying (Youth homeless)</p> <p>x% YP engage in more external activities</p> <p>Perception survey – how good you think your relationships are with peers &amp; adults</p>

## Assessing longer term impact

Collection of baseline data has been sourced for the current Year 11 cohort at the London Academy against the following measures: attendance, behavioural incidents (including timeouts and exclusions) and academic achievement. It is proposed that

the same data is collected in 5 years' time once the current Year 7 pupils have been through the identified programme to assess longer term impact.

In addition to the above, qualitative measures will be developed in the next phase of the project to capture the longer-term impacts of the programmes. This may be based upon the Chaos Index used by Community Coaches, if it is found to provide suitable measures for children.

### Monthly and annual quantitative data reporting

A number of measures are already collected by the school and/or Council which will help to demonstrate improvements against the chosen outcomes. These include: the number of timeouts and detentions in the school, reported bullying incidents, crime and anti-social behaviour in the local area and number of parents attending parents' evening.

The review and analysis of this data will support the project in assessing the impact of the chosen programme on the school and family environment enabling 'direction of travel' to be assessed more regularly

### Annual qualitative analysis

As some of the outcomes relate to young people's self-image and confidence, we propose that an annual perception survey takes place to assess impact in a more qualitative way.

Schools currently undertake a number of questionnaires and surveys which could be adapted to support the analysis of the chosen outcomes and to track changes in perception over time once the programmes have been delivered.

## **Financial Benefits**

There will be both cost reduction and cost avoidance to the Council as a result of this workstream. It should contribute towards slowing the growth rates of service uptake predicted for Children's Service by Strategic Finance over the next few years.

The projected financial benefits to the Council and parts of the wider public sector were calculated with the support of Strategic Finance. For more information please see Appendix B, in particular chapters 7 and 8 and appendices 5 and 6.

It was agreed that we would be cautious claiming financial benefits for the programmes, and we have therefore based our calculations on those areas where there is significant evidence of the programmes having a positive effect:

<b>High level outcome</b>	<b>Measures used to quantify impact</b>	<b>Programme</b>
Reductions in Substance	Number of young people accessing substance misuse services - both targeted and specialist	LST

High level outcome	Measures used to quantify impact	Programme
Misuse		
Reduction in aggression, violence and delinquency	Number of young people accessing the London Academy Learning Support Unit Number of young people permanently excluded Number of young people in the Pupil Referral Unit	LST
Reduction in maltreatment and neglect	Number of Initial assessments for secondary age children (11 – 16) Number of Core Assessments for secondary age children (11 – 16)	Triple P

Financial benefits were calculated on the programmes having a high, medium or low positive effect. The high measures reflect the effect sizes quoted in the reviewed research:



Reductions in Substance Misuse	High	70%
	Medium	50%
	Low	25%
Reduction in aggression, violence and delinquency	High	40%
	Medium	30%
	Low	20%
Reductions in maltreatment and neglect by parents	High	40%
	Medium	30%
	Low	20%

Please see section 7.3.2 in Appendix B for more information.

## London Academy Pilot

The financial benefits of the London Academy pilot, using the figures for a medium level impact, are shown below. Further information can be found in Chapter 7 of Appendix B:

<b>London Academy – Investment and Projected Costs Avoided: Medium Impact</b>						
<b>Year</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Totals</b>
Costs	32,085	5,770	6,288	6,288	6,288	<b>56,720</b>
Total Savings	1,258	2,300	16,429	82,457	87,881	190,325
Total Net Savings	<b>(30,827)</b>	<b>(3,471)</b>	<b>10,141</b>	<b>76,169</b>	<b>81,593</b>	<b>133,605</b>

## Whole Borough

The investment costs and potential benefits for a whole borough rollout if there is total take up by schools and the medium impact is achieved is below. To keep the costs of the wider roll out down, it is proposed that London Academy staff undertake “train the trainer” courses in Life Skills Training in the first year, in order to train staff in other schools in a sustainable and cost effective way. This cost will not be incurred if the pilot is not successful.

Whole Borough – Investment and Projected Savings - Medium									
Year	1	2	3	4	5	6	7	8	Totals
<b>Costs</b>	65,980	73,728	117,391	102,616	105,722	107,793	110,899	113,488	<b>797,617</b>
<b>Total Savings</b>	1,258	10,018	35,112	101,322	220,817	246,707	338,919	612,400	<b>1,566,553</b>
<b>Total Net Savings</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	<b>115,094</b>	<b>138,914</b>	<b>228,020</b>	<b>498,912</b>	<b>768,936</b>

The model has assumed that the roll out will occur gradually, with 9 schools delivering the programmes in Year 2, 17 schools in Year 3 and all 22 schools delivering in Years 4 and 5. Financial benefits will start to be realised in Year 6 if there is whole school takeup, as shown in the table below.

Whole Borough – Investment and Projected Savings - Medium									
	1	2	3	4	5	6	7	8	
<b>Costs</b>	65,980	73,728	117,391	102,616	105,722	107,793	110,899	113,488	<b>797,617</b>
<b>Total Savings</b>	1,258	10,018	35,112	101,322	220,817	246,707	338,919	612,400	<b>1,566,553</b>
<b>Total Net Savings</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	115,094	138,914	228,020	498,912	<b>768,936</b>
<b>Cumulative savings</b>	<b>(64,722)</b>	<b>(128,432)</b>	<b>(210,711)</b>	<b>(212,005)</b>	<b>(96,911)</b>	<b>42,003</b>	<b>270,023</b>	<b>768,935</b>	

For an explanation of how these figures have been arrived at please see Appendix B – in particular Chapter 7 and appendices 5 and 6.

The projected impacts of the whole borough roll out show a financial benefit over five years only if the highest impact is achieved across the borough through the delivery of these programmes. There are a number of reasons behind this:-

- a) Full impact is not achieved until end of Year 8
- b) The financial impact of Triple P is not as clear as LST and so assumptions are conservative
- c) Other benefits (such as Learning Support Units in other schools) are not currently known or categorised – but savings in this area are likely to be material.

The full non financial effect of the programme across the whole Borough will not be realised until the end of year 8 (2020/21) when the programme is **forecast to deliver annual savings of £498,912** if the medium impact is achieved. This is because the model has assumed that the roll out will occur gradually, with 9 schools delivering the programmes in Year 2, 17 schools in Year 3 and all 22 schools delivering in Years 4 and 5.

## Measures

Rates of incidents for London Academy children, and/or for children in the whole of the Borough over the next 5-10 years will be compared against the baseline data collected. Calculations will have to be adjusted to reflect the increasing population of both children and families who have benefited from the programme if it becomes more widely deployed.

## Critical Success Factors

The critical success factors for this workstream are the same as the measures for the non-financial benefits discussed earlier, with one addition:

- Young people have greater awareness of their abilities and are better able to cope with challenges and change at home and in school environment
- Increased numbers of young people abstain from risky behaviours specifically substance misuse, unsafe sexual practices, anti-social/criminal behaviours
- Young people have improved resilience to factors affecting their emotional wellbeing and are more confident and comfortable in themselves (health self-image)
- Parents feel more confident in their parenting abilities and are able to use a variety of techniques to affect change at home
- Young people are able to form appropriate and positive relationships with peers and with adults in the home, school and community
- By the end of year 7, the Council is able to demonstrate significant financial benefit from investment in this workstream.

## Financial Appraisal

### Cost of the Next Stage

#### Implementation Costs

The implementation costs for this phase are shown below. They will be incurred in the financial years 2012/13 and 2013/14.

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

If no further rollout is done beyond the London Academy, implementation costs will be recouped in year 5:

London Academy Rollout, Medium Impact						
Year	1	2	3	4	5	Totals
Council resource costs	61,305					<b>60,400</b>
Costs	32,085	5,770	6,288	6,288	6,288	<b>56,720</b>
Total savings	1,258	2,300	16,429	82,457	87,881	<b>190,325</b>
Total net savings	-92,132	-3,470	10,141	76,169	81,593	<b>72,301</b>
<b>Cumulative net savings</b>	<b>-92,132</b>	<b>-95,602</b>	<b>-85,461</b>	<b>-9,292</b>	<b>72,301</b>	

If a whole borough rollout is achieved, implementation costs will be recouped in Year 7:

Whole Borough Rollout, Medium Impact							
Year	1	2	3	4	5	6	7
Council resource costs	61,305						
Costs	65,980	73,728	117,391	102,616	105,722	107,793	110,899
Total Savings	1,258	10,018	35,112	101,322	220,817	246,707	338,919
Total Net Savings	-126,027	-63,710	-82,279	-1,294	115,094	138,914	228,020
<b>Cumulative savings</b>	<b>-126,027</b>	<b>-189,737</b>	<b>-272,016</b>	<b>-273,310</b>	<b>-158,216</b>	<b>-19,302</b>	<b>208,718</b>

### Funding the Whole Project

The annual cost of providing all 22 secondary schools in the Borough with training and course materials is shown on page 14 and will be £113,488 by year 8. If the medium impact is achieved, the workstream is forecast to deliver annual savings of £498,912.

In order to achieve the maximum benefit from this workstream, the Council will need to commit to it for a minimum of eight years. Funding options to help pay for some or

all of this investment include the following, but the Council should bear in mind that it is possible we will bear the greater part of the costs:

- Redirection of PHSE funding. The London Academy Principal has advised that unless Head Teachers see an undeniable improvement in academic attainment, they are unlikely to financially contribute towards the costs of training and materials.
- Community Budgets. There is strong evidence of a real benefit from these programmes to Public Health, and they are also likely to be of interest to the Police. In this next phase of the project the team will explore the possibility of financial contributions towards the project from both these agencies.
- Grants. In the next phase of the project the team will investigate grant funding from the Early Intervention Foundation (when it is set up) and the Lottery Fund, amongst others.

## **Project Definition and Scope**

---

### **Outline Business Case Phase Aims and Objectives**

#### **Aims**

1. Improve the life chances of all children in Barnet, by building their self esteem and resilience and supporting better parenting. We will begin with the Year 7 September 2013 intake at the London Academy.
2. Build strong early intervention and prevention partnerships between Barnet's schools and the Council, working with the London Academy in the first instance. This will require trust, information sharing and a commitment on both sides to work as a team.
3. Avoid unnecessary costs to the public sector in general, and Children's Service in particular, by making children more able to resist destructive and chaotic behaviours.

#### **Objectives**

1. Develop a detailed implementation plan and successfully implement LST and Triple P Parenting within the London Academy.
2. The London Academy successfully applies for a Lottery grant of £10,000 towards the cost of training and materials.
3. Finalise measures and implement data collection and analysis processes at both the London Academy and LBB.

4. Publicise the schemes to other borough schools and achieve uptake of eight further schools in year two, if early results are good.
5. Achieve good take up of Triple P Parenting by implementing a successful communications campaign to the school's families.
6. Build a supportive working relationship with Barnardo's in order to share learning and resources for LST.
7. Succeed in improving outcomes for children and their families.
8. Break even on the pilot's total costs by Year 5 of the rollout to the London Academy.

## **Review of SOC Phase Aims and Objectives**

The status of the aims and objectives for the SOC phase of this workstream can be found in Appendix 1 of this report.

## **Deliverables**

### **Life Skills Training (LST)**

1. An "anglicised" version of Life Skills Training materials is received from Botvin and approved by the London Academy Principal.
2. Staff are trained and the delivery programme is in school timetable.
3. Baseline data is gathered for monitoring purposes.
4. Barnardo's is engaged to share knowledge and resources<sup>6</sup>.

### **Triple P Parenting**

1. Children's Service resource identified and briefed. Staff trained and delivery programme agreed.
2. Branding of Triple P as "for every parent". Invitations to school parents to participate.
3. Courses scheduled.

### **Both Programmes**

1. Clear, documented roles and responsibilities for LBB and London Academy staff, including management and reporting arrangements.

---

<sup>6</sup> Barnardo's is rolling out LST in Merseyside early next year. It will be the first deployment of this American programme in the UK.

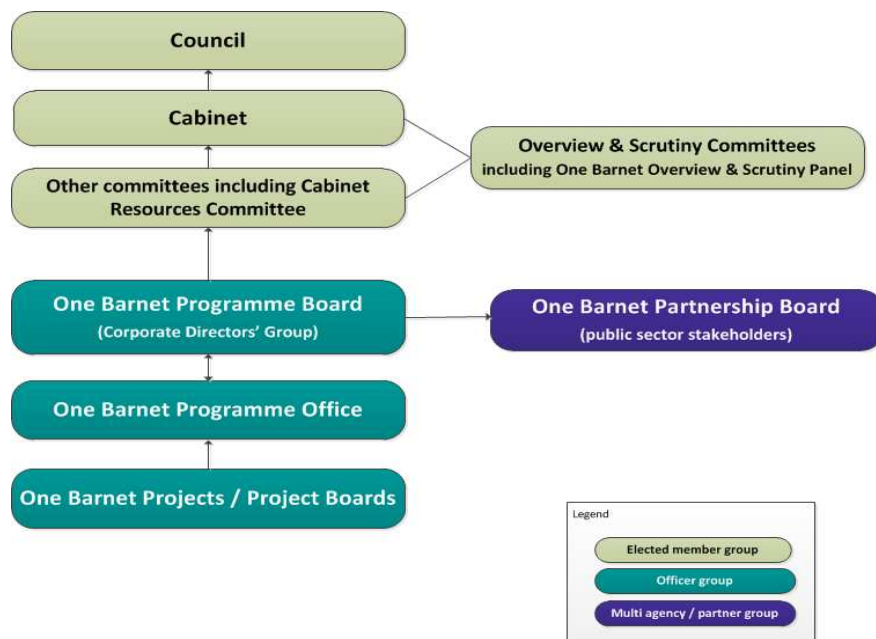
2. A detailed implementation plan with associated project management outputs, e.g. active risk and issue management.
3. Communication with other schools in the borough – “viral” and formal channels implemented, based upon an agreed communications plan.

## Project Approach

---

### Governance

This workstream will be carried out using the One Barnet internal programme governance arrangements, set out below. They provide an established mechanism for decision-making and issue escalation.



### Project Roles

#### Project Sponsor

Kate Kennally  
Director of Adult  
Social Care and  
Interim Director  
of Children’s  
Services

- Has overall responsibility for the success of the project.
- Represents the project at Council Director’s Group, to Members and to senior stakeholders within partner organisations.
- Escalation point for the Project Board.

## Project Board

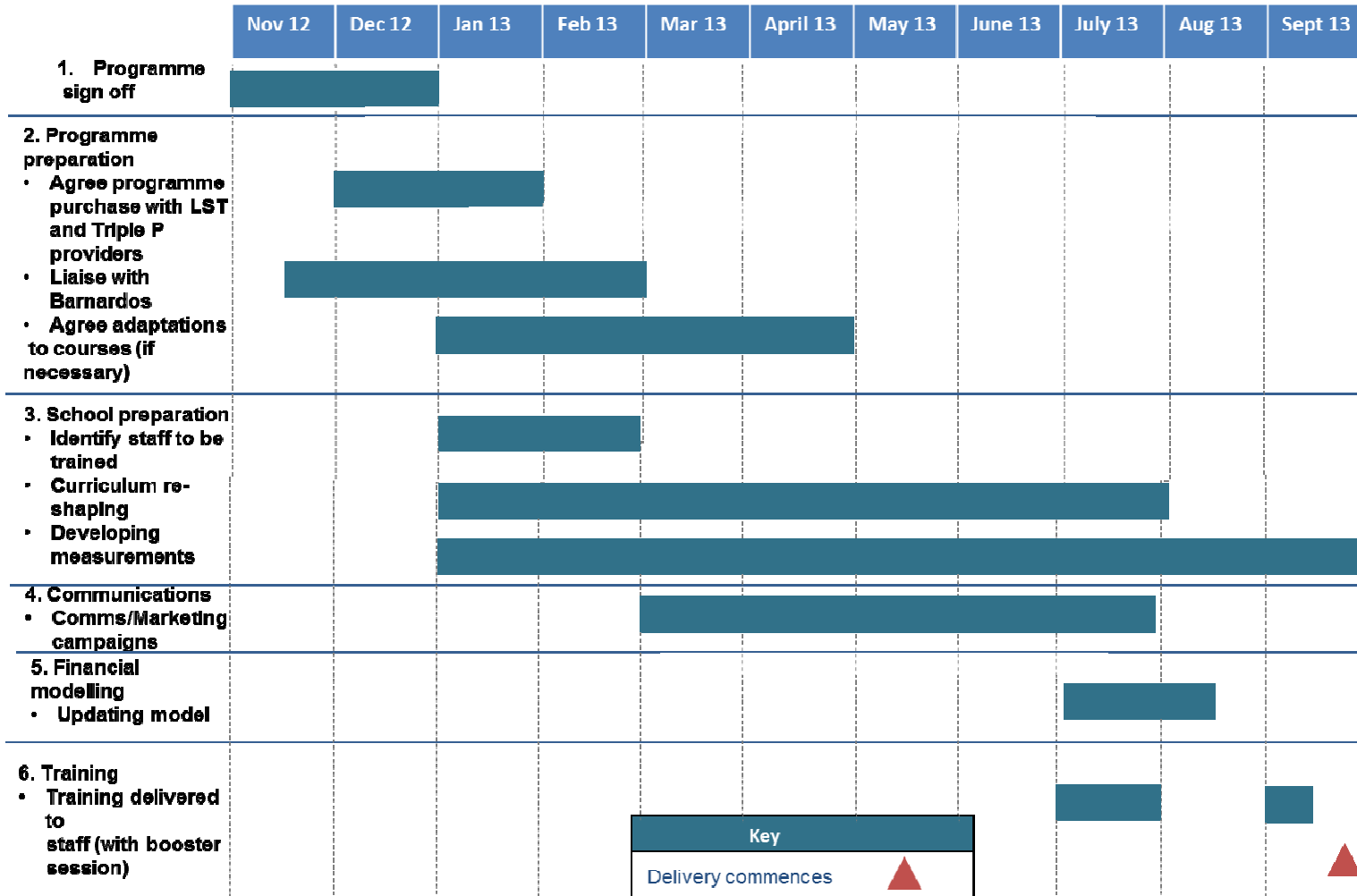
Overall, the Project Board is accountable for the success or failure of the project. It ensures effective decision making and will take all decisions that do not require director-level input. It provides the initial sign off of major stages and key deliverables – no request for decision or sign off by the Programme Board can be made without the agreement of the Project Board. Lastly, it is the escalation point for the project manager.

Name	Role	Description
Jay Mercer Deputy Director of Children’s Service	Operational Lead	<ul style="list-style-type: none"> <li>• Key decision maker, supported by the senior users and senior suppliers.</li> <li>• Ensures project achieves its objectives and delivers outputs that will realise the required benefits – i.e. is responsible for the business case.</li> <li>• Ensures value for money.</li> <li>• Balances the needs of the Council, our partners, our residents.</li> <li>• Represents the project to Members and other senior stakeholders.</li> </ul>
Angela Trigg Principal London Academy	Senior Users	<ul style="list-style-type: none"> <li>• Responsible for specifying the needs of those who will use the products produced by the project: partner organisations, internal council departments and residents in this case.</li> <li>• Provides expert advice to the Operational Lead in order to facilitate Board decision making.</li> </ul>
Andrew Howe Director of Public Health		
Tom Pike Head of Performance		
Bill Murphy Assistant Director Chief Executive’s Service		
Ed Gowan Assistant Director, One Barnet	Senior Suppliers	<ul style="list-style-type: none"> <li>• Responsible for ensuring the quality of products delivered by internal and external suppliers, and representing their interests where necessary.</li> <li>• Provides expert advice to the Operational Lead in order to facilitate Board decision making.</li> </ul>
Hayley Corke Senior Management Accountant		



# Annex One

## Pilot Stage High Level Plan



## Risks, Dependencies and Constraints

---

### Risk Management Strategy

The project will use the One Barnet risk and issue management methodology.

Risks will be logged in the JCAD database.

### Key Risks

**Risk: Turnover of staff and losing capacity to deliver**

Within the implementation planning it has been assumed that turnover could be up to 20%.

**Mitigation:** The modelling of future roll out of LST delivery has been forecast on a 'Train the Trainer' model which will enable additional training to take place to teachers at a low cost. The modelling of the roll out to further schools across the borough also assumes some spare places for each training session to cover any staff turnover.

The model for Triple P delivery has included 3 pastoral staff to be trained to deliver these programmes. Only 2 staff are required to facilitate each session therefore this model builds in spare capacity

**Likelihood:** High

**Impact:** Low

**Risk: Troubled Families Parenting Class Delivery**

As part of the Troubled Families initiative LBB are also running an additional set of parenting classes for parents of secondary age children. There is a risk that parents may perceive the EI&P project and the Troubled Families work as one and the same and feel that they are being labelled a 'chaotic family' if they were to engage in Triple P support.

**Mitigation:** In order to mitigate this risk a clear and comprehensive communications campaign will need to be run during the implementation stage of this project with branding of the course carefully considered. This has been built into the implementation planning.

**Likelihood:** Medium. Depends upon successful branding and communications.

**Impact:** High

**Risk: Data Protection**

Specific data about individual children at London Academy will need to be collected to assess impact of these programmes. This data is classified as sensitive personal information. There is a risk of

substantial fines and significant reputation damage to both LBB and the London Academy if either organisation is found “wanting” in its handling and storage of this data.

**Mitigation** An Information Sharing Agreement will be drawn up between LBB and the London Academy. Impower are bound to observe the Council’s data protection requirements under the terms of its contract.

The Data Protection Act requires that when personal data is shared, there be either the individual’s consent or a legal basis (statutory obligation) for doing so. In this case the legal basis condition is satisfied under the following acts. Full details of the ability to share can be found in the draft Information Sharing Agreement between the Council and the Academy, embedded in the attached report:

- The Children Act 2004
- Local Government Act 2000
- Local Government Act 1972
- Education Act 2002
- Education Act 1996
- Crime and Disorder Act 1998

**Likelihood:** Low  
**Impact:** High

**Risk** **Low Takeup by Schools**  
Not all schools are as focused on wider outcomes for children as the London Academy. Some believe their role is limited to providing “GCSE A-C” only.

**Mitigation** The project team believes that improving children’s resilience and home life will lead to greater ambition and educational attainment, and we will draw up measures to track whether or not this belief is well founded. If it is, we will use this evidence to show more sceptical Heads the positive impact the programme could have on their results.

The project team also intends to identify enthusiastic early adopters for Year 2, particularly Heads who see their remit in broader terms. The London Academy Principal will be instrumental in finding and talking to these people. It is hoped that having a substantial cohort of adopters will bring other Heads along as it will “normalise” the programme.

**Likelihood:** Medium. Depends upon successful communication with schools.  
**Impact:** High

## Dependencies

Confirmed commitment of the London Academy, CDG and Members.

The budget for the pilot phase.

## Constraints

None

## Equalities

---

As discussed in the Corporate Plan 2012-13, the Council has a strong commitment to making equalities and diversity integral to everything it does.

It has developed two equality assessment processes. The first is an internal employee Equality Impact Assessment (EIA) which assesses the personnel changes of the organisation at key milestones. The second is an external facing EIA focussing on the Council as a deliverer/provider of public services.

Changes to the ways different organisations work together will require employee Equality Impact Assessments at key milestones, in order to ensure that new ways of working do not unfairly disadvantage groups of staff covered by the Equalities Act 2010.

Internal and external EIAs will be carried out on this project, as required.

Members will be able to use information gathered on staff equalities to support them in having due regard to their duties under the Act.

The One Barnet programme has explicitly stated how it will support the Council in meeting its statutory obligations under the Equality Act 2010, by using equality assessments to demonstrate that 'due regard' has been taken to support members in making informed decisions.

## Appendix A: Review of SOC Aims and Objectives

---

Aim	Achieved	Comment
Identify practical and achievable ways that schools could improve the life chances of all children attending a school in Barnet.	Y	Programmes with strong evidence bases identified.
Establish whether schools could be commissioned to deliver additional EI&P initiatives, aimed at children and their families, in addition to the pastoral care and support they already provide.	Y	<p>Our work with the London Academy shows that schools can be commissioned to deliver such initiatives.</p> <p>We plan to look for Heads with similar attributes for the early stages of the wider deployment. The London Academy / LBB partnership will take a “school to school” approach to communicating the benefits of the programme and encouraging its wider roll out.</p>

Objective	Achieved	Comment
LBB has an evidence-based understanding of what wider outcomes or measures during childhood predict an ordered, happy and healthy adulthood.	Y	Thorough review of the relevant literature undertaken. This underpins the choice of programmes.
A pilot school has been identified.	Y	
We have an evidenced-based list of any successful programmes targeting the wider outcomes that could be developed or delivered in Barnet with the pilot school. As part of this work we are clear what information, resources and tools schools would need to deliver such a programme or programmes.	Y	

<b>Objective</b>	<b>Achieved</b>	<b>Comment</b>
If there is insufficient evidence from existing programmes of work, we have a grasp of the latest academic thinking on achieving the wider outcomes and how these findings could be turned into practical, workable programmes.	N/A	Well evidenced programmes identified.
The “mechanics” of how such schemes could be funded and made sustainable over the longer term are described and evaluated.	Y	See the Financial Appraisal section of this document and the attached report.

## Appendix B

### **Early Intervention and Prevention Project Workstream 2: School as Local Delivery Unit**

### **Strategic Outline Case Findings Report**

November 2012

## Document Control

<b>Document Owner</b>	One Barnet Programme Office
<b>Contact Details</b>	Linda Spiers, 020 8359 4529
<b>Document location</b>	This document will be published on the Barnet Council website as part of the democratic process for CRC.
<b>Document Authors</b>	Leo Jones and Joanna Bevan-Taylor

## Version Control

<b>Version</b>	<b>Details of update</b>	<b>Author(s)</b>	<b>Issue date</b>	<b>Status</b>
0.1	Final draft for circulation to board	JBT/LJ	08/11/12	Draft
1.0	Changes to recommendations following comments from Kate Kennally	JBT/LJ/LS	09/11/12	Final
1.1	Changes following Board feedback on 12 November.	LJ	13/11/12	Final
1.2	Edits made by Project Manager and Strategic Finance	LS/GY	14/11/12	Final
1.3	Edits made by Project Manager following feedback from Programme Board (CDG).	LS	27/11/12	Final



## Table of Contents

1	Executive Summary	5
2	Early Intervention and Prevention Policy Context	10
3	Aims, Objectives and Scope	12
4	Identification of outcomes and evidence based programmes	14
5	Addressing the outcomes – the identification of evidence-based programmes	18
6	Delivery model and implementation planning	24
7	Benefits Case - Introduction	29
8	Funding and Sustainability	39
9	Recommendations and Conclusions	43
10	Appendix 1 – Outcome Evidence	46
11	Appendix 2 - Ensuring Measurability and Tracking Benefits	48
12	Appendix 3 - Summary of Programme Content and Focus	51
13	Appendix 4 - Non-financial Benefits	53
14	Appendix 5 - Investment Costs	56
15	Appendix 6 – Assumptions on Benefits Realisation	66
16	Appendix 7: Draft Information Sharing Agreement	76

## Figures

Figure 1 – High level implementation plan	28
---	----

## **Tables**

Table 1 – Outcome sources and findings	14
Table 2 - Recommended themes and outcomes	16
Table 3 - Source, research and findings	18
Table 4 - Outcomes and programme matrix	20
Table 5 - Programme, outcomes and measures	32
Table 6 - London Academy Rollout	34

# 1 Executive Summary

## 1.1 Context and Purpose of Project

Workstream 2 – ‘School as Local Delivery Unit’ sits under the wider ‘One Barnet Early Intervention and Prevention work programme’. The purpose of this workstream has been to assess the viability of a specific school in Barnet – *London Academy* – being commissioned to deliver evidence-based early intervention programmes to improve a wider set of outcomes other than attainment for children attending their school. A key component of this project has been to assess the potential financial benefits that could be realised from commissioning a school to deliver these programmes. Specifically these include reducing future demand and costs on other services by intervening earlier in the lives of children and young people.

Whilst the project has focused on a specific school, the potential for the identified programmes to be implemented across the borough, by all schools, including the investment costs needed and potential wider benefits, has been assessed.

iMPOWER were commissioned to undertake this project, working closely with London Academy to:-

- Identify the **key outcomes** that support young people in achieving a healthy and happy adulthood which would be impacted on by the chosen evidence-based programmes
- To source a number of **evidence-based programmes** that could be delivered within Barnet by schools to improve these wider outcomes for children
- To provide a **high level implementation plan** for the delivery of this model, working closely with the school and local authority
- To assess the **financial sustainability** of such delivery including the costs of implementation and any potential benefits arising from such programmes

## 1.2 Recommendations

The focus of this project has been to seek to scope and design a best practice model of how early intervention programmes could be delivered as part of the existing school curriculum to make maximum demonstrable impact with children in the school. The emphasis of this work has been for this to be delivered sustainably with some initial investment up front but which, in the longer term, could become part of the school’s overall ‘offer’ to children and families

It has been suggested that workstream 2 move into a second stage – investigating the opportunities for schools and the local authority to work more closely together to support the school becoming a key hub for the local community. Opportunities to support this may include investigating the possibility of putting a LBB manager in the school to support them in focusing on more

vulnerable children in the locality, sharing data and providing the capacity to scope further business cases. Or having a number of Children's Service's provision delivered in the school, with the option of using the facilities outside of core school hours. The project sponsor would like to consider these possibilities and scope a number of options for how this could be taken further.

Following the key stages of this work, a number of recommendations will be made in this report.

1. The following outcomes should be the focus of early intervention activity:-
  - Young people are better able to cope with challenges and change at home and in school
  - Increased numbers of young people abstain from risky behaviours – specifically substance misuse, unsafe sexual practices and anti-social/criminal behaviours
  - Young people have improved resilience factors improving their emotional wellbeing
  - Parents feel more confident in their parenting abilities with a wider variety of techniques at their disposal to affect change at home
  - Young people are able to form appropriate and positive relationships with peers & adults at home, in school & the community
2. Botvin Life Skills Training and Triple P parenting should be implemented by the London Academy from September 2013, with funding provided to ensure deliverability
3. The impact of these programmes should be closely monitored with 6-weekly, quarterly and yearly reporting taking place to assess direction of travel and overall outcome improvement
4. A review of the roll-out plan for the whole borough should take place once initial findings from the London Academy can be analysed to assess the potential for wider roll out
5. The financial model should be updated before delivery continues to ensure accuracy, and that further updates should take place as more schools begin to deliver the programmes
6. Specific implementation resource should be secured to support the initial delivery of the programmes in the school including: co-ordinating with the LST and Triple P providers; booking training; ordering course materials; creating a performance framework to monitor effectiveness; and updating the financial model with LBB finance colleagues

7. Part of the implementation should include a further review of external funding sources and the completion of bids to the Big Lottery Fund with the London Academy to help cover initial implementation costs.
8. An exploration of potential options for increasing collaboration and engagement between schools and the LBB should take place with consideration given to the possibility of an LBB manager forming part of the schools management team or LBB services being delivered in the school.

### 1.3 Sources of analysis and insight

A number of key external resources have been reviewed and consulted as part of this work. This has been to ensure accurate hypotheses development, and that the outcomes and programmes identified through this project have a robust evidence-base.

Resources reviewed and consulted as part of this analysis have included:-

- ***Dartington Social Research Unit*** – the leading social researcher in the UK internationally recognised for its research into improving the lives of children in Europe and the UK
- ***The Social Development Research Group*** at the University of Washington – a leading group in the field of prevention research
- ***The Department for Education*** – specifically their website on parenting programmes and assessment of their evidence base
- ***Graham Allen MP*** – direct contact to assess the recommended schemes
- ***Blueprints for Violence Prevention*** – the main source of information on evidence-based programmes in the US

At every stage of this work, engagement has taken place with the London Academy Principal to review findings and test hypotheses, and with the Deputy Director of Children's Services as the Operational Lead for this work, to ensure identified outcomes and programmes are aligned with his and the wider Borough's priorities.

Some of the key findings from this work have been highlighted below and will be explored in more detail in the body of this report.

- The research from this project has found that there is a significant void in tried and tested programmes which have a strong, proven evidence base behind them.
- Key programmes as cited by experts such as Graham Allen MP or Dartington have, on further investigation, been found to target specific groups of children

(for example Achievement for All focuses on children with disabilities) or for the early years – the age group traditionally associated with EI&P work.

- The majority of programmes that target and demonstrably improve the key outcomes required by this project originate from the USA and have not previously been trialled in the UK. It has therefore not been determined with 100% certainty whether key data and findings are replicable in the UK.
- There is not a single programme that meets all the key outcomes identified, and therefore a dual approach in terms of identifying two programmes has been recommended and agreed by the project board.
- Savings will not be realised quickly – it will take time for the programmes to roll out and there is then a delay before full impact is seen. Potential future efficiencies are often tied up in staffing or contracts.

#### **1.4 Cost, investment and potential benefits**

A specific focus of this project has been to consider a sustainable model of delivery for any programmes identified, and to capture potential future savings that could support further roll out of these programmes to other schools.

The LST programme can be delivered as part of the school curriculum by existing teaching staff, enabling sustainable delivery with limited on-going costs once initial training has been completed.

Triple P requires initial training to school practitioners; however materials for the delivery are relatively cheap. The delivery model for Triple P has assumed that schools will co-facilitate courses through existing pastoral staff, with a member of Children's Services Family Focus team seconded to lead these programmes with them. On-going costs, once training has been completed, also remain low for this programme.

Initial Investment costs for the implementation of LST and Triple P in the London Academy are therefore estimated at **£56,720** over five years.

This cost covers:-

- The training of all teachers in Year 7 at the London Academy to deliver LST
- The training of 3 pastoral staff in the delivery of Triple P
- All delivery materials.
- 'Train the Trainer' training for the LST programme, enabling teachers from the London Academy to train teachers from other schools

Over this same time period (five years) the financial benefits from implementing these programmes are **estimated to range from £102,845 (low impact**

**estimate) to £318,800 (high impact estimate) - a net benefit of between £46,124 and £262,080.**

The final part of this report assesses the potential funding options for this pilot and indicative costs if the initial pilot were to be rolled out across the borough. The financial model assumes that Year 1 costs for the roll out of LST and Triple P to the London Academy will be approx. £32,000 covering materials and training and including Train the Trainer costs. The costs of supporting the pilot implementation are shown below.

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

One Barnet will need to agree to support these implementation costs, with the view that if successful this will re-paid over the course of the project. The implementation project team will actively source other opportunities for funding including the Big Lottery Fund and Graham Allen pilot (as part of his Early Intervention Fund).

The business case suggests that this initial investment will be repaid over the course of the 5 year roll out to the London Academy, assuming a medium positive impact.

As the LST programme has not been delivered in the UK previously we would recommend that the pilot is reviewed to assess impact throughout the first year of implementation, with an initial findings report completed by the end of the schools' first term (Dec 2013). This report should help to inform the potential for wider roll out across the borough and inform future funding required and options for this. It is expected that responsibility for the completion of this report would sit with the Commissioning Group.

## **2 Early Intervention and Prevention Policy Context**

### **2.1 Local**

The London Borough of Barnet (LBB) has recognised that effective Early Intervention and Prevention (EI&P) is critical in reducing future demand for high cost services and supporting future efficiencies in line with the financial challenges faced by the comprehensive spending review. A number of EI&P projects have been commissioned, including this project on schools as local delivery units, to support the council's wider corporate priorities as well as the Children and Young Persons Plan (2012-14).

Investing in local schools to deliver earlier prevention activity will improve outcomes for children and families and provide better opportunities for residents from a smaller pot of available funding.

The commissioning of local schools to deliver this prevention activity also supports the sharing of opportunities and responsibility between the local authority, schools and wider partners. Working with schools in this way will lead to improved information sharing and partnership working with a shared ownership of outcomes for children across the borough. Schools represent a unique community resource and are well placed to build trust and engagement with local communities, further supporting the creation of a better London suburb.

The scope of this project is to support all children in positive decision making, improving their physical and emotional health through a reduction in the engagement of risky behaviours, and providing them with the skills to build positive relationships. This project therefore supports the current strategic vision for children and young people in Barnet.

### **2.2 National**

The publication of the Graham Allen review 'Early Intervention: The Next Steps' in 2011 highlighted the importance placed on early intervention by the current government. The review was commissioned following a drive from the government to break the long standing cycle of intergenerational deprivation and dysfunction. The review recognised that early intervention and prevention was integral to breaking this cycle and supporting future cost savings through a reduction in the reliance on higher cost and more specialist services<sup>1</sup>.

Other national reviews have also highlighted the importance of early intervention, and for the offer and impact of 'early help' to be clear. The Munro Review<sup>2</sup> of Safeguarding and Child Protection focuses on the link between services that offer early help and support, and social care involvement, emphasising the need for

---

<sup>1</sup> Graham Allen Review 'Early Intervention: Next Steps' 2011

<sup>2</sup> Munro Review 'Child Protection: Final Report – a child-centred approach' 2011



social care expertise to be available to services below the social care threshold. Implementing this project offers a unique opportunity for more integrated support to families before significant need arises, and engagement with harder to reach families through the trust and relationships built with them by the school. This project will also seek to provide clearer avenues of support to families in their local communities by doing so through the school.

Whilst there has been significantly less of an emphasis nationally on prevention work focused on children aged 11-16, this represents a period when the most risky and maladaptive behaviours often present themselves. The focus on the early years age group does not mean that interventions targeted universally at older children are ineffective.

This has been recognised by LBB with Workstream 2, which seeks to work in the space between early years and more entrenched behaviours. This is supported by the Troubled Families agenda, which aims to improve broader outcomes for secondary age children, supporting them in leading productive and healthy adult lives.

In its next phase, the project will liaise with Central Government in order to seek further support for this programme, and to explore and develop the possibilities around schools working with the Council in order to deliver a broader supportive agenda within their communities.

### 3 Aims, Objectives and Scope

LBB has recognised that the investment in effective EIP has the potential to improve outcomes for the residents of Barnet, and reduce long term costs associated with children and families accessing complex, high cost services.

Given their role in the local community and the trust and relationships they are able to build and maintain, schools are well placed to deliver additional interventions to improve wider outcomes than attainment.

This workstream sits under the wider One Barnet Early Intervention and Prevention programme. The **key aim** of *Workstream 2: School as Local Delivery Unit* has been to explore whether or not it is effective for LBB to commission schools to deliver interventions to improve a broader range of outcomes for children and families beyond educational attainment, and whether this can prevent or reduce the chances of children turning into adults with chaotic and unhealthy lives.

The project has been working to a **number of objectives** with the production of a set of key deliverables to support these: -

- a) To provide LBB with an evidence-based understanding of what wider outcomes or measures during childhood best predict an ordered, happy and healthy adulthood
- b) An evidence-based list of successful programmes targeting the wider identified outcomes that could be delivered in Barnet with the pilot school, produced with a clear delivery plan illustrating what information, resources and tools schools would need to deliver such a programme or programmes
- c) A range of potential funding options explored to show how such schemes could be funded and made sustainable over the longer term
- d) A financial model covering the cost/benefits of implementing the recommended programmes in London Academy and the potential benefits for the roll out of these early intervention programmes across the borough

#### 3.1 School as Local Delivery Unit Pilot – London Academy

London Academy was identified as the pilot school for the potential delivery of evidence-based programmes to improve outcomes for children within the school. The Academy was established in 2004 and was one of the first schools to become an Academy within the borough. It has around 1500 pupils from a wide range of backgrounds and plays a key role in the local community. The school has expanded over the last few years and is likely to continue to do so in order to meet the needs of a growing child population. It has strong links with its feeder primary schools, in particular Deansbrook Junior and Edgware Junior School.

Deansbrook Junior School is likely to become part of an Academies Trust with London Academy in the very near future.

London Academy have been keen to engage in early intervention activity and has set up a good system of pastoral activity, including social workers, parent support workers and teaching assistants who all facilitate an early intervention approach within the school. In recognition of the importance of localised and accessible services within the EI&P sphere, the London Academy has already brought specialist services into the school. Over the last few years, London Academy commissioned two services: YPDAS to run a fortnightly service with the school for substance misuse services, and CAMHS to run emotional and mental health interventions within the school. This has contributed to a greater number of young people accessing these services with improved outcomes. This also demonstrates their proactive engagement with multi-agency partners around early intervention, and reinforces the choice of London Academy as the pilot school and key partner for this workstream.

The school has an outward-focussed Principal and a strong and engaged senior leadership team with a good track record of delivering effective interventions internally, and is therefore well placed to be able to support this project.

Deansbrook Junior School have also been engaged as one of the main feeder schools into London Academy. As resilience in transitions is a key focus area for the school and the council, delivering programmes within the final years of primary school is the next potential step in wider implementation.

## 4 Identification of outcomes and evidence based programmes

This section sets out the approach taken to identify the key outcomes for young people in achieving a happy, ordered adulthood, and what these were identified to be. It then sets out the method employed to identify a set of programmes to meet these outcomes, and what these are.

The approach taken by this project has included:-

- A review of key prevention evidence and research papers
- Engagement with academics and specialists in the field
- The production of a long list of outcomes and potential evidence-based programmes
- Testing findings with the school and council to ensure alignment with priorities of both organisations, and ensure suitability for wider borough roll out in future years

### 4.1 Identifying Outcomes

For the purposes of this project ‘outcomes’ have been defined as specific changes in behaviours that result from the implementation of the programmes.

There are many outcomes or measures that best predict an ordered and happy adulthood, however not all are relevant to the project aims, the aims of the school or LBB. To ensure that there was a focus on the right outcomes throughout this project a wide range of external resources were reviewed and consulted, in-depth desk research undertaken and regular testing with the school and local authority took place to ensure alignment with the local context.

This is summarised below and detailed in Appendix 1.

**Table 1** – Outcome sources and findings

Source	Findings
<b>Dartington Social Research Unit</b>	As leading researcher within the UK Dartington is internationally renowned for its research into improving the lives of children. Their research has shown: <ul style="list-style-type: none"> <li>- Importance of using qualitative or ‘softer’ measures such as reflective questionnaires</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>- Young people display less challenging, aggressive and delinquent behaviours(Dartington have found that this improves parental mental health associated with maladaptive child behaviours)</li> </ul>
<b>Social Development</b>	The SDRG is recognised within the US and

Source	Findings
<p><b>Research Group – University of Washington</b></p>	<p>internationally as a leader in the field of prevention research and has contributed to the development of a number of evidence based effective interventions. The key themes they identify as indicators of future success in young people include:</p> <ul style="list-style-type: none"> <li>- Life skills.</li> <li>- Good physical health.</li> <li>- Healthy family and social relationships.</li> <li>- Good psychological and emotional wellbeing.</li> </ul>
<p><b>C4EO</b></p>	<p>C4EO is established as a ‘best practise hub’ for what works in children’s services. Their identified key outcomes include:</p> <ul style="list-style-type: none"> <li>- Young people are able to build positive relationships with peers and adults (C4EO have found this improves confidence and self-esteem)</li> <li>- Parents are able to respond to and manage challenging behaviour (C4EO have found that this leads to improved behaviour and academic attainment)</li> <li>- Young people have improved resilience to change (C4EO have found that this reduces involvement in risky behaviours)</li> </ul> <p>They also identify the importance of using qualitative measures and reinforced the hypothesis around schools in the borough leading prevention activity.</p>
<p><b>Department for Education</b></p>	<p>Through a number of reports and publications the DfE have outlined key outcomes and measures for children and young people to succeed. These include:</p> <ul style="list-style-type: none"> <li>- Extrinsic and Intrinsic measures (quantitative vs. qualitative) – improved health, educational attainment vs. confidence, self-esteem</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>- Young people display ‘school readiness’ (DfE have found that improvements in parenting capacity build confidence and resilience in young people)</li> <li>- Young people are able to form positive relationships with peers and adults (DfE have found this contributes to improved resilience, confidence and self-esteem)</li> </ul>
<p><b>The Graham Allen Review</b></p>	<p>The Graham Allen Review is a key source of information about what works in EI&amp;P. Identified</p>

Source	Findings
	outcomes include: <ul style="list-style-type: none"> <li>- Young people have improved 'Life Skills' (The review outlines that improving life skills builds resilience in young people)</li> <li>- Young people are able to make positive decisions (The review identifies life skills as key to building resilience and abstinence from risky behaviours – sexual and substance misuse)</li> </ul>

The initial long list of outcomes was refined with the Principal of the London Academy. This highlighted the importance of developing 'resilience to change' in children, so they could cope with the transition from primary to secondary schooling and then onto adulthood and including measures that would evidence this.

Through this research and school engagement a number of themes encompassing a series of outcomes appeared to be most relevant to ensuring children and young people in Barnet go on to lead healthy and successful lives. The following table highlights the outcomes recommended for this project to focus on, based on the evidence reviewed. An expanded table with suggested measures to track impact can be found in Appendix 2.

**Table 2 - Recommended themes and outcomes**

Theme	Outcome
<b>Life Skills</b>	Young people have greater awareness of their abilities and are better able to cope with challenges and change both at home and in the school environment.
<b>Life Skills and risky behaviour</b>	Increased numbers of young people abstaining from risky behaviours, specifically substance misuse, unsafe sexual practices, anti-social / criminal behaviours.
<b>Resilience</b>	Young people have improved resilience to factors affecting their emotional wellbeing and are more confident and comfortable in themselves (healthy self-image).
<b>Parenting</b>	Parents feel more confident in their parenting abilities and are able to use a variety of techniques to affect change at home.
<b>Relationships</b>	Young people are able to form appropriate and positive relationships with peers and with adults in the home, at school and in the wider community.

## **4.2 Ensuring measurability & tracking benefits**

The ability to measure changes to these outcomes over time was regularly assessed and tested with the school. Some of the outcomes in the initial long list were difficult to measure or would take considerable time to demonstrate impact. Following the development of a long list of outcomes additional work was undertaken to identify possible measures that could be used to demonstrate impact and change, both over a longer period of time and in showing direction of travel of specific indicators in the school. This included challenge from the Council's performance team and from Children's Service.

Whilst the impact on the chosen outcomes will be difficult to assess for five years (through the journey of the first cohort from year 7 to year 11) we are proposing an annual review of benefits to keep track of the emerging picture. The details of this approach can be found in Appendix 2.

## 5 Addressing the outcomes – the identification of evidence-based programmes

This section sets out the approach taken to determine the programmes available that meet the outcomes identified by the project and their underpinning evidence-base. The approach taken to identify these programmes involved:-

- Thorough research of national and international external sites and resources which focused on EI&P activity
- Engagement with experts in the field who had undertaken research of programmes in the UK and abroad
- Engagement with programme providers to assess impact, the strength of evidence, cost and delivery methods
- Regular interaction and engagement with London Academy and Operational Lead to assess the actual fit of potential programmes with the delivery on the ground by the school and across the wider borough – if further roll out were to be considered.

### 5.1 External resource review

A number of specific research organisations and websites were reviewed to collate a matrix of potential EI&P programmes and their match with improvements in the outcomes identified by the project. This analysis included a review of specific websites and research papers as well as direct contact with researchers and experts in the field.

A summary of this activity and findings is detailed in the table below. Additional information regarding the sites and findings has been included in Appendix 3.

**Table 3** - Source, research and findings

Source	Research	Findings
<b>Dartington Social Research Unit</b>	<p>A number of research papers and findings were assessed on the Dartington Website</p> <p>Contact was made with the Co-Director to review potential programmes identified by our research to test our hypothesis of their impact</p>	<p>Two specific programmes were highlighted which impacted on a number of the outcomes identified by the project. Both of these programmes were judged to have a strong evidence base behind them by Dartington. These programmes were:-</p> <ul style="list-style-type: none"> <li>- <b>Botvin Life Skills Training (LST)</b></li> <li>- <b>Raising Healthy Children</b></li> </ul> <p>Both originated in the UK and LST had been highlighted by the Graham Allen</p>



Source	Research	Findings
<p><b>Blueprints for Violence Prevention</b></p>	<p>Blueprints for Violence Prevention is run by the Centre for Study &amp; Prevention of Violence at the University of Chicago</p> <p>The website identifies a number of prevention programmes that focus on drug and violence prevention and meet a high specific standard of effectiveness. Links to their individual programme websites were provided for further detail</p>	<p>Review.</p> <p>12 programmes were categorised as ‘model programmes’ on the website but the majority of these either:-</p> <ul style="list-style-type: none"> <li>➔ failed to address the outcomes identified in the report,</li> <li>➔ were targeted at complex children and families with high needs or</li> <li>➔ focused on younger age children</li> </ul> <p><b>Botvin (LST)</b> was categorised as a model programme which focused on the majority of the outcomes identified by the project.</p> <p>A model programme was classified as showing:</p> <ul style="list-style-type: none"> <li>a) evidence of deterrent effect with a strong research design</li> <li>b) sustained effect and</li> <li>c) multiple site replication</li> </ul> <p><b>Raising Healthy Children</b> was classified as a ‘promising programme’ meaning it met one of the above criteria.</p>
<p><b>Department for Education (DfE)</b></p>	<p>The DfE provides a list of evidence-based parenting programmes with the strength of the evidence base for each programme scored using a 5 star system</p> <p>These programmes were reviewed against the outcomes and ages of the children identified by this project</p>	<p>Five Parenting Courses were identified that had a strong evidence base which provided the basis of a short list of evidence-based programmes that supported the project’s outcomes. These were:</p> <ul style="list-style-type: none"> <li>a) <b>Strengthening Families, Strengthening Communities</b></li> <li>b) <b>Strengthening Families Programme 10 -14</b></li> <li>c) <b>Triple P Parenting</b></li> <li>d) <b>The Incredible Years</b></li> <li>e) <b>Families and Schools Together (FAST)</b></li> </ul>
<p><b>National Academy for Parenting Research (NAPR)</b></p>	<p>Direct contact was made with the Professor of Child Behaviour and Health at the NAPR, based at Kings College, London</p>	<p><b>Triple P Teen Parenting</b> programme was recommended as the best fit for the project criteria with a strong evidence base to support it.</p> <p>The programme focused on parents of children aged 11-16 supporting the</p>

Source	Research	Findings
		potential delivery in a secondary school in Barnet

## 5.2 Ensuring the suitability of identified programmes to Barnet

As the analysis of potential programmes was conducted it was apparent that there were only a small number of programmes that met the outcomes defined by the project and had a strong evidence base behind them. Many programmes had been the subject of small research studies but their findings were too small to show substantial and lasting impact – or had been done with no randomised control trials to back up their findings that improvements were as a result of the programmes themselves. In addition, there were very limited longitudinal studies that showed continued impact occurring several years after programmes had been completed.

The following matrix identifies the specific outcomes that each of the identified programmes seek to address which have been derived from published course outcomes/goals.

**Table 4 - Outcomes and programme matrix**

Outcome →  Programme ↓	Young people are more self aware about their abilities and are better able to cope with challenges and change at home and in school environment	Increased numbers of young people abstaining from risky behaviours specifically substance misuse, unsafe sexual practices, anti-social/criminal behaviours	Young people have improved resilience to factors affecting their emotional wellbeing and are more confident and comfortable in themselves (health self-image)	Parents feel more confident in their parenting abilities and are able to use a variety of techniques to affect change at home	Young people are able to form appropriate and positive relationships with peers and with adults in the home, school and community
Life Skills Training	◆	◆	◆		◆
Raising Healthy Children	◆	◆	◆		◆
Triple P Parenting		◆		◆	◆
FAST		◆		◆	◆
Strengthening Families/Comms		◆	◆	◆	◆
SF 10-14	◆	◆	◆	◆	◆
Olweus Bullying Programme	◆	◆	◆	◆	◆

Both Botvin LST and Raising Healthy Children were identified in a number of research sites and contact was made with the developers to source the programme content, delivery method and cost of implementation. Both programmes were US based and had not been delivered in the UK previously so the course materials for the LST was purchased to allow the London Academy Head to review the programme in detail to ascertain the fit with the culture and school curriculum of the school.

The analysis undertaken of the programmes content, evidence base and impact on the desired outcomes led to a focus on three specific programmes:

- Botvin Life Skills Training
- Raising Healthy Children
- Triple P Parenting

A summary of these programmes was completed for review with the school and project operation lead to assess the viability of their delivery in Barnet including:-

- Outcomes supported by the programmes
- Target ages and length
- Course content, training and delivery method
- The costs of implementation and potential benefits identified from the research

### **5.3 Internal testing and review**

#### **5.3.1 London Academy**

As the delivery and implementation of the programmes will be primarily run and overseen by the staff at London Academy, the content was shared and reviewed in an interactive workshop with the Principal and a selection of her pastoral staff. This enabled a variety of opinions to be shared, any concerns to be highlighted and provided important information about school curriculum and timetable planning with regards implementing a new programme. The suggested programmes were well received by the staff team and the information given at the workshop around the school curriculum allowed for more accurate timings to be included in the high level implementation plan.

#### **5.3.2 Operational Lead**

As a key aim of the project was to consider the replicability of the programme with the potential for wider roll out across the borough, the suggested programmes were shared with the project Operational Lead, Jay Mercer. Discussions took place to ensure the approach suggested complimented and supported the existing service delivery of Children's Services and supported the aims and objectives of the other secondary schools and the wider community in Barnet. Discussions also took place on the delivery of Triple P, which is currently delivered as a targeted intervention by the Family Focus Team in Barnet.

#### **5.3.3 Family Focus Team**

Engagement took place with the Family Focus team regarding the potential for implementing Triple P in the London Academy to assess how the parenting work

currently being undertaken by the team could link into this project to share learning and avoid duplication. A number of the Family Focus Team are already trained in Triple P delivery and therefore provide the basis of a potential resource to be used for delivery within the London Academy. The project itself was well received by the team who felt that improved multi-agency working through input into programmes being run within schools would benefit all work being done in the borough around EI&P.

#### **5.4 Programme recommendation and validation**

Whilst a number of options were presented to the board, the recommendation was made to implement a combination of Botvin LST and Triple P. This was the only combination that met all the desired outcomes and was supported by the strongest evidence base including potential future savings.

The key factors in recommending these programmes were:-

##### **5.4.1 Botvin Life Skills Training**

- LST has the strongest evidence base of all programmes reviewed and has been highlighted as good practice by Dartington, Graham Allen MP and the US Blueprint site
- LST is the only programme that focuses on building resilience for all young people, working on social skills, decision making, dealing with anxiety and stress and making positive choices around substance use
- LST research studies evidence a 70% reduction in the take-up and use of substances and a 40% reduction in delinquency and aggressive behaviour
- LST can be delivered by teachers as part of the school curriculum making it a sustainable investment in resources as no external facilitation is needed once training in programme delivery has taken place

##### **5.4.2 Triple P Parenting**

- Triple P is currently delivered in LBB with internal confidence in its effectiveness and highly skilled and trained staff available in Barnet to deliver.
- Triple P is rated highly by the DfE with a 5 star rating and was recommended by the National Academy for Parenting Research
- Triple P compliments LST as it is offered as a universal programme for parents of teenagers (aged 11-16) with low level need rather than being targeted at chaotic families
- Triple P is considered a 'low intensity high reward' programme as it does not require large time commitments from parents however improvements are evidenced as being significant

- Studies have shown a 25-35% reduction in child maltreatment, hospital visits and foster placements following attendance on a Triple P course

Further detail on these two courses can be found in Appendix 3.

## 5.5 UK Delivery

Whilst Triple P had been widely implemented in the UK and was already being delivered in Barnet, LST had not been delivered before in a UK setting. Further discussions with the LST Vice President in the US identified that Barnardos had secured lottery funding to roll out the LST across Merseyside. Contact was made with the Barnardos programme lead, who confirmed that they had also explored other similar programmes but were unable to find any that could be delivered to all young people and which had a strong evidence base behind them. Barnardos are seeking to begin the roll out of LST from early 2013 and the programme lead was keen to continue engagement with Barnet to share learning on implementation, delivery and measurement of effectiveness.

Direct contact was made with **Graham Allen MP**, who had referenced LST in his review on EI&P to determine if he knew of anywhere that may have trialled LST previously in the UK. Graham Allen confirmed that LST had not been delivered previously to his knowledge but highlighted a similar 'Life Skills Training' programme that he was aware of that had been delivered in Nottingham.

Further investigation with the programme coordinator from Nottingham City Council revealed the council had invested resources into developing its own Life Skills Training Course to be delivered as a standing PSHE programme. Whilst schools had implemented the programme, a large source of funding (£20,000 per school) was needed to both develop the programme and deliver within the schools. An independent report commissioned to evaluate the programme had evidenced that children felt better about themselves and better equipped to make decisions, but the evaluation lacked quantitative data and no reductions in risky behaviours were reported. The number of schools who had continued with the programme after the initial 12 months was also currently unknown.

A review of the programme material with the Principal of the London Academy took place to assess deliverability in her school as part of the PSHE school curriculum. The Principal believed that the programme could be successfully delivered with minor adaptations to grammar and UK data supplanting the current US data in the materials.

Approval was given by the project board to move forward with the development of a delivery plan for implementing LST and Triple P in the London Academy and the creation of a financial model to assess potential return on investment.

## **6 Delivery model and implementation planning**

The potential delivery models for LST and Triple P in both the London Academy and wider borough were assessed and developed to identify the most sustainable way for the programmes to be rolled out in Barnet. Detailed engagement with the LST Vice President has taken place to ascertain: -

- The training required to deliver LST in the UK
- The costs of materials including shipping from the US
- Wider implementation opportunities – including ‘Train the Trainer’ training
- The adaptation of the current materials to fit with UK children – including language and data amendments

Further engagement also took place with the London Academy principal, through weekly face to face meetings to review:-

- The delivery of the LST by teaching staff as part of the school curriculum
- The number of teachers who would require training in LST
- The timetable for training and implementation
- The tracking and review of effectiveness in the school
- The training of pastoral staff to co-deliver Triple P
- The identification of parents to attend the Triple P Course
- The resources necessary to support more detailed implementation planning and management

### **6.1 LST Delivery Model**

The recommendation is for LST to be delivered to all Year 7 pupils at the London Academy from September 2013. All Year 7 teachers would undertake training in LST delivery in July 2013, delivered by US LST trainers in the UK with some pastoral staff also undertaking the training to embed the approach in the wider school environment.

Once initial training has taken place, LST can be delivered to every new Year 7 group with guidance material and additional training support available on the internet. Whilst packs will need to be purchased for each new Year 7 cohort, on-going delivery costs remain low if the delivery occurs as part of the school curriculum by existing teaching capacity.

The number of pupils in Year 7 is approx. 215 with numbers expected to rise to 240 in 2015. Materials will be purchased to cover 240 students initially rising to

270 by 2015 to cover future pupil increases. Whilst the main set of LST sessions occur in Year 1, booster sessions take place in Years 2 and 3. Materials will be purchased that include Year 1 sessions and Year 2 and 3 booster sessions.

## **6.2 Triple P Delivery Model**

As Triple P is currently already run within LBB there is already a pool of trained professionals in Children's Services. To embed the delivery of Triple P in the school and support the identification and engagement of parents who would most benefit from this course, it is proposed that 3 pastoral staff at the London Academy will be trained to co-deliver the Triple P course in the school. It is further proposed that a member of the Family Focus Team from Children's Services acts as the lead deliverer of 2 Triple P courses in the London Academy from September 2013.

Two Triple P courses will be delivered each year with materials purchased each year to cover 30 parents. Evaluation should occur at the start and end of the course (using the evaluation questionnaires provided by Triple P) to support the assessment of impact of the course on parents who have attended.

**Implementation support** will be required to roll out the delivery of these programmes at to:-

- Work with the school and LST to order materials,
- Confirm training arrangements, dates and attendees
- Book accommodation in the UK for US trainers
- Liaise with Triple P programme lead regarding training and materials
- Book in Triple P training and confirm Barnet resource to co-deliver
- Update Data/Benchmarking for the London Academy
- Engage with Barnardos regarding their implementation, lessons learned etc
- Assist with school curriculum planning for September 2013 delivery
- Support Communications/marketing of programmes
- Set up data analysis matrix for tracking and measurement
- Assist in identifying roles and responsibilities in implementation (i.e. school lead/data responsibility)

### **6.3 Future Primary/Secondary Transitions Delivery**

During the final stages of the project and the creation of a high level implementation plan, discussions took place with the headteacher of Deansbrook Junior School to assess the viability of the LST programme being delivered in the final year of 'primary schooling' with booster sessions delivered in the first two years of secondary schooling at the London Academy. Such a delivery would support the project board's desire to focus on transitions between primary and secondary schooling.

Programme content has been reviewed by the headteacher at Deansbrook who has said he would like to be involved with this project if wider roll out is supported. The delivery of LST in Deansbrook Junior School could potentially begin in May 2014. Having the programme delivered in just one feeder primary school to the London Academy initially would give the project a relatively straightforward randomised control group. Outcomes of children who received the programme in year 6 could be measured against those who don't receive it. This would add to the evidence base and direction of travel indicators being developed by the school.

### **6.4 Risks and Mitigation**

A number of potential risks have been highlighted which will need to be monitored as part of the detailed implementation planning. These include:-

#### **6.4.1 Turnover of staff and losing capacity to deliver**

Within the implementation planning it has been assumed that turnover could be up to 20%. The modelling of future roll out of LST delivery has been forecast on a 'Train the Trainer' model which will enable additional training to take place to teachers at a low cost. The modelling of the roll out to further schools across the borough also assumes some spare places for each training session to cover any staff turnover.

The model for Triple P delivery has included 3 pastoral staff to be trained to deliver these programmes. Only 2 staff are required to facilitate each session therefore this model builds in spare capacity

#### **6.4.2 Troubled Families Parenting Class Delivery**

As part of the troubled families initiative LBB are also running an additional set of parenting classes for parents of secondary age children. There is a risk that parents may perceive the EI&P project and the troubled families work as one and the same and feel that they are being labelled a 'chaotic family' if they were to engage in Triple P support.

In order to mitigate this risk a clear and comprehensive communications campaign will need to be run during the implementation stage of this project with branding of the course carefully considered. This has been built into the implementation planning.



### **6.4.3 Data Protection**

Specific data about individual children at London Academy will need to be collected to assess impact of these programmes.

The Data Protection Act requires that when personal data is shared, there be either the individual's consent or a legal basis (statutory obligation) for doing so. In this case the legal basis condition is satisfied under the following acts. Full details can be found in the draft Information Sharing Agreement, which can be found in Appendix 7:

- The Children Act 2004
- Local Government Act 2000
- Local Government Act 1972
- Education Act 2002
- Education Act 1996
- Crime and Disorder Act 1998

### **6.5 Implementation Plan**

A high level implementation plan is included overleaf.

# High Level Implementation Plan

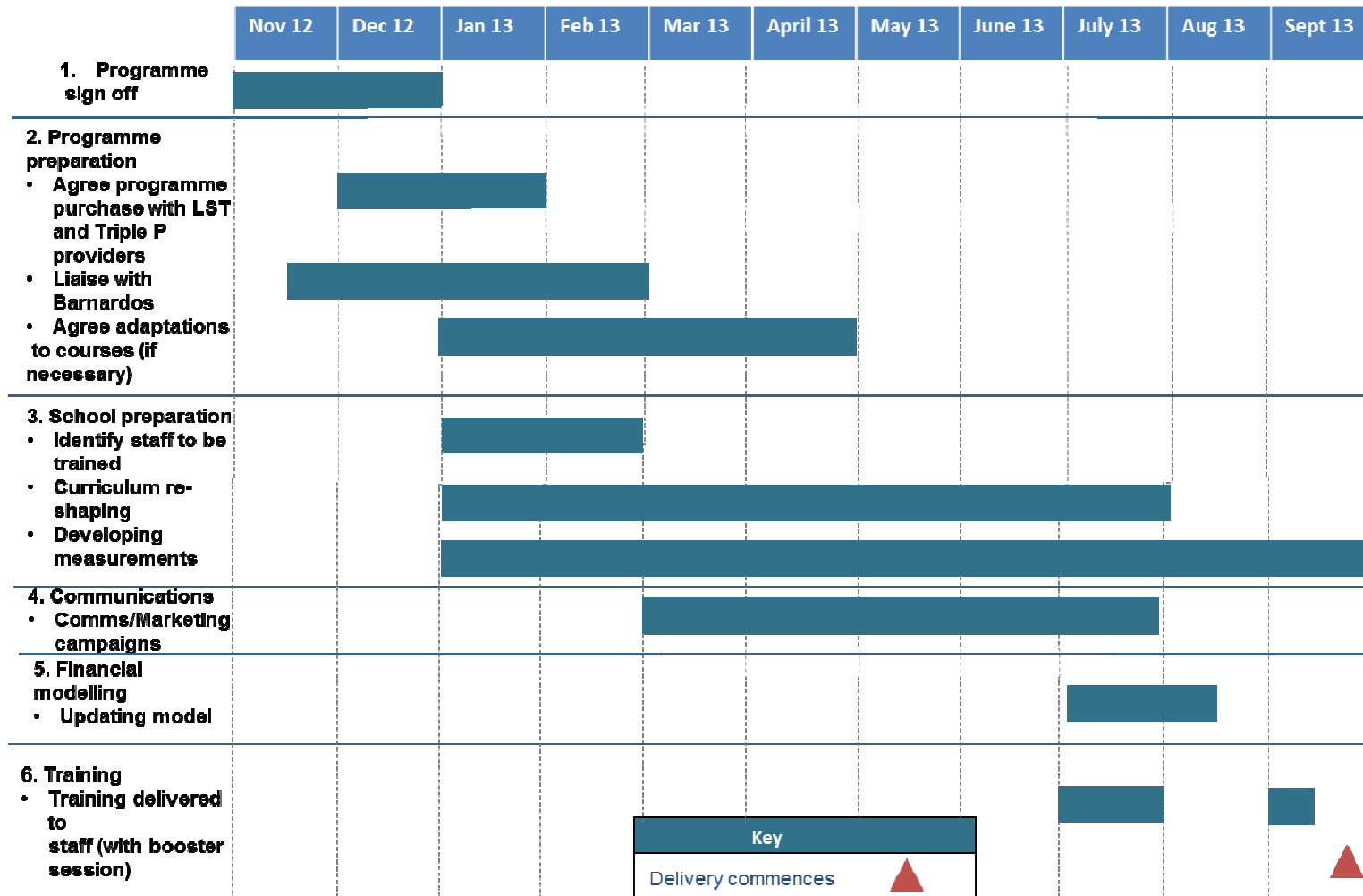


Figure 1 – High level implementation plan

## **7 Benefits Case - Introduction**

Whilst the driving objective of this project is to improve outcomes for children and young people in Barnet, the scope of this work has included the assessment of any potential financial benefits to both the Council and its partners through the roll out of evidenced based programmes delivered in or by schools. iMPOWER have worked alongside the Council's Strategic Finance team to develop a financial model to identify potential future cost benefits after implementation with the scope and findings detailed below.

### **7.1 Delivery through schools**

The focus of current national policy has been to free schools from the 'control' of the Local Authority, with schools becoming Academies or 'free' schools in ever larger numbers. This change to the education landscape has the potential to reduce the collaborative relationship between schools and local authority services that is required to enable young people to achieve a successful transition to adulthood. One of the goals of this project has been to strengthen that relationship and seek to work more closely with schools who have strong, trusting relationships with families in their localities.

The shape and implementation of this project has been co-produced between the Council, iMPOWER and the London Academy with a number of face to face discussions and workshops to test the viability of these programmes. The Principal has been integral to driving this forward and is committed to improving broader outcomes for children in her school.

Whilst the work of this project has focused on the London Academy as a preliminary roll out for these programmes, the project has also sought to project wider benefits should these programmes be adopted across the borough. Such roll out would require the London Academy acting as a champion for this work, engaging other principals in the debate about early intervention and prevention and supporting this further development. The principal has been committed to this during this project and has already had initial discussions with one of her feeder primary school principals, at Deansbrook, about the potential for delivery to cross over from primary to secondary to support transitions.

If successful, the potential for the authority to work differently with schools to commission other preventative services – either directly or indirectly – provides a unique opportunity for changing the landscape of current public sector provision, building on the Council's revised commissioning approach.

Schools are well placed to engage with vulnerable children and families and act as the 'gateway' for more targeted provision. Their standing with parents and the trust and relationships with vulnerable groups that they are able to engender provides them with a unique opportunity to deliver additional services to help reduce need. Their profile as a community hub with the facilities that they possess also allows this possibility.

Importantly, schools are also well used to demonstrating improvements and tracking progress of pupils which will be extremely important in helping to demonstrate the case and impact of prevention activities over time. If this project is implemented and successful we believe early thought should be given to developing schools as the provider of local, early intervention and targeted services for their communities. This is certainly an avenue the London Academy is keen to explore and they have seen impact in this area when they have co-located other services on their premises previously such as CAMHS and targeted substance misuse provision.

## **7.2 Non-financial benefits**

There are a number of other potential benefits that are likely to be realised from the implementation of these programmes which have not been quantified in financial terms. These include:

- Improved outcomes for a significant number of children and young people who attend the London Academy – and wider if roll out is adopted across the Borough.
- More confident children and young people who are less likely to engage in ‘risky behaviours’ leading to better opportunities for education and employment post school.
- Strengthened relationships between the Local Authority and the London Academy / the wider school network with a shared commitment to this work.
- Improved resilience of young people as they enter the secondary school environment with the potential for reducing problems that can arise from transitions including:
  - Improved attendance
  - Improved behaviour
  - Improved attainment<sup>3</sup>
- Enhanced relationships between the parents of children attending the London Academy and the school leading to greater engagement in supporting the education and life readiness of children.

More detail about these benefits can be found in appendix 4.

---

<sup>3</sup> Though outside of the scope of this project we believe an improvement in wider outcomes for young people will also lead to an improvement in attainment)

### **7.3 Financial benefits**

The approach taken to calculate the delivery costs of implementing these programmes and the potential financial benefits associated with their successful delivery are outlined below and in greater detail in appendix 5.

#### **7.3.1 Identification of financial benefits**

The identified programmes have been chosen because of their evidence base with a number of research studies having assessed their impact – both initial and longer term. Life Skills Training has been found to have impacts up to 6 years after initial delivery.

The two programmes have certain recorded impacts on children and parents and we have used specific measures related to these impacts to assess financial benefits. These impacts can be quantified at a high level as:-

- a) Reductions in the initiation and use of substances – namely cigarettes, alcohol, cannabis, polydrug use and methamphetamine
- b) Reductions in violence, aggression and delinquency
- c) Reductions in maltreatment and neglect by parents

To equate this in financial terms, a number of baseline measures were taken from the school, to which assumptions have been modelled. The data we have used is detailed in the table below. The actual data – in terms of actual numbers of children – have not been included due to their sensitive nature, though they are detailed in the overall financial model for tracking purposes. The measures have been collected for the whole of the London Academy and for the wider borough to assess impact in the London Academy itself, and more widely if further roll out occurs.

We are aware that reductions in the above are likely to also provide cost avoidance benefits for Health and the Police. However, as there is no evidential link between the programmes and reductions in crime or improvements in health outcomes, no attempt has been made to model these benefits at this time.

Table 5 - Programme, outcomes and measures

High level outcome	Measures used to quantify financial impact	Programme
<b>Reductions in Substance Misuse</b>	Number of young people accessing substance misuse services - both targeted and specialist	LST
<b>Reduction in aggression, violence and delinquency</b>	Number of young people accessing the London Academy Learning Support Unit Number of young people permanently excluded Number of young people in the Pupil Referral Unit	LST
<b>Reduction in maltreatment and neglect</b>	Number of Initial Assessments for secondary age children (11 – 16) Number of Core Assessments for secondary age children (11 – 16)	Triple P

The potential financial benefits of the programmes have been modelled on three levels – High, Medium and Low, as the LST has not been delivered in the UK previously.

### 7.3.2 Key assumptions

A number of assumptions have been made to scope the potential benefits. These have been tested with the Operation Lead, the School, the Council’s Strategic Finance team and internal iMPower colleagues.

#### ***Reductions in the initiation and use of substances – namely cigarettes, alcohol, cannabis, polydrug use and methamphetamine***

The research into the effectiveness of *Botvin Life Skills Training* identifies a reduction in overall substance misuse by young people engaged in the programme by 70%. The financial model therefore assumes this reduction will equate to a reduction in the number of young people accessing targeted and specialist substance misuse services in Barnet by between:-

- HIGH                    70%
- MEDUIM                50%
- LOW                     25%

***Reductions in violence, aggression and delinquency***

The research into the effectiveness of the LST programme has also shown a significant reduction in violence, aggression and delinquency displayed by young people – by up to 40% who go through the programme.

The financial model therefore assumes this reduction will equate to an improvement in young people's behaviour and a reduction in the number of young people having to attend the London Academy Learning Support Unit. We have also assumed that there will be a similar reduction in the number of young people being excluded and therefore the number who also have to access the Pupil Referral Unit. The model assumes these reductions could be:-

- HIGH                    40%
- MEDUIM                30%
- LOW                     20%

***Reductions in maltreatment and neglect by parents***

The research into the effectiveness of the Triple P programme has shown a significant reduction in maltreatment by parents by up to 35% who go through the programme. The indicators used to show progress for the programmes are often qualitative (based on pre and post course questionnaires completed by parents) or specifically focused on the parents themselves rather than on the impact they have on young people. Predicting potential benefits from these courses is therefore more complicated with the clearest measure being the number of young people likely to be referred to social care services reducing due to the reduction in maltreatment by their behaviour.

The financial model therefore assumes the reduction in maltreatment will lead to a reduction in referrals to social care and a similar reduction in the number of Initial and Core Assessments taking place as a result, The model assumes these reductions could be:-

- HIGH                    40%
- MEDUIM                30%
- LOW                     20%

***Life skills training***

- The course will be delivered as part of the standard school curriculum by existing teachers with no additional teaching staff required.
- Further roll out of the LST across the borough will be through a 'Train the Trainer' approach led by teachers initially from London Academy.

***Parenting***

- Delivered in London Academy by existing pastoral staff with support from Family Focus team in Children’s Services to co-facilitate.
- Similar approach across other schools.

***Roll-out***

- The Life Skills course is delivered to Year 7 pupils from September 2013.
- After five years, all 11-16 year olds in the school will have gone through the programme
- The Triple P course is delivered twice a year to a total of 30 parents from Year 7 groups.
- For the purpose of this work, we have assumed that the roll out across the borough will occur in the following way:-

**Table 6 - London Academy Rollout**

<b>Year 1</b>	<b>London Academy only</b>	<b>1 school total</b>
<b>Year 2</b>	40% of secondary schools	9 schools total
<b>Year 3</b>	80% of secondary schools	17 schools total
<b>Year 4</b>	100% of secondary schools	22 schools total
<b>Year 5</b>	100% of secondary schools	22 schools total
		Total 22 secondary schools across the borough

Assumptions have been made in terms of cost, delivery and potential benefits with a summary of these assumptions detailed in appendix 6.

***Substance misuse contract savings***

- Reduction in the number of young people requiring support from targeted and specialist substance misuse services may allow the authority to reduce the contract value of this service in future years.
- Such a reduction could take place from year 3 once sustainable impact has been maintained.

***Reductions in teaching support required at the LSU***

- A reduction in behavioural incidents in the London Academy will lead to less young people accessing the LSU for ‘time out’



- Efficiencies in this area would result from requiring less teacher capacity to manage this unit with such a reduction only realisable once 3 less pupils attend the unit.
- Similar benefits have not been assumed for the wider roll-out, as we do not know if other schools have a similar LSU.

***Reductions in administration for exclusions***

- The administration costs for exclusions have been taken from a national report and is likely to be attributable to education welfare and school admissions time – which is currently needed to find excluded young people alternative provision.
- This efficiency is unlikely to be seen in real terms and will most likely be a ‘cost avoidance’ with the impact of these programmes supporting a reduction in increasing exclusion numbers allowing current activity to be maintained in this area.

***Reductions in PRU capacity***

- Reducing the number of young people excluded from school will impact on the volume of provision necessary at the Pupil Referral Unit.
- Efficiencies in this area are based on a lower number of students at the PRU in the future and have been calculated on the basis of each student’s unit cost. It may be possible to achieve staff reductions as a result of lower referrals; however the full financial benefits are likely to be realised in real terms in year 8, when all children in all schools have gone through the programme.

***Reductions in social work capacity***

- The effects of Triple P are assumed to impact on parental capacity and lead to a reduction in initial and core social work assessments arising from this group of parents.
- At present, Children’s Services across the country are expecting continued growth in demand due to the impact of the economic downturn. This efficiency is again likely to be seen as a ‘cost avoidance’ with the authority seeking to maintain current staffing numbers in this area rather than having to increase these.

***Demographics***

- Standard school admissions (from Children’s Service) growth forecast for pupil numbers in the London Academy and wider borough have been used.

**7.3.3 London Academy Rollout - Investment Required**

To deliver the LST and Triple P programmes in the London Academy will require initial investment in training and materials followed by continued annual investment in materials for future children and parents. The investment costs and

potential benefits, if the **medium forecast impact** of the programmes was seen is as follows: -

London Academy – Investment and Projected Savings – Medium						
Year	1	2	3	4	5	
Costs	32,085	5,770	6,288	6,288	6,288	56,720
Total Savings	1,258	2,300	16,429	82,457	87,881	190,325
Total Net Savings	(30,827)	(3,471)	10,141	76,169	81,593	133,605

**7.3.4 Conclusion – London Academy Rollout**

The findings from the financial model demonstrate a significant opportunity for financial benefits ranging from approximately **£45,000 at the low end of the scale to over £250,000 if the impact is high**. The base data therefore suggests that the programmes should be rolled out in the London Academy with close monitoring to assess direction of travel in the early months of delivery taking place. The breakdown of savings by agency shows a benefit in all models for the local authority and the school in particular, though the impact for the authority is most felt if the high impact assumption is achieved.

Full scenario is shown in appendix 5.

### 7.3.5 Whole Borough Rollout – Investment Required

To deliver the LST and Triple P programmes to all secondary schools across the Borough will require investment in training and materials every year. The investment costs and potential benefits, if the *medium forecast impact* of the programmes is seen is as follows: -

Whole Borough – Investment and Projected Savings - Medium									
Year	1	2	3	4	5	6	7	8	Totals
<b>Costs</b>	65,980	73,728	117,391	102,616	105,722	107,793	110,899	113,488	<b>797,617</b>
<b>Total Savings</b>	1,258	10,018	35,112	101,322	220,817	246,707	338,919	612,400	<b>1,566,553</b>
<b>Total Net Savings</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	<b>115,094</b>	<b>138,914</b>	<b>228,020</b>	<b>498,912</b>	<b>768,936</b>

### 7.3.6 Conclusion – Whole Borough Rollout

The model has assumed that the roll out will occur gradually, with 9 schools delivering the programmes in Year 2, 17 schools in Year 3 and all 22 schools delivering in Years 4 and 5. The financial benefits will start to be realised in Year 6 if there is whole school takeup, as shown in the table below.

Whole Borough – Investment and Projected Savings - Medium									
	1	2	3	4	5	6	7	8	
<b>Costs</b>	65,980	73,728	117,391	102,616	105,722	107,793	110,899	113,488	<b>797,617</b>
<b>Total Savings</b>	1,258	10,018	35,112	101,322	220,817	246,707	338,919	612,400	<b>1,566,553</b>
<b>Total Net Savings</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	115,094	138,914	228,020	498,912	<b>768,936</b>
<b>Cumulative savings</b>	<b>(64,722)</b>	<b>(128,432)</b>	<b>(210,711)</b>	<b>(212,005)</b>	<b>(96,911)</b>	<b>42,003</b>	<b>270,023</b>	<b>768,935</b>	

The projected impacts of the whole borough roll out show a financial benefit over five years only if the highest impact is achieved across the borough through the delivery of these programmes. There are a number of reasons behind this:-

- a) Full impact is not achieved until end of Year 8
- b) The financial impact of Triple P is not as clear as LST and so assumptions are conservative
- c) Other benefits (such as Learning Support Units in other schools) are not currently known or categorised – but savings or cost avoidances in this area are likely to be substantial.

Once fully rolled out, by 2021, the programme is **forecast to deliver annual savings of £498,912** if the medium impact were achieved.

It should be noted that if the roll out were to occur in this way, the non-financial effects across the borough will take longer to be realised as all children will not go through the programmes until the end of Year 8 (2020/21). Therefore the full non-financial effects of the impact of these programmes across the borough would be realised in 2021.

Given the amount of funding required and the length of time taken for the full impact of these programmes to be felt across the borough, we would recommend that a review of the initial pilot is considered before a decision on full borough roll out is made. This may include an initial report at the end of the first school term after the first LST programme has been delivered to assess its delivery, impact and fit within the London Academy,

## **8 Funding and Sustainability**

The initial investment in rolling out the LST and Triple P courses to the London Academy are not substantial – but will become more so if the programmes are rolled out across the Borough. The project has focused particularly on the delivery of the programmes once initial training has taken place, with a view to this occurring in a sustainable way to become ‘business as usual’ wherever possible to reduce future costs.

The delivery of the LST has been assumed as occurring through the school curriculum, delivered by existing teaching professionals with no additional costs. Investment is required therefore in the training of teaching staff and regular purchase of LST materials, though we believe significant negotiation should be available with the provider if larger scale roll out were to occur. Successful implementation in Barnet of the LST programme would represent significant commercial opportunities for Botvin which should be considered by the authority.

Similarly the delivery of Triple P in the London Academy has been assumed to occur through existing pastoral staff, supported by an experienced member of the ‘Family Focus’ team of Barnet Children’s Services. Again, future delivery costs will be minimised through such an approach.

### **8.1 Funding options**

A number of potential funding options have been considered which can be categorised under the following headings:

#### **8.1.1 Internal**

##### ***Re-direction of PSHE funding***

As part of the project implementation we have worked with the London Academy to review their current PSHE programme. The principal is keen that the delivery of LST will complement existing PSHE content. Further analysis of the school curriculum will be undertaken by the principal early next year to assess the ability for it to be delivered in existing teacher time. We believe that the potential for re-directing any funding used to deliver PSHE in schools in Barnet to support LST implementation should be considered, though this cannot be categorised until the school curriculum analysis has taken place. Whilst schools are not given a designated PSHE funding pot, schools currently use an element of their funding to provide this activity. If the LST programme is proven to be more successful in improving outcomes in this area, LBB could work with schools to consider diverting any PSHE funding they have to deliver this programme instead.

##### ***Triple P co-ordinator from Children’s Service***

It has been assumed that the delivery of the Triple P Parenting Programmes will be a joint arrangement between the School and the Council. Discussions have taken place about the potential of an existing Parenting Practitioner from Children’s Service facilitating Triple P courses with London Academy staff in

the school. Whilst there may be some backfill required to fund this staff member, it will be relatively small and will enable an assessment of the impact of the course on the parents who attend.

### ***LST delivery through existing teacher capacity in school curriculum***

The delivery of the LST has been assumed to be as part of the school curriculum with teaching staff delivering LST instead of other PSHE activity, rather than as additional lessons. This delivery model therefore assumes that additional delivery costs will not be required, supporting the sustainable roll out of this programme in the London Academy once initial training costs have been covered.

## **8.1.2 Partnership**

### ***Community Budgets***

Community budgets are being used by the Council for the delivery of Troubled Families. The complexity of these budgets has been the clear categorisation and demonstration of financial benefits to partners.

The financial modelling completed as part of this project has evidenced potential financial benefits to the Council, the London Academy and Department of Health. A significant number of outcomes for young people attributed to these programmes support the priorities of Public Health. With the movement of Public Health into the local authority from 1<sup>st</sup> April 2013, exploration of shared investment in the roll out of these programmes should take place. Unfortunately it has not been possible to engage in this way with Public Health during the timescales for this project. However the implementation planning should include this engagement before full implementation occurs.

## **8.1.3 Grants**

### ***Lottery Bid***

The Big Lottery Fund has a number of awards available for projects such as the implementation of Life Skills Training. A significant bid was awarded to Barnardos for their implementation of LST in Merseyside. Whilst the specific fund that Barnardos successfully applied for has now closed, the 'Big Lottery Fund' provides funds of between £300 and £10,000 for projects which improve the life chances of young people.

Schools are eligible to apply for this fund, providing one of more of the following outcomes is met:-

- People have better chances in life - with better access to training and development to improve their life skills.
- Stronger communities - with more active citizens working together to tackle their problems.

- Improved rural and urban environments - which communities are better able to access and enjoy.
- Healthier and more active people and communities

The application process is relatively simple with decisions made within a 6 week period. We would recommend that London Academy is supported by the implementation partner to apply for this fund. This will support the initial investment in training and materials required at the start of implementation. The implementation partner would complete the detail of the bid which would then be submitted by the school.

### ***Graham Allen Early Years Foundation***

During this project contact was made with Graham Allen MP regarding the implementation of LST in Barnet. Graham Allen was awaiting confirmation of funding for his Early Intervention Foundation from central government – but if successful, potential funding for pilot prevention areas may be available. Contact should be maintained with Graham Allen to assess the opportunity for Barnet to be a pilot for this work. This would provide funding and national publicity for the focus on new evidence based prevention programmes.

### **8.1.4 Sustainable Funding – Invest to Save**

The financial model built for this project has illustrated the potential for the initial investment to be paid back by year 3 with savings made to the authority in future years. Any initial investment should be paid back with this project becoming self-sustainable if the impacts found in America are seen in UK delivery.

### **8.1.5 Covering initial costs for London Academy Pilot**

The financial model assumes that Year 1 costs for the roll out of LST and Triple P to the London Academy will be approx. £32,000 covering materials and training. The costs of implementation are forecast to be £61,305. The implementation may include:-

- Liaison with LST and Triple P providers to confirm total costs, book in training, order materials etc
- Further funding exploration and completion of Big Lottery Fund application
- Further Data/Benchmarking of the London Academy and potentially Deansbrook Junior School
- Liaison with Barnardos to share lessons on implementation, scope potential future collaboration
- Close working with the school to support the identification of teachers to deliver programme and assisting with school curriculum planning
- Comms/marketing support and planning
- Setting up data analysis matrix to assess progress of project

- Assisting identify roles and responsibilities (i.e. school lead/data responsibility and children’s services)
- Overseeing and helping to coordinate training
- Support financial model updating with LBB finance lead

In addition, Council programme resource costs are estimated to be £61,305 for this pilot phase.

Total costs are therefore assumed as: -

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

We would recommend that the Council agree to support these implementation costs, with the view that if successful this will be repaid over the course of the project. The implementation project team will actively source other opportunities for funding including the Big Lottery Fund and the Graham Allen pilot (as part of his Early Intervention Fund). The Big Lottery Fund has grants of £10,000 available for projects of this nature which will be actively pursued in implementation planning.

The business case suggests that this initial investment will be repaid over the course of the 5 year roll out to the London Academy.

As the LST programme has not been delivered in the UK previously we would recommend that the ***pilot is reviewed to assess impact throughout the first year of implementation***, with an initial findings report completed by the end of the schools’ first term (Dec 2013). This report should help to inform the potential for wider roll out across the borough and inform future funding required and options for this. It is expected that responsibility for the completion of this report would sit with the Commissioning Group or One Barnet.



## **9 Recommendations and Conclusions**

This final section outlines the recommendations and final conclusions that have arisen from this project and the next steps that need to be taken to ensure the programmes can be rolled out from September 2013.

The research undertaken by this project has identified a number of outcomes that we believe should be the focus of early intervention activity. The analysis of both the LST and Triple P shows a strong evidence base for their delivery – strengthened further by a financial model that shows initial investment being returned with the opportunity for further savings being realised over 5-8 years.

Given the strength of the research into these programmes and the potential financial and non-financial benefits that have been forecast, we recommend:-

1. The following outcomes should be the focus of early intervention activity:-
  - Young people are better able to cope with challenges and change at home and in school
  - Increased numbers of young people abstain from risky behaviours – specifically substance misuse, unsafe sexual practices and anti-social/criminal behaviours
  - Young people have improved resilience factors improving their emotional wellbeing
  - Parents feel more confident in their parenting abilities with a wider variety of techniques at their disposal to affect change at home
  - Young people are able to form appropriate and positive relationships with peers & adults at home, in school & the community
2. Botvin LST and Triple P should be implemented by the London Academy from September 2013, with funding provided to ensure deliverability
3. The impact of these programmes should be closely monitored with 6-weekly, quarterly and yearly reporting taking place to assess direction of travel and overall outcome improvement
4. A review of the roll-out plan for the whole borough should take place once initial findings from the London Academy can be analysed to assess the potential for wider roll out across the borough
5. The financial model should be updated before delivery continues to ensure accuracy and further updates should take place as more schools begin to deliver the programmes
6. Specific implementation resource should be secured to support the initial delivery of the programmes in the school including co-ordinating with the

LST and Triple P providers, booking training, ordering course materials, creating a performance framework to monitor effectiveness and updating the financial model with LBB finance colleagues

7. Part of the implementation should include a further review of external funding sources and the completion of bids to the Big Lottery Fund with the London Academy to help cover initial implementation costs.
8. An exploration of potential options for increasing collaboration and engagement between schools and the LBB should take place with consideration given to the possibility of an LBB manager forming part of the schools management team or LBB services being delivered in the school.

### **Implementation costs for London Academy Pilot**

Total costs are therefore assumed as: -

Delivery costs (training and materials)	£32,000
Council programme resource costs	£61,305
<b>Total</b>	<b>£93,305</b>

The Council will need to agree to support these implementation costs, with the view that if successful this will be repaid over the course of the project. The implementation project team will actively source other opportunities for funding including the Big Lottery Fund and Graham Allen pilot (as part of his Early Intervention Fund). The Big Lottery Fund has grants of £10,000 available for projects of this nature which will be actively pursued in implementation planning.

The business case suggests that this initial investment will be repaid over the course of the 5 year roll out to the London Academy.

As the LST programme has not been delivered in the UK previously we would recommend that the ***pilot is reviewed to assess impact throughout the first year of implementation before further roll out is considered***, with an initial findings report completed by the end of the schools' first term. This report should help to inform the potential for wider roll out across the borough and inform future funding required and options for this.

A significant amount of partner engagement has taken place to drive this project, with strong relationships built with the London Academy and momentum established for the potential implementation of LST and Triple P in September 2013. There is a danger that delivery will slip if this momentum is not maintained and we would recommend that implementation resource is secured if the recommendations in this report are accepted to ensure that detailed implementation planning can begin in January.

Whilst this has not been built into the cost/benefit model, we would estimate that the costs for this implementation would be approximately £61,305. If agreement is reached to progress with this work, detailed workpackages and costs will be developed. The financial model shows that implementation costs will be repaid by both London Academy delivery and wider borough roll out.

## **10 Appendix 1 – Outcome Evidence**

### **10.1 External Evidence**

#### **10.1.1 Dartington Social Research Unit**

Dartington Social Research Unit (Dartington) is the leading researcher within the UK and is internationally renowned for its research into improving the lives of children in Europe and North America. Dartington's work is grounded in high quality evidence and helps to shape national and international policy and practice. A review of Dartington's research findings was a key resource to shape initial thinking and guide hypothesis development in which outcomes would be best to focus on for a project within a school. A variety of publications and resources were reviewed that outline a number of outcomes that EI&P activity can be focussed on. Dartington also has a comprehensive database of evidence based programmes and the positive outcomes associated with individual programmes.

#### **10.1.2 Social Development Research Group – University of Washington**

The Social Development Research Group is recognised within the US and internationally as a leader in the field of prevention research and has contributed to the development of a number of evidence based effective interventions. One of their published papers<sup>4</sup> sets out a number of key themes as indicators of future success in young people.

The key themes they identify as indicators of future success in young people include:

- Life skills.
- Good physical health.
- Healthy family and social relationships.
- Good psychological and emotional wellbeing.

A number of outcomes found via other resources also aligned to these themes and provided a clear way to present specific outcomes and measures

#### **10.1.3 C4EO**

C4EO is established as a 'best practise hub' for what works in children's services with key evidence, resources and local practise being gathered by the organisation to help local authorities and other agencies make best use of the information available. The website contains a wealth of research reports and

---

<sup>4</sup> Successful young adult development': A paper to the Gates Foundation

briefings. Key reports<sup>5</sup> provided detailed information about key measures, including the importance of using qualitative measures such as reflection surveys, and information on the importance of schools as part of a wider solution for improving outcomes. Reports from this site reinforced the hypothesis around schools in the borough leading prevention activity and allowed for further refinement of the initial long list of outcomes.

#### **10.1.4 Department for Education<sup>6</sup>**

The Department for Education website contains a number of reports and publications that outline key outcomes and measures for children and young people to succeed. It is also a key source for a comparison of evidence based parenting programmes. Evidence of improved outcomes for parents and families were included in the parenting programme reviews and was used to develop outcomes under the 'parenting and relationships' theme.

#### **10.1.5 The Graham Allen Review**

The Graham Allen Review is a key source of information about what works in EI&P. Despite the focus on the early year's age group it provided key information about schemes and programmes that had been undertaken abroad and how they had improved outcomes for children and young people. The review specifically discussed outcomes and programmes related to decreasing substance misuse in children and young people through intervention programmes. This information provided the basis for developing outcomes under a 'risky behaviours' theme. The review also reaffirmed that general EI&P work for children of secondary school age was a significant gap in current service delivery.

---

<sup>5</sup> C4EO "Grasping the Nettle" and "Youth: Final Recommendations"

<sup>6</sup> [www.education.gov.uk](http://www.education.gov.uk)

## 11 Appendix 2 - Ensuring Measurability and Tracking Benefits

### 11.1 Themes, outcomes and suggested measures to track impact

Measures will be finalised in the next phase of the project. In addition to the table below, ways of measuring increases in academic attainment will be developed with the school, as it is believed this will be a powerful way of convincing other Head Teachers and Principals to invest time and resources into delivering these programmes.

Theme	Outcome	Suggested Measures
Life Skills	Young people have greater awareness of their abilities and are better able to cope with challenges and change at home and in school environment	x% of incidences of timeouts/detentions in the school environment decrease Perception measures – possible survey of young people x% of parents report lower incidences of arguments/fights at home over xmonth period x% of children requesting extra support around... homework/interactions/support or clarity x% of year 7 pupils displaying lower levels of 'change' issues* (behaviour/attendance primary and secondary)
Life Skills and risky behaviour	Increased numbers of young people abstaining from risky behaviours specifically substance misuse, unsafe sexual practices, anti-social/criminal behaviours	% using cigarettes, alcohol or cannabis (Self completion survey – build on any current school survey) % accessing STI/sexual health clinics and lower reported numbers of infections % reduction in ASB and reduction in % YP offending/entering CJS. % of teenage pregnancies
Resilience	Young people have improved resilience to factors affecting their emotional wellbeing and are more confident and comfortable in themselves (health self-image)	Reduction in number of Eating Disorders Reduction in Bullying incidents % change in number of young people requiring CAMHS support (note this could increase if more need is identified or decrease over longer term) Reduction in self harm incidents Perception of self image – subsets for feel healthy, look good etc – Yr 6 and 7
Parenting	Parents feel more confident in their parenting abilities and are able to use a variety of	% parents helping with homework % parents attending parents evening Lower % of parents having to be engaged by the school due to child's negative

Theme	Outcome	Suggested Measures
	techniques to affect change at home	behaviour
Relationships	Young people are able to form appropriate and positive relationships with peers and with adults in the home, school and community	x% reduction in bullying (Youth homeless) x% YP engage in more external activities Perception survey – how good you think your relationships are with peers & adults

**11.1.1 Assessing longer term impact – Year 11 Benchmarking**

Collection of baseline data has been sourced for the current Year 11 cohort at the London Academy against the following measures:

- Attendance
- Behavioural incidents (including timeouts and exclusions)
- Academic Achievement

It is proposed that the same data is collected in 5 years’ time once the current Year 7 pupils have been through the identified programme to assess longer term impact.

**11.1.2 Assessing longer term impact – qualitative measures**

In addition to the above, qualitative measures will be developed in the next phase of the project to capture the more “intangible” longer-term impacts of the programmes on the children. This may be based upon the Chaos Index used by Community Coaches, if it is found to provide suitable measures for children.

**11.1.3 Six weekly and annual quantitative data reporting**

A number of measures are already collected by the school and/or council which will help to demonstrate improvements against the chosen outcomes. These measures include:-

- The number of timeouts and detentions in the school,
- Reported bullying incidents,
- Crime and anti-social behaviour in the local area and
- Number of parents attending parents evening.

The review and analysis of this data will support the project in assessing the impact of the chosen programme on the school and family environment enabling ‘direction of travel’ to be assessed more regularly

**11.1.4 Annual qualitative analysis**

As some of the outcomes relate to young people's self-image and confidence, we propose that an annual perception survey takes place to assess impact in a more qualitative way.

Schools currently undertake a number of questionnaires and surveys which could be adapted to support the analysis of the chosen outcomes and to track changes in perception over time once the programmes have been delivered.



## **12 Appendix 3 - Summary of Programme Content and Focus**

### **12.1 Botvin Life Skills Training**

LST, as referenced in the Graham Allen review, is grounded in 30 years of academic research and has demonstrated significant reductions in risky behaviours such as substance misuse and delinquency in a number of studies in the US.

LST (middle school programme) is delivered to children aged 11-14. The programme itself comprises of three levels delivered over three years.

The first level is the core element of the programme consisting of 15 sessions focussing on personal self-management skills (enhancing self-esteem, managing anger and reducing stress and anxiety), general social skills, (building relationships, communication skills) and substance resistance skills.

The additional levels contain 15 booster sessions delivered over the following 2 years. The content of LST closely matches topics covered in the PSHE school curriculum and it can be delivered as a weekly session within the school as has been the model used in the US.

The evidence underpinning the programme shows a significant reduction in substance misuse including smoking and aggressive behaviour. The programme can also be delivered by teachers in school as part of the normal teaching day. As it is delivered this way and requires no co-facilitation by external sources it supports sustainable implementation and delivery and can be run continuously at no additional cost once teachers have been trained.

During discussions with the LST Vice President, it was established that although the programme had not been delivered in the UK, it is currently being translated into Danish and Spanish for delivery in the EU and there was confidence in the replicability of the programme outside of the USA. The course itself was able to be adapted both in terms of language and socio-cultural elements and this could be built into the preparation and implementation planning.

Though the programme supports the majority of the desired outcomes from this workstream, the one gap in the programme is a parenting element. Although there is a LST parenting course it does not have a substantial evidence base and therefore was not considered suitable to implement as part of this project.

### **12.2 Triple P (Teen) Parenting**

Triple P (Teen) Parenting programme is a universal programme aimed at parents of children aged 11-16 who may be displaying low level disruptive behaviour. Triple P Parenting was developed by the University of Queensland, Australia and is underpinned by 30 years of research. It has been implemented across the UK,

including in Barnet, and has been given the highest rating by the Department for Education in terms of evidence base and effectiveness.

The course is delivered over 8 weeks via a series of group sessions and one to one telephone calls. It is supplemented by course questionnaires before, during and after the course to assess impact.

Although the course can be delivered by teaching staff traditionally it has been delivered by social workers and other support staff.

Triple P introduces parents to 17 core child management strategies. Ten of the strategies are designed to promote children's competence and development, while seven of the strategies aim to decrease negative or unwanted child behaviour .Triple P also helps parents plan strategies for anticipating and managing difficult situations.<sup>7</sup>

---

<sup>7</sup> DfE – “Triple P Parenting Programme: Intervention Information”

## **13 Appendix 4 - Non-financial Benefits**

This appendix provides further detail non-financial benefits

### **13.1 Strengthening the relationship with parents**

Though there has been an increase in universal and early targeted services centred around the needs of communities, there are still concerns that the right families are not accessing and benefiting from the services that could improve their outcomes.

Often parents receive services only when problems have escalated to crisis point and are referred by particular settings – sometimes without their consent due to child protection concerns. Establishing trusting relationships to enable supportive intervention and lasting change is more complex in these instances.

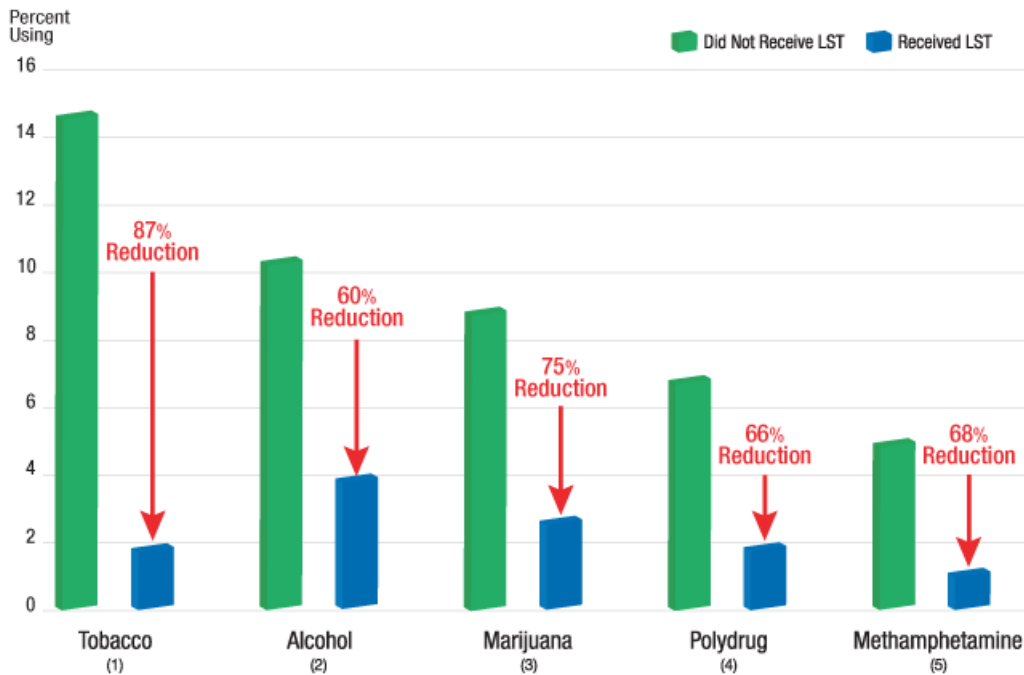
Schools are well placed in both identifying families in need and supporting and persuading them to access and engage in additional support as early as possible. The London Academy is committed to working in this way. Over 95% of parents attending parents' evenings in the school, and the school employs a number of pastoral staff to cement the relationship between education at school and in the home.

### **13.2 Benefits for pupils**

The identification of the possible programmes to be delivered in this project has been focused on the achievement of the outcomes set out in section 2. The evidence base of the programmes chosen, particularly *Botvin Life Skills Training*, has shown significant reductions in the use of substances by young people. In addition, significant improvements in behaviour have been shown and maintained over time.

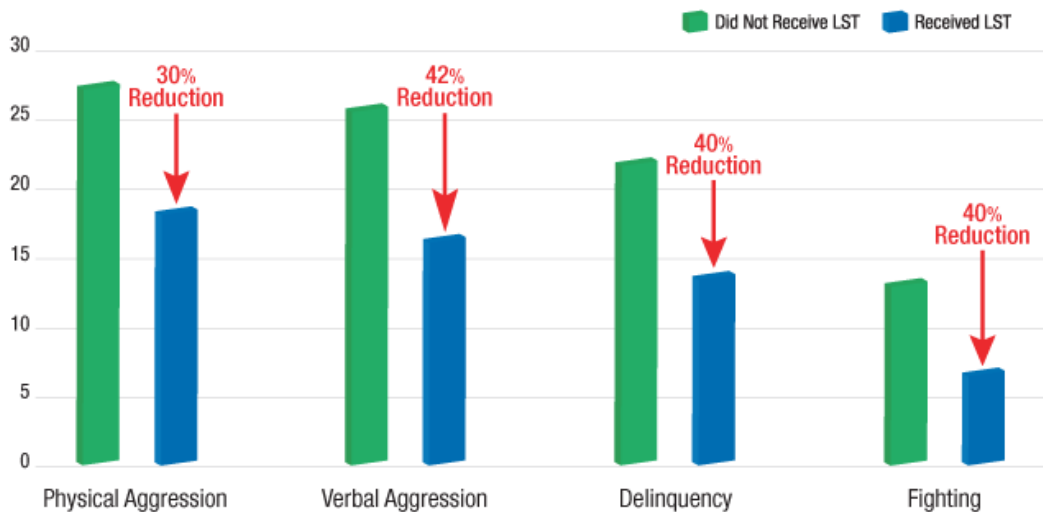
Below is a visual summary of the impacts of these programmes, demonstrated in the research underneath each table. Whilst the next section will focus on the potential financial benefits arising from these programmes, the impacts on children and young people are significant in terms of their physical health, emotional wellbeing, resilience and behaviour. Whilst PSHE is currently delivered by the school, this is not delivered in a structured way focusing on social skills, dealing with stress and anxiety and making positive life choices. If the US evidence of the LST programme is replicable in the UK, the personal benefits for the children will be very high.

## Substance Misuse Prevention



**Sources:** (1) Journal of Behavioral Medicine (1983), (2) Journal of Studies on Alcohol (1984), (3) Journal of Consulting and Clinical Psychology (1990), (4) Journal of the American Medical Association (1995), and (5) Archives of Pediatric & Adolescent Medicine (2006).

## Violence and Delinquency Prevention



Source: Preventing youth violence and delinquency through a universal school-based prevention approach. Prevention Science, (2006).

### 13.3 Benefits to Parents

A key finding of our early research in this project was the impact of positive parenting on the outcomes of children and young people. A significant percentage of families who access social care or intensive family intervention services are found to have parental needs specifically; poor parental routines; attachment issues and a lack of successful techniques to manage children's behaviours.<sup>8</sup>

A significant number of referrals to social care occur during teenage years, with parents feeling unable to cope with escalating behavioural issues. Indeed some researchers have questioned the benefits of some social care activity during this age with a significant proportion of young people who enter care during their teenage years seeing a decline in their academic attainment, significant sums spent on their care with no demonstrable improvements and a return to the family home several years later.<sup>9</sup>

Where children's behaviour is poor and unable to be contained, the impact on parental mental health and wellbeing is high. Improving parental capacity and confidence in appropriately challenging and controlling their child's behaviour will have significant impacts on parents' well-being, and family functioning as a whole.<sup>10</sup>

---

<sup>8</sup> DfE "Children's Needs, Parenting Capacity"

<sup>9</sup> 11th Australasian Conference on Child Abuse and Neglect (ACCAN) keynote address by Michael Little (Co-director, Dartington)

<sup>10</sup> M Saunders, Triple P Parenting Programme, Clinical Child and Family Psychology Review (1999)

**Source:** Preventing youth violence and delinquency through a universal school-based prevention approach. Prevention Science, (2006).

## **14 Appendix 5 - Investment Costs**

This appendix provides further detail on the investment costs required to implement the programmes

### **14.1 Cost – Programme Materials**

We have broken down the costs of these programmes into two areas - the costs of the materials themselves and the costs of their delivery, with overall costs then summarised.

#### **14.1.1 LST**

The LST programme is delivered in 15 sessions over the course of a specific year group, with booster session delivered over the following two years (years 2 and 3). It is possible to buy the initial 15 session intervention and then consider purchasing the booster sessions in subsequent years. However the research demonstrates improved long term benefits if booster sessions are delivered in years 2 and 3. Therefore the costs for the programme materials have been worked out through the purchasing of a full pack of materials for each pupil covering:-

- ➔ Year 1 – 15 sessions
- ➔ Year 2 – 10 booster sessions
- ➔ Year 3 – 5 booster sessions

#### ***London Academy***

The current capacity of the London Academy has approximately 215 young people entering the school in Year 7. Packs can be purchased individually or collectively in packs of 30. To ensure sufficient coverage including any lost materials, costs have been calculated for Year 1 as 240 packs being purchased.

As part of the financial modelling, we have sought to assess the potential rise in pupil numbers that may occur at the school over the next 5 years. Whilst this figure cannot be gauged to 100% accuracy, the Principal believes there may be an increase in Year 7 pupil intake by 25 in 2015/16 (Year 3 of the programme delivery) which would continue in subsequent years (future Year 7 size would become 240).

Costs have therefore been adjusted in Year 3, 4 and 5 to reflect this increase. The costs for purchasing LST materials for the London Academy are detailed in the table below: -

<b>LST Costs – Materials London Academy</b>						
	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Total</b>
Materials (£)	3,100	3,100	3,488	3,488	3,488	16,663
Shipping costs (£)	1,042	1,042	1,172	1,172	1,172	5,599
Totals (£)	4,142	4,142	4,659	4,659	4,659	22,261

**Whole Borough**

To calculate the costs of materials required for the whole borough requires a number of assumptions to be made. These have been tested with Strategic Finance, Jay Mercer (Deputy Director of Children’s Services) and colleagues in Barnet who project potential future pupil numbers across the Borough

The exercise to model costs and benefits across the borough is to provide some indication of the possible benefits that could be seen if wider roll out of the LST and Triple P were to occur. Further analysis of these assumptions would need to take place if delivery is widened including the timeline for this roll out to occur.

For the purpose of this work, we have assumed that the roll out across the borough will occur in the following way:-

Year 1	London Academy only	1 school total
Year 2	40% of secondary schools	9 schools total
Year 3	80% of secondary schools	17 schools total
Year 4	100% of secondary schools	22 schools total
Year 5	100% of secondary schools	22 schools total
		Total 22 secondary schools across the borough

The demographics of the borough are changing so we have worked with colleagues in school admissions to forecast potential numbers of children who will be entering the first year of secondary school across the borough over the next 5 years.

To identify the costs of required materials, we have worked out the average number of Year 7 pupils per school using the projected admissions data for each of the 5 years from 2013 onwards. This has then been spread across the years based on the roll out assumption in the table above – namely one school delivering in Year 1, 9 schools in Year 2 etc.

The forecast costs of materials, if the roll out occurs in the way projected would be approximately: -

LST Costs Whole Borough roll out						
	Y1	Y2	Y3	Y4	Y5	Total
Materials	3,100	19,375	37,975	49,988	52,313	162,750
Shipping costs	1,042	6,510	12,760	16,796	17,577	54,684
Total Costs	4,142	25,885	50,735	66,783	69,890	217,434
Schools delivering LST	1	9	17	22	22	

### 14.1.2 Triple P

#### **London Academy**

The delivery of Triple P involves parents attending 10 sessions at the school, with delivery provided by a number of trained practitioners. Given the preparation needed to secure parental engagement on these courses, we have assumed that two courses will be delivered throughout a year with 30 parents in total completing the Triple P course in each school.

Currently, the costs of these packs are not forecast to change, though we would recommend that, if these programmes are implemented, this information is updated and confirmed next summer (2013), before implementation begins.

The materials for Triple P cost £10.30 per parent attending the course. The overall costs of materials for parents attending courses at the London Academy are therefore forecast as: -

<i>Triple P Costs - London Academy</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Materials	309	309	309	309	309	1,545
Number of parents	30	30	30	30	30	150

#### **Whole Borough**

The costs of materials for Triple P roll out have also been modelled on the same take up as that of LST, namely London Academy delivering in Year 1, 9 schools delivering in Year 2, 17 schools in Year 3 and 22 schools in Years 4 and 5. We are assuming the same number of parents (30) will be accessing these courses in each school. The costs of the materials required for roll out across the borough are as follows: -

<i>Triple P Costs - whole borough roll out</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Total Cost of Materials	309	2,781	5,253	6,798	6,798	21,939



Total no of Schools delivering Triple P	1	9	17	22	22	
Total no of parents engaging in Triple P	30	270	510	660	660	

## 14.2 Cost – Delivery

### 14.2.1 LST

#### **London Academy**

A key rationale for investigating the viability of delivering *Botvin Life Skills Training* in Barnet was the ability for this to occur during the school curriculum. Discussions with the Principal have included her adapting her school curriculum for 2013/14 so that LST can be delivered as part of the standard timetable. Given the focus of the programme content, the delivery would be ideally suited to the PSHE scheduling.

The London Academy does not deliver PSHE at regular intervals, therefore the Head will not know if this is possible until next year. We have therefore modelled two options for the delivery of LST: -

- I. The course will be delivered as part of the standard school curriculum by existing teachers with no additional teaching staff required - or
- II. The course is delivered as part of the school curriculum but some backfill will be required to cover elements of teacher time taken up by the delivery of this course

However, for the purposes of this report we will be forecasting costs based on option I. with the expectation that the course will be delivered as part of the school curriculum in both Barnet and more widely if the programme is rolled out across the borough.

#### **Training**

The LST programme will be delivered by teachers in the school environment and they will need to attend a two day training programme to enable them to deliver the content successfully. As this programme originates from the USA, the trainers will need to come into the UK to deliver the course and therefore the costs of the trainer's time has been factored in along with potential costs for flights and accommodation.

The training can cover 20 people and it is envisaged this will involve all teachers from the Year 7 group as well as a number of pastoral staff (such as school employed Social Workers and the Parent Support Advisor).

Further roll out of the LST across the borough will require further training of teachers in each additional school the LST is delivered in. The most cost-effective way of delivering this roll out is for the staff from the London Academy to engage in ‘Train the Trainer’ workshops at the end of Year 1. These staff would then be able to train additional schools across the borough. These costs have been factored in to Year 1 costs for the London Academy school.

The total costs for the delivery of the LST in the London Academy, including materials – have therefore been scoped as:-

<i>LST Costs at London Academy</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Training Workshop	4,650	-	-	-	-	4,650
Train the Trainer	18,050	-	-	-	-	18,050
Materials – pack costs	3,100	3,100	3,488	3,488	3,488	16,663
Materials Shipping cost	1,042	1,042	1,172	1,172	1,172	5,599
<b>Option 1 LST Total</b>	<b>26,842</b>	<b>4,142</b>	<b>4,659</b>	<b>4,659</b>	<b>4,659</b>	<b>44,961</b>

***Whole Borough***

There are a number of different options for rolling out LST across the borough but it is assumed that the delivery method will continue to be by existing teaching staff through the school curriculum. In the financial model we have modelled three different options for the training of additional staff, based again on the roll out involving London Academy in Year 1, 9 schools in Year 2, 17 schools in Year 3 and 22 schools in Years 4 and 5.

The options that were investigated were: -

**1. Train the Trainer**

Staff from London Academy engage in ‘Train the Trainer’ training at the end of Year 1 and deliver training to other schools in the borough – therefore building a pool of people trained locally. This option includes costs for ‘train the trainer’ course in Year 1 and a further course in Year 3 to widen the pool of available trainers further than simply London Academy staff. This will support the sustainability of this intervention being delivered across the borough

**2. Further training from the US**

The financial model has worked out the cost of further training being delivered by the US trainers to other schools. The costs for this model are significant and do not support a sustainable approach. It is therefore assumed that this option would not be employed

### 3. Use of other UK based trainers – Barnardos

Our research into potential programmes has found that Barnardos are currently seeking to roll out the LST programme in Merseyside early next year. We have modelled the potential costs for Barnardos to deliver some of the further training to support roll out across the borough. At present the true costs of Barnardos delivering this training cannot be known as Barnardos have not delivered the programme or attended the further training necessary to train other practitioners, therefore we have not included this in our cost and benefit projections below. However we would recommend that this be investigated further if these programmes are implemented next year as this may prove a worthwhile partnership with Barnardos in future delivery.

For the purposes of this report we have therefore used option 1 to model potential training costs and benefits for full borough roll out. Our assumptions are that each school will need to train approx. 15 staff for this to be successful and this has been built into the model:

<i>LST Costs for the whole Borough over 5 years</i>						
	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Total</b>
Training Workshop	4,650					<b>4,650</b>
Train the Trainer	18,050		18,050			<b>36,100</b>
Teacher Backfill (Training)	4,974	4,264	2,843			<b>12,081</b>
Materials	3,100	19,375	37,975	49,988	52,313	<b>162,750</b>
Shipping	1,042	6,510	12,760	16,796	17,577	<b>54,684</b>
<b>Total</b>	<b>31,816</b>	<b>30,149</b>	<b>71,627</b>	<b>66,783</b>	<b>69,890</b>	<b>270,265</b>

## 14.2.2 Triple P

### **London Academy**

Triple P programmes need to be delivered by practitioners who have undertaken set training from Triple P staff. There is no option for Triple P to attend and engage in ‘train the trainer’ to roll this out more widely.

For the delivery of Triple P in the London Academy, the Principal has a number of pastoral staff who she believes could support the delivery of the programme to parents. They would need to be trained to enable them to do this. To support this approach, it is proposed that an experienced practitioner, who has already delivered a number of these programmes in Barnet, be located in the London Academy to support the delivery and facilitation of these programmes.

The costs of delivery are therefore based on the costs of training 3 additional practitioners from the London Academy, and the unit cost of one existing worker from the Family Focus team in Barnet co-facilitating the delivery of two Triple P programmes each year (assuming backfill to cover this post).

These costs are outlined below, including the cost of materials as detailed in the earlier section: -

<i>Triple P Costs at the London Academy</i>						
	Y1	Y2	Y3	Y4	Y5	<b>Total</b>
Practitioner Delivery	1,320	1,320	1,320	1,320	1,320	<b>6,599</b>
Training	3,615					<b>3,615</b>
Materials	309	309	309	309	309	<b>1,545</b>
<b>Triple P Total</b>	<b>5,244</b>	<b>1,629</b>	<b>1,629</b>	<b>1,629</b>	<b>1,629</b>	<b>11,759</b>

### **Whole Borough**

The delivery of Triple P across the borough has been modelled on the same basis as that of the London Academy – namely that 3 pastoral staff will be trained in each school, with the support of an experienced Family First worker who has already delivered a number of Triple P courses. In essence this could become a dedicated worker for the 22 secondary schools in Barnet who would deliver courses in each of the schools with school pastoral staff. We have assumed that there will be some additional time required outside of the core delivery hours to prepare for each session and have modelled this as 10% of overall delivery time costs.

The total costs of Triple P roll out across the borough, including training, Family Focus facilitation support and materials is outlined below – on the basis again that in Year 1 this is delivered in 1 school (London Academy), 9 schools in Year 2, 17 schools in Year 3 and 22 schools in Years 4 and 5.

<i>Triple P Costs – whole borough including training, materials and Children's Service staff member</i>						
	Y1	Y2	Y3	Y4	Y5	<b>Total</b>
Practitioner Delivery	1,320	11,878	22,436	29,035	29,035	<b>93,703</b>
Training	32,535	28,920	18,075			<b>79,530</b>
Materials	309	2,781	5,253	6,798	6,798	<b>21,939</b>
<b>Total</b>	<b>34,164</b>	<b>43,579</b>	<b>45,764</b>	<b>35,833</b>	<b>35,833</b>	<b>195,172</b>
Total no of Schools delivering Triple P	1	9	17	22	22	
Total no of parents engaging in Triple P each year	30	270	510	660	660	

### 14.3 Total Cost for LST and Triple P delivery over 5 years

The total costs for the delivery of both LST and Triple P in the London Academy and for wider borough roll out over 5 years are shown in the tables below.

#### LONDON ACADEMY

<i>LST Costs</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Training Workshop	4,650	-	-	-	-	4,650
Train the Trainer	18,050	-	-	-	-	18,050
Materials	3,100	3,100	3,488	3,488	3,488	16,663
Shipping	1,042	1,042	1,172	1,172	1,172	5,599
<b>LST Total</b>	<b>26,842</b>	<b>4,142</b>	<b>4,659</b>	<b>4,659</b>	<b>4,659</b>	<b>44,961</b>
<i>Triple P Costs</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Practitioner Delivery	1,320	1,320	1,320	1,320	1,320	6,599
Training	3,615					3,615
Materials	309	309	309	309	309	1,545
<b>Triple P Total</b>	<b>5,244</b>	<b>1,629</b>	<b>1,629</b>	<b>1,629</b>	<b>1,629</b>	<b>11,759</b>
<b>Grand Total</b>	<b>32,085</b>	<b>5,770</b>	<b>6,288</b>	<b>6,288</b>	<b>6,288</b>	<b>56,720</b>

#### WHOLE BOROUGH

<i>LST Costs</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Training Workshop	4,650					4,650
Train the Trainer	18,050		18,050			36,100
Teacher Backfill (Training)	4,974	4,264	2,843			12,081
Materials	3,100	19,375	37,975	49,988	52,313	162,750
Shipping	1,042	6,510	12,760	16,796	17,577	54,684
<b>Total</b>	<b>31,816</b>	<b>30,149</b>	<b>71,627</b>	<b>66,783</b>	<b>69,890</b>	<b>270,265</b>
<i>Triple P Costs</i>						
	Y1	Y2	Y3	Y4	Y5	Total
Practitioner Delivery	1,320	11,878	22,436	29,035	29,035	93,703
Training	32,535	28,920	18,075			79,530
Materials	309	2,781	5,253	6,798	6,798	21,939
<b>Total</b>	<b>34,164</b>	<b>43,579</b>	<b>45,764</b>	<b>35,833</b>	<b>35,833</b>	<b>195,172</b>
<b>Grand Total</b>	<b>65,980</b>	<b>73,728</b>	<b>117,391</b>	<b>102,616</b>	<b>105,722</b>	<b>465,437</b>

### 14.3.1 Total Cost for LST and Triple P Delivery Over 8 Years (Whole Borough)

The total costs for the delivery of both LST and Triple P in the London Academy and for wider borough roll out over 8 years are shown in the tables below.

<i>LST Costs</i>									
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Total
<b>Training Workshop</b>	4,650								4,650
<b>Train the Trainer</b>	18,050		18,050						36,100
<b>Teacher Backfill (Training)</b>	4,974	4,264	2,843						12,081
<b>Materials</b>	3,100	19,375	37,975	49,988	52,313	53,863	56,188	58,125	330,925
<b>Shipping</b>	1,042	6,510	12,760	16,796	17,577	18,098	18,879	19,530	111,191
<b>Total</b>	<b>31,816</b>	<b>30,149</b>	<b>71,627</b>	<b>66,783</b>	<b>69,890</b>	<b>71,960</b>	<b>75,067</b>	<b>77,655</b>	<b>494,947</b>
<i>Triple P Costs</i>									
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Total
<b>Practitioner Delivery</b>	1,320	11,878	22,436	29,035	29,035	29,035	29,035	29,035	180,807
<b>Training</b>	32,535	28,920	18,075						79,530
<b>Materials</b>	309	2,781	5,253	6,798	6,798	6,798	6,798	6,798	42,333
<b>Total</b>	<b>34,164</b>	<b>43,579</b>	<b>45,764</b>	<b>35,833</b>	<b>35,833</b>	<b>35,833</b>	<b>35,833</b>	<b>35,833</b>	<b>302,670</b>
<b>Grand Total</b>	<b>65,980</b>	<b>73,728</b>	<b>117,391</b>	<b>102,616</b>	<b>105,722</b>	<b>107,793</b>	<b>110,899</b>	<b>113,488</b>	<b>797,617</b>

## 15 Appendix 6 – Assumptions on Benefits Realisation

This section details the unit cost assumptions and projected benefits on a high, medium and low projection for the London Academy and wider borough.

We have based our calculations on data provided by the school and Children's Services. It is not possible to publish the numbers involved as although anonymised, the project team has been advised that this may lead to the identification of particular individuals.

High level outcome	Measures used to quantify financial impact	Programme
<b>Reductions in Substance Misuse</b>	Number of young people accessing substance misuse services - both targeted and specialist	LST
<b>Reduction in aggression, violence and delinquency</b>	Number of young people accessing the London Academy Learning Support Unit Number of young people permanently excluded Number of young people in the Pupil Referral Unit	LST
<b>Reduction in maltreatment and neglect</b>	Number of Initial Assessments for secondary age children (11 – 16) Number of Core Assessments for secondary age children (11 – 16)	Triple P

### 15.1 Impact and benefits (including baseline)

The London Borough of Barnet has been investigating whether investing in early intervention and prevention will lead to future improvements in outcomes, and the possibility of future cost reductions or cost avoidance. This project is focused on the London Academy Secondary School in Barnet, delivering a number of evidence based programmes to improve outcomes for children and families in the school. The financial model seeks to quantify potential efficiencies arising from the implementation of these programmes, both for the London Academy specifically and for the borough more widely if the initial pilot was to be rolled out to more schools. The assumptions utilised within the financial model are derived from research data (qualitative and quantitative) on the two chosen programmes, LBB and London Academy Data, as well as iMPower's previous experience of working with other Local Authorities past and current.



## **15.2 Unit Costs**

Significant work has taken place in the authority already to calculate unit costs for a range of indicators for the Troubled Families Work. Where possible we have used the same unit costs for these indicators to ensure alignment across the council.

Other unit costs have been worked out by finance colleagues in the authority and are detailed below.

## **15.3 Impact**

The impact of the programmes has been modelled on three levels – High, Medium and Low, as the LST has not been delivered in the UK previously.

The identified programmes have been chosen because of their evidence base with a number of research studies having assessed their impact – both initial and longer term. Life Skills Training has also been found to have impacts up to 6 years after initial delivery.

## **15.4 Learning Support Unit (LSU)**

Unit costs for the LSU have been modelled by Strategic Finance from data provided by the London Academy. At any one time there are approximately 16 pupils in the Learning Support Unit, with a staffing ratio of 3 pupils to one staff member. The unit cost for this provision has therefore been worked out by identifying the costs of a full time member of staff in the unit and totalling this for all staff who are present.

## **15.5 PRU**

The unit costs for the PRU have been modelled by Strategic Finance by reviewing the total spend on the PRU against the total number of pupils who can attend to give a unit cost for each child.

## **15.6 Exclusions**

Unit costs for individual exclusions have been taken from the national report 'Every Child a Chance Trust Report'. Whilst these appear quite low, these are based on the administrative costs of excluding a child and the report estimates that the lifetime cost of a child being excluded can be as much as £63,000.

## **15.7 London Academy**

Using the cost data detailed above and assessing the potential benefits using the modelling described in this report, the summary of the potential benefits to the London Academy are detailed below.

It should be noted that the effect of these programmes is cumulative as more children and parents go through the programmes – with all children ages 11-16 having gone through the LST programme by Year 5. The tables show the potential benefits on a high, medium and low basis with a summary of which agencies are likely to benefit financially from this impact.

**HIGH: London Academy**

London Academy – Projected Savings – High						
Year	1	2	3	4	5	TOTAL
Total Costs	32,085	5,770	6,288	6,288	6,288	56,720
Total Savings	1,675	3,350	68,456	95,807	149,513	318,800
Total Net Savings	(30,411)	(2,421)	62,168	89,519	143,225	262,080

**Breakdown of savings split by agency**

Year	1	2	3	4	5	TOTAL
<b>Net Savings Split (Total)</b>	<b>(30,411)</b>	<b>(2,421)</b>	<b>62,168</b>	<b>89,519</b>	<b>143,225</b>	<b>262,080</b>
LBB	(30,929)	(3,457)	13,895	40,210	45,126	64,845
LA	0	0	46,200	46,200	92,400	184,800
DofH	518	1,036	2,072	3,109	5,699	12,435

**MEDIUM: London Academy**

## London Academy – Projected Savings – Medium

Year	1	2	3	4	5	
<b>Total Costs</b>	32,085	5,770	6,288	6,288	6,288	56,720
<b>Total Savings</b>	1,258	2,300	16,429	82,457	87,881	190,325
<b>Total Net Savings</b>	<b>(30,827)</b>	<b>(3,471)</b>	<b>10,141</b>	<b>76,169</b>	<b>81,593</b>	<b>133,605</b>

**Breakdown of savings split by agency**

Year	1	2	3	4	5	
<b>Net Savings Split (Total)</b>	<b>(30,827)</b>	<b>(3,471)</b>	<b>10,141</b>	<b>76,169</b>	<b>81,593</b>	<b>133,605</b>
LBB	(31,197)	(4,211)	8,661	27,749	31,322	32,323
LA	0	0	0	46,200	46,200	92,400
DofH	370	740	1,480	2,221	4,071	8,882

**LOW: London Academy**

London Academy – Projected Savings – Low

Year	1	2	3	4	5	Total
<b>Total Costs</b>	32,085	5,770	6,288	6,288	6,288	56,720
<b>Total Savings</b>	521	888	9,446	21,948	70,043	102,845
<b>Total Net Savings</b>	<b>(31,565)</b>	<b>(4,882)</b>	<b>3,158</b>	<b>15,659</b>	<b>63,755</b>	<b>46,125</b>

**Breakdown of savings split by agency**

Year	1	2	3	4	5	TOTAL
<b>Net Savings Split (Total)</b>	<b>(31,565)</b>	<b>(4,882)</b>	<b>3,158</b>	<b>15,659</b>	<b>63,755</b>	<b>46,125</b>
LBB	(31,750)	(5,121)	2,681	14,944	16,243	(3,003)
LA	0	0	0	0	46,200	46,200
DofH	185	239	477	716	1,312	2,928

**Potential efficiencies breakdown**

Whilst the financial modelling that has taken place to support this project has demonstrated there could be financial impacts in future years, it is important to be clear about where these impacts would be realised. The model makes a number of assumptions and the key financial impact will be felt by realising a reduction in future staffing numbers – or re-investing such staff elsewhere, rather than simple ‘cashable savings’ arising from a reduction in service costs. The breakdown and categorisation of potential efficiencies is summarised as follows: -

**I. Reductions in the substance misuse contract**

The model assumes that there will be a reduction in the number of young people requiring support from targeted and specialist substance misuse services. Such a reduction would allow the authority to reduce the contract value of this service in future years. As a contract is in place for this work, the ability to reduce this contract would need to be assessed and it is unlikely such a reduction could take place until year 3 once sustainable impact has been maintained.

## **II. Reductions in teaching support required at the LSU in the London Academy**

The model has assumed that a reduction in behavioural incidents in the London Academy will lead to less young people accessing the LSU for 'time out'. Currently the LSU is staffed on a ratio of approx. 1 staff member for 3 pupils. Efficiencies in this area would result from requiring less teacher capacity to manage this unit with such a reduction only realisable once 3 less pupils attend the unit.

## **III.Reductions in administration for Exclusions**

The administration costs for exclusions has been taken from a national report and is likely to be attributable to education welfare and school admissions time – which is currently needed to find excluded young people alternative provision. This efficiency is unlikely to be seen in real terms and will most likely be a 'cost avoidance' with the impact of these programmes supporting a reduction in increasing exclusion numbers allowing current activity to be maintained in this area.

## **IV.Reductions in PRU capacity**

Reducing the number of young people excluded from school will impact on the volume of provision necessary at the Pupil Referral Unit. Similar to the modelling of the LSU reductions, efficiencies in this area are based on smaller staffing levels being required at the PRU in the future. Only once such levels have reduced, will the impact be realised in financial terms.

## **V.Reductions in social work capacity**

The effects of Triple P are assumed to impact on parental capacity and lead to a reduction in initial and core assessments arising from this group of parents. At present, Children's Services across the country are expecting continued growth in demand due to the impact of the economic downturn. This efficiency is again likely to be seen as a 'cost avoidance' with the authority seeking to maintain current staffing numbers in this area rather than having to increase these.

## 15.8 Whole Borough Impact

The model has assumed that the roll out will occur gradually, with 9 schools delivering the programmes in Year 2, 17 schools in Year 3 and all 22 schools delivering in Years 4 and 5.

If the roll out were to occur in this way, the effects across the borough will take longer to be realised as all children will not go through the programmes until the end of Year 8 (2020/21). Therefore the full effects of the impact of these programmes across the borough would be realised in 2021.

The whole borough model is designed to provide a potential overview of the potential benefits of further rolling out the LST and Triple P programme as detailed in this report. This model would need to be updated at regular intervals if future roll out were to occur, including updating the number of schools delivering the programmes in each year and the total number of pupils in place at each school delivering these programmes (as these have been assumed by averaging total pupil numbers for this model).

In addition, the London Academy model assumes an impact on their Learning Support Unit (LSU) which has not been forecast for other schools it is not clear if all schools follow this model – or if the staffing levels are the same. If other schools also follow such a model, the potential financial benefits would be higher.

The tables below show the potential benefits on a high, medium and low basis for whole borough roll out.

### HIGH: Whole Borough

#### Whole Borough – Projected savings over 5 years – HIGH

Year	1	2	3	4	5	TOTAL
Total Costs	65,980	73,728	117,391	102,616	105,722	465,437
Total Savings	1,675	13,978	49,103	139,751	301,168	505,675
Total Net Savings	<b>(64,305)</b>	<b>(59,749)</b>	<b>(68,288)</b>	<b>37,135</b>	<b>195,446</b>	<b>40,238</b>

### Breakdown of Savings Split by Agency

Year	1	2	3	4	5	Totals
<b>Net Savings Split (Total)</b>	<b>(64,305)</b>	<b>(59,749)</b>	<b>(68,288)</b>	<b>37,135</b>	<b>195,446</b>	<b>40,238</b>
LBB	<b>(64,823)</b>	<b>(63,612)</b>	<b>(79,103)</b>	14,346	156,435	<b>(36,757)</b>
Schools	0	0	0	0	0	0

Year	1	2	3	4	5	Totals
DofH	518	3,862	10,815	22,789	39,011	<b>76,995</b>

**MEDIUM**

## Whole Borough – Projected savings - MEDIUM

Year	1	2	3	4	5	TOTAL
<b>Total Costs</b>	65,980	73,728	117,391	102,616	105,722	<b>465,437</b>
<b>Total Savings</b>	1,258	10,018	35,112	101,322	220,817	<b>368,527</b>
<b>Total Net Savings</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	<b>115,094</b>	<b>(96,910)</b>

**Breakdown of Savings Split by Agency**

<b>Net Savings Split Total</b>	<b>(64,722)</b>	<b>(63,710)</b>	<b>(82,279)</b>	<b>(1,294)</b>	<b>115,094</b>	<b>(96,910)</b>
LBB	(65,092)	(66,469)	(90,004)	(17,572)	87,229	<b>(151,906)</b>
Schools	0	0	0	0	0	<b>0</b>
DofH	370	2,759	7,725	16,278	27,865	<b>54,996</b>

**LOW: Whole Borough**

## Whole Borough – Projected savings – LOW

Year	1	2	3	4	5	TOTAL
<b>Total Costs</b>	65,980	73,728	117,391	102,616	105,722	465,437
<b>Total Savings</b>	521	4,941	19,166	58,530	132,067	215,223
<b>Total Net Savings</b>	<b>(65,459)</b>	<b>(68,787)</b>	<b>(98,225)</b>	<b>(44,086)</b>	<b>26,344</b>	<b>(250,214)</b>

**Breakdown of Savings Split by Agency**

<b>Net Savings Split (Total)</b>	<b>(65,459)</b>	<b>(68,787)</b>	<b>(98,225)</b>	<b>(44,086)</b>	<b>26,344</b>	<b>(250,214)</b>
LBB	(65,644)	(70,167)	(102,088)	(52,225)	12,412	<b>(277,712)</b>
Schools	0	0	0	0	0	<b>0</b>

DofH	185	1,379	3,862	8,139	13,932	<b>27,498</b>
------	-----	-------	-------	-------	--------	---------------

The projected impacts of the whole borough roll out show a financial benefit, only if the highest impact is achieved across the borough through the delivery of these programmes.

There are a number of reasons behind this:-

**1) Full impact is not achieved until end of Year 8**

The current model has been forecast until Year 5 for both the London Academy and the whole borough roll out. To fully assess the whole borough impact, a longer term analysis is required to attempt to show full impact by 2021. Longer term analysis is more unpredictable and therefore future modelling should be updated regularly to assess the impact on an annual basis.

However, if the impacts of the programme are replicable, future cumulative benefits should continue as wider roll out occurs.

**2) The financial impact of Triple P is not as clear as LST**

The impact of the *Botvin Life Skills Training* is easier to assume given the research and evidence base behind the programme. If the assumptions for this programme are realised, the benefits of the LST would outweigh the costs across the borough by Year 5 if the medium or high impact of the programme was realised.

The financial assumptions for Triple P delivery are based on a reduction in social care Initial and Core Assessments alone which are less cost effective as a unit than a reduction in children attending the Pupil Referral Unit or accessing specialist substance misuse services. The financial case for Triple P delivery is therefore poor.

However research and practice in children’s social care demonstrates the significant impact that positive parenting can have on children’s life chances. It is likely that more positive parenting will also have an impact on crime, anti-social behaviour and future employment – though we are unable to categorise these savings in this model. A further impact is likely to be felt by improved attendance at school which would also reduce the demand for higher cost services.

**3) Other benefits (such as Learning Support Units in other schools) are not currently known or categorised**

The model for the London Academy includes the current costs and use of their Learning Support Unit. The whole borough roll out has assumed that these are not in place in other schools as this was out of the scope of this work. If other schools do staff such internal units, the opportunities for greater financial impacts are higher.



However if the model is progressed to Year 8 – savings range from £942,048 to £2,135,965 – representing **net savings of £144,431 to £1,338,348**.

**16 Appendix 7: Draft Information Sharing Agreement**

**DRAFT**  
**Information Sharing**  
**Agreement**  
*London Borough of Barnet*

*London Borough of Barnet*  
*London Academy*  
*Impower Ltd*

**NB for Council: All new Information Sharing Agreements must receive sign-off from both Legal Services and the Data Protection Officer**

## Document Control

<b>Document Description</b>	Information Sharing Agreement between <b>London Borough of Barnet</b> <b>London Academy</b>  <i>To be read in conjunction with and in accordance with the LBB Information Sharing Protocol</i>		
<b>Version</b>	V0.3		
<b>Date Created</b>	5 October 2012		
<b>Status</b>	Draft		
<b>Authorisation</b>	Name	Signature	Date
<b>Prepared By:</b>	Linda Spiers		
<b>Checked By</b>			

## Version Control

<b>Version number</b>	<b>Date</b>	<b>Author / Editor</b>	<b>Reason for New Version</b>
V0.1	Sept 12	Linda Spiers	Initial draft for review
V0.2	Sept 12	Lucy Wicks	Governance review and comments
V0.3	Oct 12	Linda Spiers	Reviewed against Family Focus Programme ISA
V0.4	Nov 12	Linda Spiers	Amendments following meeting on 6 November with Angela Trigg and Lucy Wicks

*Date last reviewed:*      *October 2012*  
*Date of next review:*    *October 2013*

## **Contents**

1	Executive Summary	5
2	Early Intervention and Prevention Policy Context	10
3	Aims, Objectives and Scope	12
4	Identification of outcomes and evidence based programmes	14
5	Addressing the outcomes – the identification of evidence-based programmes	18
6	Delivery model and implementation planning	24
7	Benefits Case - Introduction	29
8	Funding and Sustainability	39
9	Recommendations and Conclusions	43
10	Appendix 1 – Outcome Evidence	46
11	Appendix 2 - Ensuring Measurability and Tracking Benefits	48
12	Appendix 3 - Summary of Programme Content and Focus	51
13	Appendix 4 - Non-financial Benefits	53
14	Appendix 5 - Investment Costs	56
15	Appendix 6 – Assumptions on Benefits Realisation	66
16	Appendix 7: Draft Information Sharing Agreement	76
	Purpose and scope	3

## **Purpose and scope**

### **Specific business need/objective for the sharing of personal data**

As part of the Council's Early Intervention and Prevention project, the London Academy (LA) and the London Borough of Barnet (LBB) are investigating the business case for implementing a formal early intervention and prevention programme for children and families, delivered by the school. Within the Early Intervention and Prevention project this is known as Workstream 2.

LBB has appointed Impower to carry out work on its behalf, in a safe and secure way. Impower must observe the Council's and Data Protection Act's data security requirements, as set out in its contract with the Council.

The workstream has two overarching aims; the first is to increase resilience in children. It is believed that if their ability to deal with change and any difficult circumstances they face or will face in their lives is improved, then their overall life chances are greatly increased. In addition to building happier and healthier individuals and communities, this should also save the public sector significant amounts of money as it will reduce the pool of sick, needy, dysfunctional or criminal adults in society.

The second aim is to explore how LBB can work with schools in the borough to deliver additional early intervention and prevention initiatives to children and their families, in addition to the pastoral care and support they already provide.

In order to examine the financial and non financial case for this work it is necessary to baseline where the school is now in terms of the number of children at serious risk of leading chaotic lives, against a number of known indicators. These include anonymised information on and figures for:

- leavers not in education, employment or training (NEET) over the last 12 months and from 2009/10
- disposals for children with a record of criminal and antisocial behaviour over the last 12 months
- teenage pregnancies over the last 12 months
- exclusions and referrals to PRU over the last 12 months
- substance misuse over the last 12 months
- data on the school's behaviour, progress and attendance measures for Year 11 over the last school year.

The above list is not exhaustive.

Relevant information will be obtained from:

- Children's Service
- Community Safety Team
- London Academy

### **Objectives and benefits**

The project will be able to establish whether or not there is a case for carrying out this work. Without this information the project will be unable to proceed, or to proceed on the basis of adequate evidence.

### **Legislation and guidance**

LBB's Information Sharing Protocol defines three levels of data, requiring different levels of security and care. The data to be shared is level 2 (depersonalised data) in that it is anonymised. However, as the numbers of children involved is so small, it is recognised that it may be possible for someone to work out who these children are. This means that the data is potentially level 3, personal data, and includes information deemed "sensitive".

## **Commitment / responsibilities of parties involved**

Each party to this agreement are Data Controllers in their own right and as such must ensure they are appropriately registered with the Information Commissioner's Office.

Each party must adhere to the requirements of the Data Protection Act 1998 ("DPA") and adopt appropriate security measures in protecting all personal data processed.

Each party must ensure that any staff subject to this agreement are appropriately trained in regards to their responsibilities under the DPA

It is recognised by each party that every individual working for the organisations listed in this Agreement:

- is personally responsible for the safekeeping of any personal data they obtain, handle, use and disclose
- knows how to obtain, use and share personal data they legitimately need to do their job
- upholds the principles of confidentiality, will follow the guidelines set out in the Information Sharing Protocol and seek advice when necessary.

## **The information being shared**

The data to be shared is described in section 1 of this document.

The data will be used to calculate current costs to LBB and the public sector, to estimate potential savings, and to baseline the school against the new programme of work. The data gathered and exchanged will be the minimum amount necessary for these tasks.

## **Legal basis / power for the share**

### **A public authority must have some legal power entitling it to share the information.**

Information sharing for Workstream 2 of the Early Intervention and Prevention Project will be achieved under the following legislation:

#### **The Children Act 2004**

Under Section 11 of the Children Act 2004, Local Authorities with responsibilities for Children's Services, and all partner agencies, have a responsibility for making arrangements to ensure their normal functions are discharged having regard to safeguarding and promoting the welfare of children in their area.

Section 10 of the Act places a duty on each children's services authority to make arrangements to *promote co-operation* between itself and relevant partner agencies to improve the wellbeing of children in their area in relation to:

- Physical and mental health, and emotional wellbeing
- Protection from harm and neglect
- Education, training and recreation
- Their positive contribution to society
- Social and economic wellbeing

The Section 11 duty does not give agencies any new functions, nor does it override their existing functions, it simply requires them to:

- Carry out their existing functions in a way that takes into account the need to

safeguard and promote the welfare of children.

- Ensure that the services they contract out to others are provided having regard to that need.

In order to safeguard and promote the welfare of children, arrangements should ensure that:

All staff in contact with children *understand what to do and the most effective ways of sharing information* if they believe a child and family may require targeted or specialist services in order to achieve their optimal outcomes.

## Local Government Act 2000

The Local Government Act 2000 aims to improve the wellbeing of people and communities.

### Section 2

Gives local authorities ‘a power to do anything which they consider is likely to achieve any one or more of their objectives’:

- To promote or improve the economic wellbeing of their area
- To promote or improve the social wellbeing of their area
- To promote or improve the environmental wellbeing of their area

It has been argued that Section 2 (1) provides a wide basis for sharing information wherever that information is required to enable the local authority to fulfil its functions, which promote the well being of people [including children] within its area. It is of particular relevance because it is designed to ensure that service delivery is coordinated in ways which minimise duplication and maximise effectiveness.

Section 2 (5) makes it clear that a local authority may do anything for the benefit of a person outside their area, if it achieves one of the objectives of Section 2 (1).

However, the actual disclosure of any information to achieve these objectives must be conducted within the framework of the Data Protection Act and the Human Rights Act and give due consideration given to the Common Law Duty of Confidence. It is also subject to any express prohibition in legislation.

## Local Government Act 1972

Section 111(1) Local Government Act 1972 enables a local authority, subject to the provisions of any other enactment, to do anything which is conducive or incidental to or calculated to facilitate the carrying out of its functions.

## Education Act 2002

Section 175 of the Education Act 2002 on Local Education Authorities and the governing bodies of both maintained schools and further education institutions to make arrangements to carry out their functions with a view to safeguarding and promoting the welfare of children and follow the guidance in 'Safeguarding Children in Education (DfES 2004).

Proprietors of Independent Schools also have a duty to safeguard and promote the welfare of pupils at the school under **Section 157 of the Education Act 2002 and the Education (Independent Schools Standards) Regulations 2003.**

### **Education Act 1996**

#### **Section 13**

An 'LEA' shall (so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community, by securing that efficient primary and secondary education is available to meet the needs of the population of the area. Details of the number of children in the local authority's area and an analysis of their needs is required in order to fulfil this duty so there may be an implied power to collect and use information for this purpose.

#### **Section 434(4)**

Provides for regulations containing implied powers for LEA to obtain information about school attendance.

### **Crime and Disorder Act 1998**

Section 17 applies to a local authority (as defined by the Local Government Act 1972); a joint authority; a police authority; a National Park authority; and the Broads authority. As amended by the Greater London Authority Act 1999 it applies to the London Fire and Emergency Planning Authority from July 2000 and to all fire and rescue authorities with effect from April 2003, by virtue of an amendment in the Police Reform Act 2002.

Section 17 recognises that these key authorities have responsibility for the provision of a wide and varied range of services to and within the community. In carrying out these functions, section 17 places a duty on them to do all they can to reasonably prevent crime and disorder in their area.

The purpose of section 17 is simple: the level of crime and its impact is influenced by the decisions and activities taken in the day to day business of local bodies and organisations. Section 17 is aimed at giving the vital work of crime and disorder reduction a focus across a wide range of local services that influence and impact upon community safety and putting it at the heart of local decision making. Section 17 is a key consideration for these agencies in their work in Crime and Disorder Reduction Partnerships, Drug Action Teams, Youth Offending Teams, Children's Trusts and Local Safeguarding Boards.



Section 37 Sets out that the principal aim of the youth justice system is to prevent offending by children and young people and requires everyone carrying out youth justice functions to have regard to that aim.

Section 115 provides a power but not an obligation for disclosure of information sharing to responsible public bodies (e.g. police, local and health authorities) and with cooperating bodies (e.g. Domestic Violence Support Groups, Victim Support Groups) participating in the formulation and implementation of the local crime and disorder strategy.

The police have an important and general power to share information to prevent, detect and reduce crime. However, some other public organisations that collect information may not have had the power previously to share it with the police and others. Section 115 clearly sets out the power of any organisation to share information with the police authorities, local authority, Probation Service and Health Authority (or anyone acting on their behalf) for the purposes of the Act.

This enables information to be shared for a range of purposes covered by the Act e.g. for the functions of the Crime and Disorder Reduction Partnerships and Youth Offending Teams, the compilation of reports on parenting orders, antisocial behaviour orders, sex offender orders and drug testing orders. Section 115 was amended by the Police Reform Act 2002 to include parish councils and community councils, therefore enhancing the benefits to share information with partner agencies.

## **Human Rights Act – Article 8: The Right to Respect for Private and Family Life, Home and Correspondence**

There shall be no interference by a public authority with the exercise of this right except such as in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

### **Article 8 of the Human Rights Act is satisfied by:**

In pursuit of a legitimate aim:

Preventing the commission of offences and reducing crime and disorder and anti-social behaviour are the legitimate aims of both Workstream 2 of the Early Intervention and Prevention project and signatory agencies under both common and statute law by way of section 115 of the Crime and Disorder Act 1998. In addition promotion of the welfare and wellbeing of children and families by virtue of S.11 of Children Act 2004.

### **Proportionate:**

Information to be shared through this agreement shall be limited to that required to support the work of Workstream 2 of the Early Intervention and Prevention project.

### **Data Protection Act: Schedule 2**

The first data protection principle requires that at least one of the conditions in Schedule 2 of the Data Protection Act (DPA) be met before personal data can be processed fairly and lawfully. The condition that is met in this case is:

Condition 5 will be satisfied as the sharing is necessary for the exercise of functions conferred under statute

Condition 6 will also be satisfied as the processing is necessary for the purposes of “legitimate interests” pursued by the Data Controller or by the third party or parties to whom the data are disclosed.

Without this information the project will be unable to establish whether programmes of work will be effective or successful. This could lead to the implementation of inappropriate schemes. The project could find it impossible to get authorisation to implement effective and helpful programmes due to being unable to evidence the opportunity. This in turn will mean that we will not be able to effectively help children in the Borough achieve more of their potential.

### **Data Protection Act: Schedule 3**

Although names are not given, the data does include information on physical or mental health, sexual activity, the commission or alleged commission of offences, and any proceedings for any offence committed or alleged to have been committed, the disposal of such proceedings or the sentence of any court in such proceedings.

Whilst the data is anonymised, in the hands of the data controller it can be identifiable and therefore constitutes sensitive personal data. Data is also of a small volume which may lead to identification of individuals.

The conditions relevant in this case are:

Condition 7 will be satisfied as the sharing is necessary for the exercise of functions conferred under statute

### **Purpose: Process of Data Share**

Wherever possible, data should be anonymised.

Data will be saved on network directories accessible only by members of the project team. Under no circumstances will data in any format (including emails) be stored on the hard drives of PCs, laptops, or other electronic devices, unless that device is encrypted.

Information will only be stored by, accessed and sent to and between members of the Early Intervention and Prevention Workstream 2 project team and project board, as defined in the project initiation document (PID).

### **How the information will be used**

See section 1 of this document. Findings against these figures will be generalised at the highest level in any public report. Any detail required to support findings will be exempt from publication.

### **Regularity of the share**

Data sharing will be a one off arrangement for the strategic outline case stage of the project.

### **Data Retention and Disposal**

#### **Retention**

Data will be retained in order to compare progress against the baseline. It is the project’s ambition to try to collect longitudinal data, if possible. The length of time has yet to be decided but will be at least five years.

#### **LBB**

LBB will retain the data until the end of the longitudinal study.

#### **London Academy**

The London Academy will retain the data in accordance with its own data retention policies and for the period of the longitudinal study.

#### **Disposal**

#### **LBB**

LBB will dispose of the data by instructing its IT department to delete it from the Wisdom file structure, following the period of the longitudinal study. Any data stored on individuals’ H:\ drives will be deleted at the end of the SOC period.

No paper file will be made of this data.

**London Academy**

The London Academy will dispose of the data in accordance with its own data disposal policies following the period of the longitudinal study.

No paper file will be made of this data.

**Risk Assessment**

Project risk no	11
Description	In order to baseline the financial and non financial costs of not expanding early intervention and prevention provision in schools it is necessary to collect data on the most troubled children attending the London Academy. As this is a very small dataset, in spite of the fact that the data is anonymised, it would be possible for individuals connected with the school or Children's Service (in particular) to work out who these children are if they accessed the data collection. In the process, this person might be able to deduce additional sensitive personal information relating to these individuals.
Controls	<p>This Information Sharing Agreement and the data security measures described therein to be signed off and implemented by the London Borough of Barnet and the London Academy.</p> <p>No data beyond the highest level of description, possibly percentages only, to be included in any public report.</p> <p>The distribution of collated descriptive data will be heavily proscribed and exempt from any publication. This data is extremely sensitive - it includes criminal records and sexual behaviour and requires Level 3 security. The Council has had issues with the leaking of exempted reports in the past. Advice will be sought from senior staff in Children's Service and Governance as to whether or not to only convey this information to politicians and others using exempted presentations only, avoiding a leakable paper record (CAFT have previously advised that most security leaks are generated from paper documents).</p>
Cause and consequence	<p>Cause: Very small data sets where individual children are likely to appear on multiple short lists are published, or are accessed by non-authorised persons.</p> <p>Consequence: Distress or worse to individual children and their families. Legal action and heavy financial sanctions against LBB, Impower Ltd and the London Academy.</p>
Rating	<p>Probability: Rare</p> <p>Impact: Major</p>

**Security and data management**

One Barnet and Impower staff will adhere to the One Barnet Data Security protocol and all Council information governance policies and procedures.

London Academy staff will adhere to London Academy data security policy and procedures.

Specific security requirements are:

- All data must be stored on secured servers and be accessible only (via an encrypted pc or laptop) to those staff actively working on the project.
- **Under no circumstances** can data from the partner organisations be stored on the hard drive of a laptop or other portable device, unless encrypted.
- No paper files of the collated data are to be made or kept. Paper copies of individual data sets must either be shredded or stored in a locked cabinet when not in use.

## Data Protection Breaches

Breaches will be handled in accordance with individual corporate processes and in accordance with the Information Commissioners' *Guidance on Data Security Breach Management*.

Any breach in connection with this project data must be reported to each partner who will escalate to their organisation's Data Protection Officer. In addition, the following individuals must be informed.

- Jay Mercer, Deputy Director of Children's Service and
- Angela Trigg, Principal, London Academy

## Complaints process

Should a complaint regarding Information Sharing be received in relation to this Agreement it will be escalated to:

- Ed Gowan, Assistant Director One Barnet or
- Angela Trigg, Principal, London Academy

dependant upon the organisation subject to the complaint. This organisation will address the complaint in line with its internal complaints procedures and inform the relevant complaints managers within the partner organisations.

## Assessment and Review

This agreement will last for the SOC stage, for any subsequent project and longitudinal study, as described above.

The agreement will be reviewed at the start and close of any subsequent project, or annually, whichever is most frequent. The review will include an evaluation of the success of the agreement and address any concerns or issues.

The review must ensure that the Data Subjects are still the focus and beneficiaries of the data sharing arrangement.

## Termination of Agreement

The partners cannot terminate this agreement without withdrawing from the project.

If a partner withdraws from the project before it closes, it is obliged to securely delete all child-related data held on its systems that has been sent to it by other partners.

**Signatures**

For and on behalf of the London Borough of Barnet:

Name	_____ Jay Mercer
Role	Deputy Director, Children's Service and Operational Lead, Early Intervention and Prevention Project
Date	_____

For and on behalf of the London Academy:

Name	_____ Angela Trigg
Role	Principal, London Academy
Date	_____

LBB Legal Review by:

LBB Data Protection Review by: Lucy Wicks

This page is intentionally left blank

<b>Meeting</b>	Cabinet Resources Committee
<b>Date</b>	17 December 2012
<b>Subject</b>	<b>Extension to the Contract for the Renewal of Water Supply Services at Hendon Cemetery &amp; Crematorium</b>
<b>Report of</b>	Cabinet Member for Housing
<b>Summary</b>	The Committee are requested to note the action taken by the Interim Assistant Director for Regulation and Community Safety under Delegated Powers (Executive Function) to extend the contract for renewal of the Water Supply as part of the Hendon Cemetery and Crematorium Enhancement Project due to existing infrastructure being found to be non-compliant.

Officer Contributors	Tahir Mahmood, Project Manager Matthew Waters, Senior Project Manager
Status (public or exempt)	Public
Wards affected	Mill Hill
Enclosures	None
Key Decision	No
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable

Contact for further information: Rick Mason, Interim Assistant Director for Regulation and Community Safety, 020 8359 ext.7865

## 1. RECOMMENDATION

1.1 To note Delegated Powers Report No. 1808 (dated 12 October 2012), which records the action taken by the Interim Assistant Director for Regulation and Community Safety to:

- (1) Approve the waiver of Contract Procedure Rule 5.6.1.3 on the basis of urgency as identified within the body of this report;
- (2) Extend the contract awarded to J T Edwards - for the renewal of Water Supply services for the enhancement project at Hendon Cemetery and Crematorium - to include the replacement of the non-compliant water supply infrastructure which increases the value of the contract to £58,631.

## 2. RELEVANT PREVIOUS DECISIONS

2.1 On 23<sup>rd</sup> April 2009, the Cabinet Resources Committee (Decision Item 12) resolved:

- (1) That a procurement review for the Hendon Cemetery and Crematorium be undertaken for engagement with service providers to:
  - clarify the expenditure model (10-20 years);
  - confirm the investment necessary;
  - determine the on-going maintenance costs; and to
  - ensure best value
- (2) Subject to the outcome of the procurement review showing that tendering the service would provide the best value for the Council:
  - (a) That Option 3 as set out in the Cabinet Resources Committee report of 23<sup>rd</sup> April 2009, of entering into a partnership contract for external investment in, and operation of, the cemetery and crematorium be approved.
  - (b) That officers be authorised to undertake a procurement process in order to identify a partner for the purposes referred to in (a) above.
  - (c) That market testing be undertaken for the future of the contract for the maintenance of redundant cemeteries and other memorials including the feasibility of including the contract for maintenance of the redundant cemeteries into the future management partnership for Hendon Cemetery and Crematorium (HCC)

2.2 On 27<sup>th</sup> September 2011, the Cabinet Resources Committee (Decision Item 10) resolved:

- (1) That the amount of £1,743,734 funded by capital receipts be approved as part of the Capital Programme for Phase 1 of the scheme.
- (2) That the Director for Environment Planning & Regeneration take the necessary actions to implement Phase 1 of the scheme to replace the cremators at Hendon Cemetery & Crematorium.

2.3 Delegated Powers Report, no. 1701, (June 2012) records the decision of the Interim Assistant Director for Regulation and Community Safety to award the contract to J T Edwards for the Renewal of the Water Supply services for the enhancement project at Hendon Cemetery and Crematorium with the option to extend in accordance with



Contract Procedure Rules, subject to completion of all necessary legal and other documentation.

- 2.4 Delegated Powers Report, no. 1808, (12 October 2012) records the decision taken by the Interim Assistant Director for Regulation and Community Safety to
- (1) waive Contract Procedure Rule 5.6.1.3 on the basis of urgency as identified within the body of this report;
  - (2) Extend the contract awarded to J T Edwards for the renewal of Water Supply services for the enhancement project at Hendon Cemetery and Crematorium to include replacement of the non-compliant water supply infrastructure.

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

- 3.1 Better Services with Less Money: Due to the poor condition of the mains water-pipe network from the main office to the first road bridge, the ornamental entrance has seen many interruptions to its water supply in recent years due to leaks resulting in metered water going to waste and many costly repairs to the pipe network and the adjacent carriageway. Replacing the existing network with modern fittings will reduce leakage and reduce the requirement for further repairs thereby improving operational efficiency.
- 3.2 A Successful London Suburb: The required investment in the asset will improve environmental performance and sustainability due to reduced water leakage and improve the customer experience by reducing interruptions to vehicle and pedestrian traffic flow, (to and from the funeral chapels etc.) caused by the resultant Civil engineering work required to repair each leak. This will allow for the future viability and improvement of the business and protect the Barnet environment.

### **4. RISK MANAGEMENT ISSUES**

- 4.1 The contract was awarded following a Competitive Quotation using the P4L electronic procurement process in accordance with the Contract Procedure Rules and the suppliers were evaluated fairly against an evaluation matrix. The preferred supplier secured the highest score and supplied good references from other local authorities.
- 4.2 The non-compliance of some of the pipework with The Water Supply (Water Fittings) Regulations 1999 was identified by the contractor once work commenced. The Water Authority indicated that approval would not be issued until the non-compliance issues had been addressed. As the site had been dug up and there was no water supply on site, the contractor was requested to continue with the replacement of the non-compliant pipework and reinstate the water as soon as practically possible.
- 4.3 The Cemetery is busy with continued burials and visitors and some of the site was still excavated with some safety fencing around it which was in danger of collapsing, and it was necessary to authorise the completion of this work urgently.
- 4.4 The value of the work exceeded the contract value and thus it was necessary to request a waiver of the Contract Procedure Rules due to the urgency for the compliance work to be carried out to make the water supply operational.

4.5 A risk register was maintained to manage the contract.

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

5.1 Pursuant to section 149 of the Equality Act, 2010, the council has a public sector duty to: have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to elimination discrimination.

5.2 Hendon Cemetery & Crematorium is a facility which is available to and which meets the needs of all members of the community. Weekend services and unique services are provided for the Hindu and Muslim communities, which also addresses and provides a direct positive correlation between business and equality objectives of the Council. The options have been evaluated against the principles in the Equalities Policy and there are no adverse equalities and diversity issues relevant to this decision.

5.3 As part of the tendering process contractors were asked to submit a Diversity Monitoring Form and there were no areas of concern in relation to the submissions. The successful tenderer has equal opportunities policies in place which meet the Council's equalities standards.

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

6.1 Finance: A capital project budget of £1.745m is included in the 2011/12 to 2016/17 capital programme for the Hendon Cemetery and Crematorium Enhancement Project which includes the replacement of the Cremators, Mercury Abatement and Remediation works. The cost of the initial contract for the water supply remediation work was £22,961. The cost of addressing the non-compliance issues was estimated to be an additional £35,670 which was approved via Delegated Powers Report no 1808 and the Summary Delegated Powers Report for Hendon Cemetery and Crematorium Water Supply Extension. The revised total cost of £58,631 can be contained within the project budget.

6.2 The J T Edwards quote for the additional work to replace the non-compliant pipework was benchmarked by the Building Services Team. They commented that the quote appeared higher than for other water supply replacement works. However, in view of the specific constraints of this work due to the hard-dig, the narrow pathway, the work already in progress and the closeness of the resting sites and the sensitivity of the work, it was considered appropriate to use the current supplier and the recommendation was made to extend the current contract.

6.3 Procurement: The project was procured using a Competitive Quotation process and six quotations were received. These quotes were assessed against the evaluation criteria based upon 70% quality, 30% price due to the sensitivity of the works. The evaluation team concluded that J T Edward provided the most economically advantageous quotation. It was proposed that the contract be awarded to J T Edwards with an option to extend in accordance with contract procedure rules.

- 6.4 Performance & Value for Money  
N/A
- 6.5 Staffing  
N/A
- 6.6 IT  
Not applicable
- 6.7 Property  
Not applicable
- 6.8 Sustainability  
Not applicable

## **7. LEGAL ISSUES**

- 7.1 As the value of the original contract was below the current European threshold (£173,934), the Public (Contracts) Regulations 2006 (as amended) did not apply to the competitive quotation procedure which resulted in the award of the contract to J T Edwards. The extension of the original contract with J T Edwards, to include the replacement of the non-compliant pipework, will not alter this position.
- 7.2 The Treaty principles of transparency, fairness and non-discrimination do apply and must be met. Information provided, under sections 3.1 and 5, above, confirms that suppliers were evaluated fairly against a matrix.
- 7.3 Officers must ensure that a written contract extension, capturing the terms and conditions which apply to the arrangement between the council and J T Edwards is completed and executed, on behalf of both parties.

## **8. CONSTITUTIONAL POWERS**

- 8.1 Council Constitution, Part 3, Responsibility for Functions, Section 6 – Powers delegated to officers and Contract Procedure Rule 5 and table 5-1 which authorise a Directors/Assistant Directors to approve the purchase of supplies, services or works where the tender/quotation is lowest or where the tender/quotation represents value for money and is the best available option for the Council and the contract value is no greater than £173,934, the EU threshold for service contracts (i.e. “Acceptance”).
- 8.2 Contract extensions are permitted, subject to compliance with the provisions of Council Constitution, Contract Procedure Rule 5.6.1 - The Acceptance thresholds for contract additions, extensions and variations, provide that:

5.6.1 In the case of an extension to a contract:

5.6.1.1 The initial contract was based on a competitive tender or quotations;

5.6.1.2 the initial contract has not been extended before; and

5.6.1.3 the value of the extension is less than half the cost of the existing contract without the extension and has a budget allocation having had regard to the following:

- i. If initial contract was subject to EU tender procedure that the extension option was declared within the OJEU notice; acceptance report (Delegated Powers Report/Cabinet Resources Committee Report) and the contract includes extension clauses
- ii. If initial contract value was subject to sub EU threshold procedure (Barnet tender/ quotation process) the extension does not take the value past EU threshold.

8.3 As the value of the extension is more than half the cost of the existing contract, a waiver of Contract Procedure Rule 5.6.1.3 was required.

8.4 Rules relating to the waiver of Contract Procedure Rules are set out in Contract Procedure Rules 5.7 and 5.8. Rule 5.8 states that, except in situations of urgency or emergency, Contract Procedure Rules may only be waived on the decision of the Cabinet Resources Committee. Rule 5.7 provides that Directors/Assistant Directors may take decisions on urgent or emergency matters as set out in the Leader's Scheme of Delegation providing they report afterwards to the relevant decision making body setting out the reasons for the urgency. In this instance, the Assistant Director invoked the urgency/emergency provisions and detailed reasons for urgency are set out in section 9 below. This report is pursuant to the requirement in Contract Procedure Rule 5.7 that the urgent/emergency decision is reported afterwards to the relevant decision making body, in this case the Cabinet Resources Committee.

## **9. BACKGROUND INFORMATION**

9.1 The replacement of cremators, building works, renovations and compliance with mercury abatement legislation at Hendon Cemetery & Crematorium programme identified that the quality of infrastructure supporting the water supply at the site was poor and there were areas of the site without any supply of water.

9.2 Following an open quotation process in May 2012 to renew the water supply, JT Edwards Ltd were awarded a contract to renew the cold water main from the main office to the Road Bridge including supplies for 4 stand pipes.

9.3 Work commenced to renew the supply when a number of compliance issues were identified including the risk of contamination from a non-compliant pipe running across a water stream. JT Edwards were requested to address these compliance issues as work had already commenced and the main access road had already been dug up. Further, the continued health and safety risk of the site meant that the work had to be completed urgently and thus a procurement of a separate contract at that stage was not possible.

9.4 The work was put on hold in order to seek the approval for the cost of the compliance work under the delegated powers. This needed to be addressed urgently as one of the main access way had been dug up which needed to be filled in due to the risk of collapse and health and safety concerns of the visitors. Further, the delays were resulting in additional cost to the project and thus a waiver of the Contract Procedure Rules was also requested to expedite the approval process.

**10. LIST OF BACKGROUND PAPERS**

10.1 Delegated Powers Report No. 1808:

(<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=4325>)

10.2 Summary Delegated Powers Report for Hendon Cemetery and Crematorium Water Supply Extension

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

This page is intentionally left blank

## AGENDA ITEM 15

Document is Restricted

This page is intentionally left blank