

**MEETING**

**BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

**DATE AND TIME**

**THURSDAY 13TH MARCH, 2014**

**AT 7.00 PM**

**VENUE**

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

**TO: MEMBERS OF BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)**

Chairman: Councillor Anthony Finn BSc (Econ) FCA  
Vice Chairman: Councillor Joan Scannell

**Councillors**

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

**Substitute Members**

Geof Cooke	Andrew Strongolou
Brian Schama	Barry Rawlings

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

**Andrew Nathan – Head of Governance**

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Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	<b>MINUTES OF THE PREVIOUS MEETING</b> <ul style="list-style-type: none"> <li>a) To confirm the Minutes of the meeting held on Monday 9 December 2013 as a correct record; and,</li> <li>b) To note any update on matters for which follow-up action had been requested</li> </ul>	1 - 8
2.	<b>ABSENCE OF MEMBERS</b>	
3.	<b>DECLARATION OF MEMBERS' INTERESTS</b> <ul style="list-style-type: none"> <li>a) Disclosable Pecuniary Interests and Non Pecuniary Interests</li> <li>b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)</li> </ul>	
4.	<b>PUBLIC QUESTION TIME (IF ANY)</b>	
5.	<b>MEMBERS' ITEMS (SUBMITTED IN ACCORDANCE WITH OVERVIEW AND SCRUTINY PROCEDURE RULE 9) (IF ANY)</b>	
6.	<b>QUARTER THREE 2013/14 FINANCE AND CORPORATE PERFORMANCE</b>	9 - 102
7.	<b>ONE BARNET PROGRAMME HIGHLIGHT REPORT</b>	103 - 136
8.	<b>EMPTY PROPERTIES TASK AND FINISH GROUP REPORT</b>	137 - 194
9.	<b>BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME</b>	195 - 202
10.	<b>ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT</b>	

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# Decisions of the Budget and Performance Overview and Scrutiny Committee

9 December 2013

Members Present:-

AGENDA ITEM 1

Councillor Anthony Finn (Chairman)  
Councillor Joan Scannell (Vice-Chairman)

Councillor Brian Gordon	Councillor Alison Moore
Councillor Andrew Harper	Councillor Hugh Rayner
Councillor John Marshall	Councillor Alan Schneiderman
Councillor Arjun Mittra	Councillor Barry Rawlings

Also in attendance

Councillor Daniel Thomas - Cabinet Member for Resources and Performance  
Councillor Robert Rams - Cabinet Member for Customer Access and Partnerships  
Councillor Dean Cohen - Cabinet Member for Environment  
Councillor Helena Hart – Cabinet Member for Public Health

Apologies for Absence

Councillor Ross Houston

## 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED that:**

1. **Subject to an amendment to record that apologies had been received from Councillor Brian Gordon, the minutes of the meeting held on 26 November 2013 be approved as a correct record;**
2. **Responses to resolutions which were passed by Budget & Performance Overview and Scrutiny Committee at its meeting of 16 September 2013 were noted as follows:**
  - a. **That the Cabinet Member for Resources and Performance be requested to provide Members with a breakdown of assets targeted for capital receipts by site. *Provided to Committee Members via email on 4 December 2013.***
  - b. **That the Cabinet Member for Resources and Performance be requested to provide Members with details of outstanding S106 projects and funding. *A response was being considered and to follow.***
  - c. **That the Director for Place is requested to provide detail of any performance related fines incurred by NSL since the start of the contract. *Provided to Committee Members via email on 9 December 2013.***

- d. That the Cabinet Member for Education, Children and Families be requested to provide detail on the number of additional school places that had been provided in the last five years. *Provided to Committee Members via email on 21 November 2013.*

## **2. ABSENCE OF MEMBERS**

Apologies for absence had been received from Councillor Ross Houston (who was substituted for by Councillor Barry Rawlings).

## **3. DECLARATION OF MEMBERS' INTERESTS**

<b>Member</b>	<b>Subject</b>	<b>Interest declared</b>
Councillor John Marshall	Agenda Item 6 (Quarter Two Finance and Corporate Performance – The Barnet Group Ltd.)	Non-pecuniary interest as a Council appointed representative on the Board of The Barnet Group Ltd.
Councillor John Marshall	Agenda Item 8 (One Barnet Sport and Physical Activity Review)	Non-pecuniary interest as a Saracens season ticket holder
Councillor Joan Scannell	Agenda Item 8 (One Barnet Sport and Physical Activity Review)	Non-pecuniary interest as a Saracens season ticket holder

## **4. PUBLIC QUESTION TIME (IF ANY)**

None.

## **5. MEMBERS' ITEMS (SUBMITTED IN ACCORDANCE WITH OVERVIEW AND SCRUTINY PROCEDURE RULE 9) (IF ANY)**

None.

## **6. QUARTER TWO FINANCE AND CORPORATE PERFORMANCE**

The Cabinet Member for Resources and Performance, Councillor Daniel Thomas, the Head of Programmes and Resources, Tom Pike and the Assistant Director for Finance (Capita), Phil Brown, presented the Quarter Two Financial and Corporate Performance report.

Alongside established and emerging challenges it was noted that changes to the local demographic and the consequences of welfare reforms had been identified as carrying a significant risk to financial performance. The Cabinet Member for Resources and Performance, in response to a question on value for money, confirmed that the most recently reported figures showed Barnet to be in the top three amongst London Boroughs in relation to its Value for Money services; with 50% of services rated as high performance, low spend.

Members discussed the report that the Council would recover an amount in excess to the principal of funds deposited with Icelandic banks (9.8.6, p.20). The Cabinet Member for Resources and Performance advised that an excess on principal was expected but that this excess would not be to the same value as originally projected to have been returned through interest growth. Committee noted that the total value in sterling to be returned to the Council would be subject to currency exchange rates. A Member asked for a comparison between the expected excess on principal and the interest value that had originally been anticipated. It was agreed that this information, presented alongside information on other local authorities' performance in this regard, be provided subsequent to the meeting. The Cabinet Member for Resources and Performance highlighted that the Council's treasury management policy, revised since the Icelandic banking crisis, was stringent and fit for purpose.

A Member questioned the rationale of budget cuts in light of the fact that some service areas regular reported recurring overspend. The Cabinet Member for Resources and Performance agreed that the budgeting process should forecast and account for known expenditure insofar as possible, however, as in previous years, recovery plans were in place to bring expenditure back within budget over the following two quarters. Moreover, it was noted that environmental factors could also create need for additional investment in areas such as road maintenance. The Cabinet Member for Resources and Performance highlighted that the total variance on budget was less than one percent and expected this to be brought back in line by year end.

The Committee invited the Family Services Director, Nicola Francis, to comment on matters relating to performance of the Children's Family Services. Members noted that, despite revisions to the budget to include an additional £1m as at 30 September 2013, a further £1.162m have been projected to be overspent by year end (Table 1, p.13). The Family Services Director attributed the overspend primarily as being driven by the cost of providing residential care for looked-after children which would place sustained pressure on the budget.

Acknowledging Committee Members' concerns that less than 5 looked after children made the expected level of progress in English and Maths between Key Stages 2 and 4, the Family Services Director outlined aims to improve outcomes through the relaunched education champions scheme, the recruitment of a head teacher to the virtual school and linking this further to colleges in education services.

Committee considered that the Council's responsibility towards looked after children was a challenge requiring regular focus and requested that this be reported in more depth as part of the Quarter 3 monitoring report to this Committee.

Noting that the spend on consultants in children's education Q2 2013/14 was higher than the total for the year 2012/13 (Table 6, p.18), a Member asked for further explanation. The Cabinet Member for Resources and Performance outlines that the bulk of this cost related to the capital programme for schools and would include the cost of design consultants and architects.

In reference to recommendation 1.11, a Member questioned whether a £1m transfer from contingency to Family Services would be a one-off and suggested that future budget estimates take in to account the on-going cost of services.

On the reported improvement to call handling, with 69% of call answered within 20 seconds in Q2 from 61% in Q1 (9.1.8, P.11), Members commented that whilst the

direction of travel was positive, this was an area requiring further progress. The Cabinet Member for Resources and Performance agreed that issues relating to calls being dropped should be investigated and suggested that Q3 reporting would show a marked improvement as Capita made improvements and gains in customer services. Committee noted that performance targets were in place to improve on first point resolution of queries.

In responding to questions on the Street Scene delivery unit overspend (9.3.4, p.14) the Cabinet Member for Resources and Performance confirmed that the £701k overspend on NSL contract would include overtime payments to NSL staff that would correspond to more PCNs being issued. Committee noted that, as a result of budget profiling prior to the judicial review in relation to parking permit charges, the savings for the SPA and Parking were not expected to be achieved.

Responding to a question on capital spend slippage in Libraries, the Head of Programmes and Resources confirmed that £3m slippage was to allow for building works to complete in the next financial year.

Following a Member's proposal, it was agreed that challenges to cost-effective provision of temporary accommodation be considered in more depth as part of the Quarter 3 monitoring report to this Committee.

**RESOLVED that:**

- 1. The Quarter Two Financial and Corporate Performance report be noted;**
- 2. Members be provided information on the expected excess on principal investments compared to the interest value that had originally been anticipated and any corresponding performance of other local authorities';**
- 3. The Q3 Monitoring report to Committee in March 2014 to include additional focus in-depth on Council's challenges and responsibility towards and looked after children;**
- 4. The Q3 Monitoring report to Committee in March 2014 to include additional focus in-depth on the challenge of providing cost-effective temporary accommodation.**

**7. ONE BARNET - WASTE AND STREET SCENE**

The Cabinet Member for Environment, Director for Place, Pam Wharfe, and Street Scene Director, Lynn Bishop presented the update report on the StreetScene transformation.

The Street Scene Director gave an update on the status of negotiations with the company responsible for delivery of the new bins. Members noted that due to the delay in achieving full borough-wide roll-out, a rebate on a proportion of the cost of delivery was being sought.

Responding to a question on missed collections, the Street Scene Director highlighted that there were now three times as many bins being collected and that missed collections were reducing as the new waste programme settled in. The target (under 50 per 100,000 collections) was expected to be achieved by January 2014.



Referring to the cost pressure of £1.3m income not being achieved due to the change in market value of co-mingled recyclates, the Director for Place detailed how work with the West London Alliance was being done to find the best deal in a highly volatile market. Members heard that the complexity of the market made it difficult to determine whether fixed price contracts would prove valuable in the longer term.

Following a discussion on the recycling rates, the Street Scene Director attributed the increase (to 38% from 33% under the previous system) as being due to convenience for residents of co-mingling recyclates. A Member asked whether the sharp initial increase in food waste had settled to a manageable level. The Street Scene Director responded that the combined amount of waste and recyclates was still higher than had been expected but this was being handled through the use of a local tipping point at Frith Lane which would remain in operation until tonnages levelled out and could be reviewed in the new year. The Cabinet Member for Environment confirmed that the total volume of waste and recycling was over and above what had been projected in the business case and that a customer satisfaction survey was underway that was targeted to provide feedback from 40% of Barnet households.

Noting a Member's concern that early feedback from some residents had shown there to be a perception that food waste was being combined with general refuse at point of collection, the Cabinet Member for Environment acknowledged that this perception had been compounded by the fact that the colour of the transit or 'slave' bin for food waste on the waste collection vehicle had initially been the same as the recycling bin. This has now been changed to a brown transit bin. The Cabinet Member stated that letters had been sent to residents confirming that their food waste was being collected within a separate compartment of the waste collection vehicle. Members noted that a video was available online that illustrated how recyclates were processed.

A Member questioned whether an increase to the number of flats in the borough would cause a challenge for the handling and collection of waste and recycling. The Cabinet Member for Environment considered that appropriate arrangements for storing recycling and refuse would be part of any new building design. Following Members' questions on how the challenge for waste collection from narrower streets in the borough would be met, the Street Scene Director commented that, alongside innovative technologies being used to monitor collections and optimise routes, there were a number of restricted access vehicles within the fleet that would be intelligently utilised in these areas.

Following questions from the Committee on incidents of fly-tipping, which had risen since an increase to the price of bulky collections on 1 April 2013, it was agreed that the cost to Council of fly-tipping on a ward-by-ward basis be provided to Members subsequent to the meeting.

**RESOLVED that:**

- 1. The StreetScene transformation update report be noted; and,**
- 2. The cost to Council of fly-tipping on a ward-by-ward basis to be provided to Members subsequent to the meeting.**

## 8. ONE BARNET - SPORT AND PHYSICAL ACTIVITY REVIEW

The Cabinet Member for Access and Partnerships, the Cabinet Member for Public Health and the Director for People, Kate Kennally, presented the Sport and Physical Activity (SPA) review outline business case report. The Cabinet Member for Public Health highlighted that physical activity was key to health to the same degree, if not more, as diet. Members heard that participation in simple physical activities could cut stroke, diabetes and some cancers by half and had been linked to prolonging mental health. The Cabinet Member for Public Health directed the Committee to the core strategic aims of the SPA (9.2, p.86) which outlined the approach being proposed to increase physical activity in Barnet, which currently ranked 23<sup>rd</sup> of 33 boroughs for physical activity in adults.

Responding to Members concerns surrounding the ambition of the proposals in light of the MTFs savings target of £967,000 and the historical low uptake from residents, the Cabinet Member for Access and Partnerships indicated that the plans included identifying other forms of physical activity that took place but currently not known and promoting these more widely. Members noted that providers to some councils across the county were contracted at zero cost and discussions with GLL were being held prior to the contract end to review costs. Given that satisfaction levels with the current offer under the GLL contract were lower than average, the Cabinet Member for Access and Partnerships agreed that this would need to be resolved going forward. Members heard that other potential avenues for delivery were being explored that included partnerships with other agencies such as Saracens. A Member questioned why, with the exception of the Burnt Oak facility, each of the leisure centres operated at a loss to GLL. The Director for People acknowledged that investment was required at Copthall if the facility was to be sustainable in the long-term. Members noted that those leisure centres with wet areas were cost more to run and work was currently underway to review use of the facilities in order to reduce overheads whilst maximising the resources available.

The Director for People outlined that, though one of the key purposes of Council owned leisure facilities was to promote SPA, walking and other activities were equally important. The Director for People informed the Committee that, in order to understand local need and barriers to participation, 1,013 residents had been surveyed and focus groups had been held. Key barriers were attributed by some residents as being cost and accessibility.

Members asked for further information on research undertaken to identify examples of best practice elsewhere in the country and the feasibility of adopting such practices in Barnet. It was agreed that this research be circulated to Members subsequent to the meeting.

A Member asked how the borough's parks could be promoted to encourage more use and what actions were being taken to promote cycling. The Cabinet Member for Public Health emphasised the ten marked and measured routes across the borough which provided a focus and interest to the parks. The Cabinet Member for Access and Partnerships acknowledged that innovative ways to generate interest should be considered such as interactive signs incorporating the use of QR codes. In response to the promotion of cycling the Director for People underlined that regeneration projects, such as Cricklewood Brent Cross, were designed with a focus on provision for cyclists.

Responding to a Member's concern that the 3% targeted increase in SPA appeared low, the Cabinet Member for Public Health commented that the targets were in line with the

Barnet Health and Wellbeing Strategy, without which the participation rate was predicted to decline further. In response to a question as to whether a strategy for playing fields had been considered, the Cabinet Member for Public Health stated that this could be considered amongst other suggestions as part of the full business going forward.

Welcoming a Member's call for Councillors to be better role models for physical activity, the Cabinet Member for Public Health urged all Committee Members to become more visibly involved in sport and physical activity in the borough.

**RESOLVED that:**

- 1. The Sport and Physical Activity review outline business case be noted;**
- 2. The Cabinet Member for Access and Partnerships and the Cabinet Member for Public Health consider a strategy for the use of playing fields within the business case for Sport and Physical Activity; and,**
- 3. Members of the Committee to be provided with information on research undertaken to identify examples of best practice elsewhere in the country and the feasibility of adopting such practices in Barnet.**

**9. ONE BARNET PROGRAMME HIGHLIGHT REPORT**

The Head of Programmes and Resources, Tom Pike, and the Head of Corporate Programmes, Matt Waters, presented the One Barnet Highlight Report.

**RESOLVED that the One Barnet Programme Highlight Report be noted.**

**10. BUDGET AND PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

**RESOLVED that the Forward Work Programme be noted.**

**11. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 9.58 pm

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Meeting	Budget and Performance Overview and Scrutiny Committee	AGENDA ITEM 6
Date	13 March 2014	
<b>Subject</b>	<b>Budget and Performance Report Quarter 3 2013/14</b>	
Report of	Corporate Performance	
Director/Chief Officer	Deputy Chief Operating Officer	
Summary of Report	<p>The report and enclosures at Annex A provide the Quarter 3 2013/14 financial and Corporate Plan performance monitoring report which was considered by Cabinet Resources Committee at its meeting of 25 February 2014. .</p> <p>Annex B provides additional information on looked after children, temporary accommodation and the Parking Recovery Plan as requested by the Committee at its previous meeting.</p>	

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Contributing officers	Tom Pike (Head of Programmes and Resources) and Oliver Jones (Performance Manager)
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Budget and Performance Overview and Scrutiny Committee
Enclosures	<p>Annex A: Budget and Performance Report Quarter 3 2013/14, Report to Cabinet Resources Committee, 25 February 2014</p> <p>Annex B: Additional requested information on looked after children, temporary accommodation and the Parking Recovery Plan.</p>
Contact for Further Information:	<p>Contact for further information:            Ash Tadjrishi: ☎ 020 8359 2368  <a href="mailto:Ash.Tadjrishi@Barnet.gov.uk">Ash.Tadjrishi@Barnet.gov.uk</a></p>

## **1 RECOMMENDATION**

- 1.1 That the committee consider the Budget and Performance Report Quarter 3 2013/14 (as set out in Annex A) and make comments and recommendations as appropriate.**
- 1.2 That the committee consider the further information requested concerning Looked after children, temporary accommodation and the parking recovery plan (as set out in Annex B).**

## **2 RELEVANT PREVIOUS DECISIONS**

- 2.1 Annual Council meeting 19 May 2009 – agreed the new scrutiny arrangements, which includes the reporting of Corporate Plan performance measures to this Committee.
- 2.2 Contract Monitoring Overview and Scrutiny Committee met for the first time on 18 June 2013 for scrutinising the group of services provided by the New Support and Customer Services Organisation, Development and Regulatory Services, The Barnet Group Ltd and HB Public Law.

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

- 3.1 This report presents the quarter 3 outturn for all finance and performance indicators in relation to the three Corporate Priorities in the Corporate Plan 2013-14, which are:
  - Promote responsible growth, development and success across the borough
  - Support families and individuals that need it – promoting independence, learning and well-being
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

## **4 RISK MANAGEMENT ISSUES**

- 4.1 Review of finance and performance issues by this Committee should contribute to performance improvement, and therefore mitigate the risk of non-improvement and failure to meet Corporate Plan performance targets.

## **5 EQUALITIES AND DIVERSITY ISSUES**

- 5.1 As set out in the use of resource issues raised in section 5 of the CRC report contained in Annex A.

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

- 6.1 As set out in the use of resource issues raised in section 6 of the CRC report contained in Annex A.

## **7 LEGAL ISSUES**

- 7.1 As set out in the use of resource issues raised in section 7 of the Cabinet Resources Committee report contained in Annex A.

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

- 8.1 The scope of Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Constitution;
- 8.2 Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has, amongst other duties, responsibility for scrutinising the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.

## **9 BACKGROUND INFORMATION**

- 9.1 Annex A of this report contains the Quarter 3 2013/14 Budget and Performance Report which was considered by the Cabinet Resources Committee on 25 February 2013. It contains information on revenue, capital, performance and projects.

### **Financial Performance**

- 9.2 Revenue budget overspend of £2.228m, this is a decrease of £1.281m from quarter 2. Capital budget slippage of £22.583m, this is an increase of £0.064m from quarter 2.

### **Corporate Performance**

- 9.3 The Corporate Plan 2013/14 set out the Council's direction and strategy for the year. Throughout the year, every service undertakes a range of activities to deliver these priorities, ensuring that the Council provides effective, efficient, and value for money services to residents.
- 9.4 The Council measure and publish progress against the Corporate Plan quarterly. This information is available via the Council's website. In accordance with current practice, a link to Quarter 3 performance data will be circulated to Committee Members via e-mail as far in advance of the meeting as is possible. Committee Members are requested to highlight any areas of concern and refer these to the Chairman who will request written responses to the issue(s) raised. Where the Chairman considers it appropriate, Cabinet Members and/or officers will be invited to attend the Committee meeting to respond to specific performance issues. The Committee can request in-depth performance reports on specific performance issues to be present in future if they consider this appropriate.

## **Successes**

9.5 Quarter 3 has seen performance improvements across:

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

## **Areas of concern**

9.6 As requested by the Chairman of this committee, officer challenge sessions highlighted areas of challenge during quarter 3:

- Street Scene projected year end revenue overspend;
- Delivery of Parking project to improve parking service; and
- Agency staffing levels.

9.7 There are emerging challenges of:

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

9.8 There are a number of established challenges which have previously been reported (in addition to the areas of concern in 9.6):



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

#### **Additional requested information**

9.9 Annex B outlines further information requested at the Budget and Performance Overview and Scrutiny Committee meeting on the 9 December. This is regarding:

- challenges and responsibility towards and looked after children;
- challenge of providing cost-effective temporary accommodation; and
- the Parking Recovery Plan within a report on the Street Scene Recovery Plan.

## **10 LIST OF BACKGROUND PAPERS**

10.1 Quarter 3 Corporate Performance Report: [www.barnet.gov.uk/performance](http://www.barnet.gov.uk/performance)

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

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Meeting	<b>CABINET RESOURCES COMMITTEE</b>
Date	25 February 2014
<b>Subject</b>	<b>Quarter 3 Monitoring 2013/14</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 3 Monitoring 2013/14 report and instruct officers to take appropriate action
Officer Contributors	Phil Brown – Assistant Director, Financial Services Paul Thorogood – Head of Finance, Financial Services
<b>Status (public or exempt)</b>	Public
Wards affected	Not applicable
Key decision	Yes
Enclosures	Appendix A – Performance Report Appendix B – Revenue Monitoring by Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis Appendix E – Corporate Risk Register Appendix F – One Barnet Programme Appendix G – Prudential Indicator Compliance Appendix H – Investments outstanding as at 31 December 2013 Appendix I – Virement for Insurance Charges 2013/14
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Paul Thorogood – Head of Finance, Financial Services, 07725

652910

## 1. RECOMMENDATIONS

That Cabinet Resources Committee:

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

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

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 5 March 2013 (Decision item 8.1.1) – approved the Council Budget and Council Tax 2013/14.
- 2.2 Cabinet Resources Committee, 24 June 2013 (Decision item 7) – approved the Outturn Report 2012/13.
- 2.3 Cabinet Resources Committee, 24 September 2013 (Decision item 6) – approved quarter 1 monitoring 2013/14.
- 2.4 Cabinet Resources Committee, 16 December 2014 (Decision item 6) – approved quarter 2 monitoring 2013/14.
- 2.5 Action taken by the Leader under Executive Powers, 20 January 2014 – sale of Claim in LBI.

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

- 3.1 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 3.2 Relevant Council strategies and policies include the following:
- Corporate Plan 2013-14;
  - Medium Term Financial Strategy;
  - Treasury Management Strategy;
  - Debt Management Strategy;
  - Insurance Strategy;
  - Risk Management Strategy; and
  - Capital, Assets and Property Strategy.

## **4. RISK MANAGEMENT ISSUES**

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

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

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

- 5.1 Under the Equality Act 2010, the Council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. With respect to a) the 'protected characteristics' also include marriage and civil partnership.
- 5.2 Having 'due regard' means: (i) consciously thinking about the three aims as part of the decision-making process; (ii) that an incomplete or erroneous appreciation of the duties will mean that due regard has not been given to them; and (iii) that the duty must be exercised in substance, with rigour and with an open mind.
- 5.3 In response to the public sector Equality Duty (as specified in the Equality Act 2010), quarter 2 data for the Corporate Plan equalities measures is used to assess whether there are any notable gaps between different groups. This is published on our website at: [www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)
- 5.4 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

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

- 6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.
- 6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.
- 6.3 The projected overspend of £2.228m is forecast to reduce General Fund balances from £15.830m to £13.602m. The General Fund balances are therefore forecast to fall below the recommended target level of £15m.

## **7. LEGAL ISSUES**

- 7.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the

administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

- 7.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is a deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

## 8. CONSTITUTIONAL POWERS

- 8.1 The Council’s Constitution, in Part 3, Responsibility for Functions, states in paragraph 4.6 the functions of the Cabinet Resources Committee including:
- a. Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
  - b. To write off debt;
  - c. To determine external or cross-boundary trading limit; and
  - d. Approval of schemes not in performance management plans but not outside the Council's budget or policy framework.
- 8.2 The Council’s Constitution, Part 1, Financial Regulations Part 4 section 4.4.13 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.
- 8.3 The Council’s Constitution, Part 1, Financial Regulations Part 4 section 4.4.3 states virements can only be made after following the rules in the table below:

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



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

<b>Capital Virements</b>
Cabinet or Cabinet Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage) between approved capital programmes i.e. as per the budget book. The report must show the proposed:
i) budget transfers between projects and by year
ii) funding transfers between projects and by year and
iii) a summary based on a template approved by the Section 151 Officer
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

## 9. BACKGROUND INFORMATION

### 9.1 Summary of Financial and Performance Monitoring

#### 9.1.1 Revenue Monitoring

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

#### 9.1.2 Capital Monitoring

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

### 9.1.3 Successful Service Changes

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

### 9.1.4 Value for Money Benchmarking

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

### 9.1.5 Areas of Concern

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

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

### 9.1.6 Programmes Update

#### **One Barnet**

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

#### **Capital**

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

#### **Regeneration**

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

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

## **Children's**

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

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

## **Street Scene**

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

### **9.1.7 Human Resources (see Section 2.7 of Appendix A)**

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

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

### 9.1.8 Customer Experience

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

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

### **Quarter 3 Performance Monitoring**

9.2.1 This is the third time that information on the 2013/14 Corporate Plan indicators will be reported (see appendix A). A total of 30 indicators out of 38 indicators were required to report in quarter 3<sup>1</sup>. Of the indicators that reported, the balance of met and missed targets was 58.6% met (17 targets rated as green) and 41.3% missed (7 red, 4 red-amber, and 1 green-amber rating). There is one new indicator that does not have a target. 14 CPIs show a positive or neutral direction of travel, 16 CPIs demonstrate a negative direction of travel.

### 9.2.2 Successes

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

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

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

### 9.2.3 Established challenges

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

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

### 9.2.4 Emerging Challenges

There were some new and emerging challenges in quarter 3:

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

## 9.3 Quarter 3 Financial Monitoring

### 9.3.1 2013/14 Revenue Monitoring

Table 1 below provides a summary of the 2013/14 outturn analysis compared to the revised budget position. As at the end of quarter three the actual net General Fund spend was £187.473m. This represents 64% of the revised budget. The position for the end of the year is currently forecast to be an overspend of £2.228m, assuming the recommendations set out in 1.10 and 1.11 are approved. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

Note that the overall underspend projected at quarter three in the prior year 2012/13 was £0.269m. The final overspend in the prior year 2012/13 in the final outturn was £0.690m.

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

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

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

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

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

9.3.3 The Council's overall position has declined since quarter two. The quarter three forecast has resulted in a projected overspend of £2.228m. The Council's General Fund Balances are forecast to fall below the recommended level of £15m, and are currently projected to be £13.602m. Service recovery plans should be aiming to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level. Concerns exist across the organisation, but are most significant in Street Scene and Re.

## Commentary for budget variances greater than 5%

### 9.3.4 Street Scene

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

Variances for the service include:

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

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

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



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

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

### 9.3.5 HB Public Law

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

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

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

### Budget Variances - Other Points to Note

#### Public Health

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

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

### **Adults and Communities**

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

### **Commissioning Group**

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

### **Central Expenses**

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

### **Barnet Group**

- 9.3.10 Barnet Group reported a significant pressure of £0.916m in quarter three which was due to the increased demand for temporary accommodation. Factors contributing to this included a restricted mortgage for first time buyers, sustained increases in private rented sector rents in London and migration of benefit claimant households from inner London boroughs to outer London boroughs. These factors have led to a mismatch between the demand and supply for social housing.
- 9.3.11 The £0.916m pressure is to be covered by the existing provision for temporary accommodation set aside in contingency when the budget was originally set but the underlying position would have been worse if Barnet Homes had not taken action to mitigate the pressure. These steps included the introduction of cash incentive schemes for landlords to enable more people to become tenants and reduce the costs incurred on Bed and Breakfast accommodation. Other mitigating steps were to initiate a youth mediation service and help with out of London relocation costs.
- 9.3.12 The reported financial position of an overspend of £1.598m takes into consideration the recommendations set out in 1.10 and 1.11 as follows:
- £0.500m of contingency funding is made to Development and Regulatory Services in respect of reactive road maintenance;
  - £0.916m of contingency funding is made to Barnet Group in respect of the increase in the number of temporary accommodation numbers; and
  - Up to £0.878m of the risk and litigation reserve is used in 2013/14 to mitigate the shortfall in savings, due to the delay in the contract initiation, on the Re contract.

9.3.13 Specific areas for concern are overspends in Street Scene and HB Public Law (highlighted above in 9.3.4 and 9.3.5) and are high risk areas and it is important to ensure the budget and performance of the service is managed so that it does not continue to be a budget pressure next year.

#### **Delivery of Approved Savings 2013/14**

9.3.14 The Council approved saving of £14.492m as part of the 2013/14 budget setting process. Of this total £0.779m, shown in Table 2 below, is still being identified as high risk. The remainder have been implemented or are on course to being implemented in line with original timescales. For the high risk savings, alternative proposals or action plans are being developed by services.

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

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

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

### 9.3.15 2013/14 Capital Programme Monitoring

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

### 9.3.16 2013/14 Capital Monitoring Analysis

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

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

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

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

### 9.3.17 Proposed Changes to the 2013/14 Capital Programme Funding

Table 4 below summarises the proposed funding changes to the Capital Programme. A detailed analysis of the proposed changes including additions, deletions and budget movements is provided in Appendix C.

**Table 4: 2013/14 Capital Funding Changes**

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

Service	Grant s	Secti on 106 / Other	Capital Receip ts	Reve nue	Borro wing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Commissioni ng Group			4,735	(4,990 )	1,724	1,470
Street Scene	(264)	(89)	110		(84)	(327)
Re delivery unit	86	51	(953)	-	(1,100 )	(1,916)
CSG delivery unit			(4,778)		(2,024 )	(6,801)
The Barnet Group			(148)	(122)		(270)
<b>General Fund Programme</b>	<b>(7,778 )</b>	<b>1,181</b>	<b>(2,903)</b>	<b>(5,772 )</b>	<b>(4,963 )</b>	<b>(20,236)</b>
HRAHRA			(6,851)	(348)		(7,199)
<b>Total Capital Programme</b>	<b>(7,778 )</b>	<b>1,181</b>	<b>(9,754)</b>	<b>(6,120 )</b>	<b>(4,963 )</b>	<b>(27,435)</b>

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

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

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

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

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

9.3.19 The main changes by funding stream are as follows:

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

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

## 9.4 Virement

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

## 9.5 Agency Costs

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

**Table 5: Agency Costs to 31 December 2014**

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

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

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

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

\*\*\*Includes adjustments to correct previously reported amounts

## 9.6 Transfers from Contingency and Reserves

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



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

## **9.7 Fees and Charges**

### **9.7.1 Residential, Nursing and Respite Charges for Adult Social Care**

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

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

### **9.7.2 Fairer Contributions Policy for Adult Social Care**

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

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

## **9.8 Treasury**

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

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

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

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

### **Investment Performance**

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

### **Icelandic Bank Deposits**

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

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

### **Debt Management**

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

## **9.9 Corporate Risk Register**

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

## **9.10 One Barnet Programme**

### **9.10.1 Wave 1**

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

### **9.10.2 Wave 2**

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

### **9.10.3 Judicial Review**

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

### **9.10.4 Drawdowns**

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

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

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

- Adult and Communities transformation programme £0.200m

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

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

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

- Other change programmes - Connecting with Barnet £0.058m

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

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

## Performance Report: Quarter Three 2013/14

### 1. Corporate performance overview

#### 1.1 Corporate performance dashboard

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

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	Management Agreement/ Contract Performance
Adults and Communities	4	306	(887)	7.5
Assurance	n/a	(50)	n/a	n/a
Children's Education and Skills	-1	48	(10,203)	2.5
Family Service	3	86	(1,301)	0.5
Commissioning Group	n/a	297	1,470	n/a
Street Scene	1	2,328	(327)	6
Public Health	0	0	n/a	0
Barnet Group	-1.5	0	(270)	13
Re	3	1	(1,916)	42.5
CSG	n/a	0	(6,801)	15
HB Public Law	n/a	157	n/a	5.5
Central Expenses	n/a	(945)	n/a	n/a
Totals <sup>1</sup>	1.5	2,228	(20,236)	7

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

## 2. Whole council summary tables

### 2.1 Key finance indicators

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

**2.2 Revenue budget – corporate overview** - see monitoring report

**2.3 Capital budget – corporate overview** - see monitoring report

## 2.4 Corporate Plan performance - corporate overview

### 1. Adults

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

# Appendix A

## 2. Children's Education and Skills

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



## Appendix A

### 3. Children's Family Service

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

### 4. Street Scene

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

# Appendix A

## 5. Public Health




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

## 6. Barnet Group

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

## Appendix A

### 7. Re

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

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

## 2.5 Council project portfolio

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

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

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

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

## 2.6 Key projects – corporate overview

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

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

### Street Scene

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

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

### Public Health

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

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

### Barnet Group

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

### Re

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

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

## 2.7 Human Resource/People performance - corporate overview

### Key corporate HR targets and indicators

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

As at 30 September 2013

ESTABLISHED POSITIONS AS FTE <i>Total number of Barnet Council Posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>	EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE <i>Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>			MSP RESOURCE AS HEADCOUNT <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>		NON MSP RESOURCE AS Headcount <i>Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)</i>		AVAILABLE CASUAL RESOURCE AS FTE <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>	
	Occupied (FTE)	Fixed Term, Temporary, Seasonal	Permanent	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total	
2,142.95	1,792.75	227.65	1,531.16	496	2	0	2	207	
<b>Total excluding CSG and RE</b>									

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



## 3. Methodology

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

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

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

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

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

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

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

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

## Appendix A

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

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

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

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

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

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

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

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

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

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



## Adults &amp; Communities

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

## Assurance

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

## Children's Education

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

## Children's Family Service

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

## Commissioning Group

Description	Variations				% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000	
Commissioning Group	2,464	1,730	1,694	(36)	(2.1%)
Commercial	537	765	1,076	311	40.7%
Deputy Chief Operating Officer	3,995	4,686	4,697	11	0.2%
Commissioning Strategy	317	438	449	11	2.5%
<b>Total</b>	<b>7,313</b>	<b>7,619</b>	<b>7,916</b>	<b>297</b>	<b>3.9%</b>

## Street Scene

Description	Variations				% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000	
Street Scene Management Team	647	650	587	(63)	(9.7%)
Business Improvement	332	335	333	(2)	(0.6%)
Mortuary	136	137	145	8	5.8%
Street Lighting	6,243	6,340	6,363	23	0.4%
Transport	(131)	(2)	(2)	0	0.0%
Highways Inspection/Maintenance	508	512	570	58	11.3%
Parking	(747)	(578)	(339)	239	(41.3%)
Parks, Street Cleaning & Grounds Maintenance	5,052	5,071	5,118	47	0.9%
Street Cleansing	4,236	4,255	4,255	0	0.0%
Waste	2,911	2,929	5,386	2,457	83.9%
Recycling	3,186	3,279	2,103	(1,176)	(35.9%)
<b>Total Street Scene</b>	<b>22,373</b>	<b>22,928</b>	<b>24,519</b>	<b>1,591</b>	<b>6.9%</b>
Special Parking Account	(7,475)	(7,544)	(6,807)	737	(9.8%)
<b>Total</b>	<b>14,898</b>	<b>15,384</b>	<b>17,712</b>	<b>2,328</b>	<b>15.1%</b>

## Public Health

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

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

## HB Public Law

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

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

## Barnet Group

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

Over spend due predicted increase in Temporary Accommodation numbers

## DRS

Description	Variations				% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000	
Managed Budgets	47	615	1,066	451	73.3%
Management Fee	774	1,056	1,106	50	4.7%
Funding proposed to be transferred from contingency as per recommendation 1.10			(500)	(500)	
<b>Total</b>	<b>821</b>	<b>1,671</b>	<b>1,672</b>	<b>1</b>	<b>0.1%</b>

## CSG

Description	Variations				% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000	
CSG	24,178	24,546	24,546	0	0.0%
<b>Total</b>	<b>24,178</b>	<b>24,546</b>	<b>24,546</b>	<b>0</b>	<b>0.0%</b>

## Central Expenses

Description	Variations				% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000	
Corporate Subscriptions	314	314	314	0	0.0%
Levies	28,460	28,460	27,515	(945)	(3.3%)
Central Contingency	13,245	8,863	8,863	0	0.0%
Rate Relief	3	3	3	0	0.0%
Capital Financing	21,470	21,316	21,316	0	0.0%
Early Retirement costs	5,427	5,427	5,427	0	0.0%
Car Leasing	2	2	2	0	0.0%
Corporate Fees & Charges	799	799	799	0	0.0%
Miscellaneous Finance	16	466	466	0	0.0%
<b>Total</b>	<b>69,736</b>	<b>65,650</b>	<b>64,705</b>	<b>(945)</b>	<b>(1.4%)</b>

## Housing Revenue Account

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

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

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



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

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

Service	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions Amount (£'000)	if Slippage/Accelerated Spend Amount (£'000)	Explanation for request
Commissioning Group	2013/14	Asset Management	BORROWING		1,812		Asset Management moving from CSG Delivery Unit to Commissioning Group
Re delivery unit	2013/14	General Fund Regeneration	CAPITAL RECEIPT			(300)	
Re delivery unit	2013/14	Mill Hill East	BORROWING			(500)	
Re delivery unit	2013/14	Graham Park Regeneration-Building Works	BORROWING			(600)	
The Barnet Group	2013/14	Hostel Refurbishment Programme	CAPITAL RECEIPT			(148)	Deferred project carry variance over to 2014/15
The Barnet Group	2013/14	Hostel Refurbishment Programme	CAPITAL RESERVE			(122)	Deferred project carry variance over to 2014/15
HRA	2013/14	Major Works (excl Granv Rd)	MRA			(55)	Deferred projects to 14/15
HRA	2013/14	Granville Road	MRA			(293)	Further retention payment delayed pending investigation on panel fixing. Carry variance over to 2014/15
HRA	2013/14	Misc - Repairs	MRA		514		Over spend to be offset by under spend on M&E / GAS
HRA	2013/14	M&E/ GAS	MRA		(514)		On target to complete programme
HRA	2013/14	New Affordable Homes	CAPITAL RECEIPT			(6,851)	**Original Budget line is a rolling budget to 2016, carry variance over to 2014/15
Re delivery unit	2013/14	Hendon Cemetery & Crematorium Enhancement	CAPITAL RECEIPT			(653)	
		<b>Total</b>			<b>(4,852)</b>	<b>(22,583)</b>	

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## Adults &amp; Communities

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

## Children's Education

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

## Children's Family Service

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

## Commissioning Group

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

## Street Scene

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

## RE Delivery Unit

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



CSG Delivery Unit

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

Barnet Group

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

Housing Revenue Account

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



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

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Homelessness:</b> There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p><b>Cause:</b> The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing</p>	Major 4	High 20	Treat	Quarterly	Likely 4
		<p><b>Preventative:</b> Developing plans around three areas:</p> <ol style="list-style-type: none"> <li>1. increasing prevention activities, joint working with job centre plus</li> <li>2. increase opportunities of affordable housing supply</li> <li>3. Develop options of affordable supply in more affordable locations</li> </ol> <p><b>Detective:</b> Welfare and Benefit Programme (including partners) in place to determine impact, performance</p>			High 16

# APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
and putting pressure on the supply of affordable housing. <b>Consequence:</b> Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.		indicators in place to monitor impact. A mitigation plan is being developed by Barnet Homes to be approved by Strategic Commissioning Board and the Delivery Board. The Delivery Board will then monitor monthly. Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand.			
<b>Demographic Changes and Population Growth:</b> There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand <b>Cause:</b> Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations. <b>Consequence:</b> Increased demand for public services generally, changing demand for types of	Major 4		Treat	Quarterly	Possible 3 Major 4 Medium-High 12
	Likely 4	<b>Preventative:</b> Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data)  Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.  Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures. <b>Detective:</b> The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The			
	High 16				

# APPENDIX E

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
services, costs spiral, reactive decision making, cuts to front line services or service failure.				Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.			
<b>Waste Management and Sustainability:</b> without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.	Major 4	Possible 3	Medium-High 12	<b>Preventative:</b> In-house delivery with stretch model underway for delivery October 2013. NLWA partnership  <b>Detective:</b> Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan. One Barnet Programme Management until Business as Usual phase	Treat	Quarterly	Possible 3  Major 4  Medium-High 12
<b>Cause:</b> Failure to mitigate rising costs of waste disposal.  <b>Consequence:</b> Increasing costs to Council exacerbating budget pressures.							
<b>People:</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.  <b>Cause:</b> The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires	Major 4	Possible 3	Medium-High 12	<b>Preventative:</b> To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.  <b>Detective:</b>	Treat	Quarterly	Possible 3  Moderate 3  Medium-High 9

# APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.		Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.			
<b>Consequence:</b> The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.					
<b>Financial Position:</b> Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on	Major 4		Tolerate	Quarterly	Possible 3  Moderate 3  Medium High 9
	Possible 3	<b>Preventative:</b> The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. A piece of work is being undertaken to understand the extent of financial challenges up to 2020, and the options for meeting those challenges (as set out in the July 2013 Cabinet report).			
	Medium High 12	<b>Defective:</b> Budget monitoring (revenue and capital) and financial management standards being adhered to.			

# APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>services.</p> <p><b>Cause:</b> Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p><b>Consequence:</b> Additional pressure and by implication cost in the delivery of services. Reduction in income. Together these provide a challenge for the Council's economic position.</p> <p><b>Information Management:</b></p> <p>There is a risk we will not be able to get appropriate data and information through insight, self service to support the customer access strategy</p> <p><b>Cause:</b> Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p><b>Consequence:</b> Data is not good enough to drive self service, single view of customer to deliver customer access vision</p>	<p>Medium High 12</p>	<p>Recovery plans and alternative options reviewed in areas with overspend. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p> <p>Information Management Strategy approved (August 2013) and includes a data quality work stream.</p> <p><b>Preventative:</b> Fair processing notices to enable us to compliantly get data we want.</p> <p>Beginning to understand data sources and constraints on them</p> <p>Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly</p> <p><b>Detective:</b> Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary</p>	Treat	Quarterly	<p>Unlikely 2</p> <p>Major 4</p> <p>Medium High 8</p>

# APPENDIX E

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Barnet's position as a prosperous suburb</b> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><b>Cause:</b> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p><b>Consequence:</b> Barnet becomes less desirable as a place to live and work</p>	Major 4	Possible 3	Medium High 12	Treat	Major 4
					Unlikely 2
<p>Failure to engage properly with residents</p> <p><b>Cause:</b> The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p><b>Consequence:</b> Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	Possible 3	Medium High 9	Treat	Moderate 3
					Unlikely 2
				Quarterly	Medium Low 6



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Wave 1 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Actual to Date £	2013/14 Projected Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
Closed Projects									
e-Recruitment	40,000	40,000						40,000	0
Procurement Project	70,058	70,058						70,058	0
Prototyping Project	77,129	77,129						77,129	0
Revenue & Income Optimisation	197,662	197,662						197,662	0
Your Choice Barnet	553,156	163,279	313,895	41,478				518,652	(34,504)
Housing Needs Resources	87,966		23,750	23,626				47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	15,423				157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500					22,000	0
SAP Optimisation	375,533	174,375	127,147	60,000				361,522	(14,011)
Community Coaches	70,000		42,186	22,205				64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178				148,181	0
Right to Control									0
Legal Services	140,000		54,639	106,330				160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351					545,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275				2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266				2,754,445	1,100,006
Programme Management	2,411,433	450,919	1,593,258	367,256				2,411,433	0
Community Budgets, Childrens Projects	247,493	39,386	29,749					69,136	(178,357)
Passenger Transport	272,106	57,966	111,602	97,001	781			267,350	(4,756)
Contingency allocated for Wave 1 variances	1,503,481								(1,503,481)
Open Projects									
NSCSO/DRS Mobilisation	1,253,257			125,850	1,125,274	133,717		1,384,840	131,583
Total	11,581,562	2,241,753	4,119,515	4,057,887	1,126,055	133,717		11,678,926	97,364

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

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

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

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

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

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

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

	Limits for 2013/14 %
<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 31/12/13	% Fixed Rate Borrowing as at 31/12/13	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

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## Deposits Outstanding as at 31 December 2013

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

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

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

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



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

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

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

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

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

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

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

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



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

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## Additional information requested

During the Budget and Performance Overview and Scrutiny Committee meeting on the 9 December, members requested that further information be reported on:

- The Q3 Monitoring report to Committee in March 2014 to include additional focus in-depth on Council's challenges and responsibility towards and looked after children;
- The Q3 Monitoring report to Committee in March 2014 to include additional focus in-depth on the challenge of providing cost-effective temporary accommodation; and
- The Parking Recovery Plan within a report on the Street Scene Recovery Plan.

The requested information is provided in the following sections.

### Challenges and responsibility towards and looked after children

#### Overview

London Borough of Barnet seeks to take earlier preventative action to support children and their families so that fewer children become looked after. For those children and young people who do become looked after children, we want to ensure that needs are fully assessed and that children live within and are supported by their family or broader networks of connected people, where possible. Where this is inconsistent with the child's welfare, Barnet will seek to place children in an alternative family environment, in an appropriate placement that is able to meet their needs.

Where it is in the child's best interests to live with alternative carers, we seek to support our looked after children and young people to achieve excellent outcomes. Having the right placement in the right place, at the right time, is a vital factor in meeting the needs of children and in improving placement stability, which in turn is a critical success factor in relation to better outcomes for looked after children.

Barnet's Corporate Plan sets out that we seek to ensure that children who enter the care system are given a good start in life, with a stable home and access to education and other support.

Barnet has a relatively stable number of looked after children, a low rate per 10,000 under 18 population of looked after children and the vast majority of children only experience one 'episode of care'. At present, Barnet has approximately 310 looked after children at any one time.

The outcomes we seek for our looked after children are most clearly illustrated through the joint work of Barnet's looked after children and care leavers, with the Council, to develop the Barnet Pledge.



### Responsibilities

In addition to the responsibilities that local authorities have to support children and young people who are below the threshold of becoming a 'looked after child', local authorities have a number of statutory duties and responsibilities to looked after children<sup>1</sup>.

- Safeguard and promote the welfare, including educational attainment, of looked after children; ascertaining the wishes and feelings of children and parents before making any decision; and giving due consideration to this and to the child's religious persuasion, racial origin and cultural and linguistic background
- Secure sufficient accommodation within the local authority's area to meet the needs of their looked after children, intended to lead to an increase in the number and range of placements available within the local authority area and secure sufficient children's homes for looked after children who need such a home, ensure that the children's homes are maintained and run to an acceptable standard and ensure that the welfare of children in voluntary and private children's homes in their area is being safeguarded
- Promote contact between the looked after child and his/her family
- Appoint a suitably qualified Independent Reviewing Officer for all looked after children to ensure that care planning and case review are done well, reflect the needs of the child, take into account their wishes and feelings, and monitor the performance of the Local Authority in its functions and decision making
- Appoint an independent visitor to visit, advise and befriend a looked after child for whom this would be in their best interests
- Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 requires that where a young person is remanded to custody they are to be treated as a looked after child and require much the same support as any other looked after child. These young people may also become eligible for leaving care services. Visits must take place for children who cease to be looked after as a result of being detained in custody

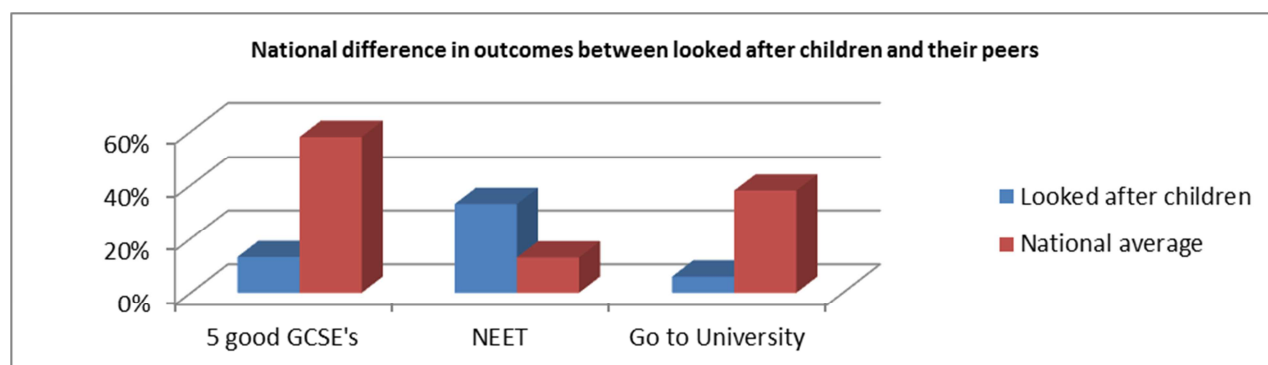
<sup>1</sup> The main, although not exclusive, sources of responsibilities to looked after children are the Children Act 1989 and Children and Young Persons Act 2008.

## Challenges

With good planning, cost effective use of resources to support children and young people who are in need, on the edge of care, or are looked after children, will provide them with the best possible opportunities to achieve good outcomes and lead successful adult lives. However, this provision of services and support to looked after children is not without challenges.

### *Supporting looked after children to attain excellent outcomes*

Looked after children have had a multitude of difficult, challenging and traumatic experiences, at often very young ages. As a result of these experiences, looked after children have to overcome additional barriers in their lives and often find it more difficult to achieve the same outcomes as their peers. The chart below provides a stark illustration of the national difference on three key outcomes:

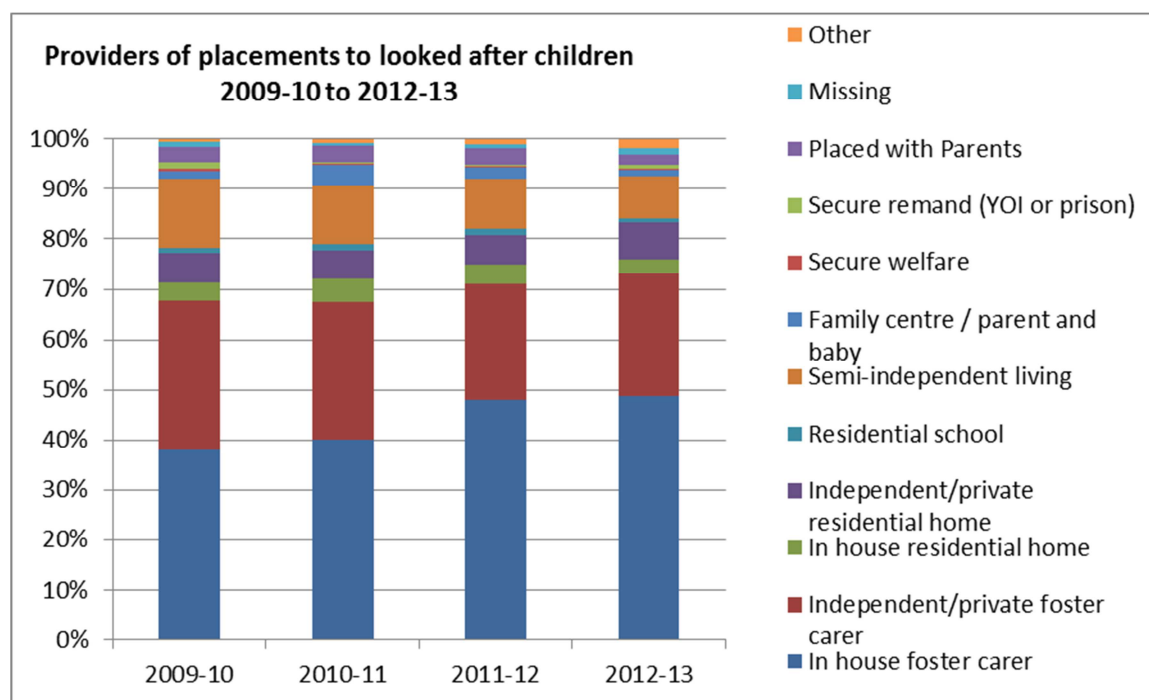


Source: [www.thewhocarestrust.org.uk](http://www.thewhocarestrust.org.uk)

However, in highlighting these challenges, the resilience, talents and successes of our looked after children must not be underestimated. As corporate parents, our focus must remain on narrowing the gap for looked after children and supporting them to lead happy and successful lives, both as children and in their independent adult lives.

### *Providers of placements for looked after children and complexity of needs*

Barnet's in house foster service is performing well and there has been a growth over time in the proportion of placements which are provided through in house foster carers. In house foster carers are currently meeting the majority of demand for placements. However, there has also been an increase over time in the number of independent/private foster carer placements and independent/private residential placements being commissioned which is driving financial pressures.



There are key reasons that independent/private foster carer and residential placements need to be commissioned for looked after children;

- Barnet, like many local authorities nationally, does not have enough in house foster carer capacity to meet all demand for foster placements and is continually seeking to recruit more in house foster carers. Family Services Delivery Unit is currently undertaking extensive work, as part of the Social Care Transformation Programme, to review and further expand and improve foster carer recruitment
- Many foster carers do not feel they can offer the required support to meet the specific needs of some looked after children; particularly those with complex disability needs or who display socially unacceptable behaviour. As part of the Social Care Transformation Programme, additional and more flexible support services are being considered to support in house foster carers to offer placements to children with additional needs
- There is finite in house residential home provision in Barnet which, when full, means that independent/private residential home provision needs to be commissioned. The Social Care Transformation Programme is exploring how looked after children could be supported to move on from residential homes to other placement types. Some independent/private residential provision are residential schools which meet specific needs of looked after children with SEN needs

### *Population growth*

Barnet is a place of growth over the next five years, with the greatest growth concentrated in the west of the borough. Based on previous trends of looked after children rates per 10,000 under 18 population, there is a potential projected looked after children population of 355 in Barnet by 2020 which will create additional cost pressures. The Social Care Transformation Programme will quantify current and future demand, and deliver solutions to better meet demand for social care placements, to quantify the cost of this, and to ensure that we can provide the right placement in the right place at the right time for looked after children, to support them to achieve the best possible outcomes.

## Providing cost-effective temporary accommodation

A combination of the government's welfare reforms, sustained increases in private sector rents in London, and continued pressure created by decants and lease-ends of long-term temporary accommodation mean that Barnet Homes is required to deliver more units to meet demand.

### Challenges faced by Barnet Homes

There are a number of challenges faced by local authorities in providing cost effective accommodation for homeless households:

1. Continued increases to private sector rents. With rents increasing at a rate of 7% a year and Local Housing Allowance (LHA) rates rising only in-line with the Consumer Price Index (CPI), the difference between LHA rates and market rents is increasing. To further compound matters, temporary accommodation subsidy is indexed against January 2011 LHA rates, meaning the difference between what councils can afford to pay for temporary accommodation and market rents is now significant in most areas in London.
2. A competitive North London temporary accommodation market with almost 1 in 5 temporary accommodation placements in England being made by North London boroughs has led to increased costs with many providers offering accommodation to the highest bidder.
3. The migration of benefit claimant households from inner London boroughs to outer London boroughs has led to increased demand for private sector accommodation in outer London boroughs, which in turn has fuelled private sector rental inflation.
4. Increased demand for temporary accommodation; since quarter 1 2011/12 there has been an 18% increase in the number of households in temporary accommodation in London with numbers rising from 35,850 to 42,260 over that period. As a result, competition between local authorities has increased and led to price inflation of temporary accommodation.

### The London picture

Challenges in procuring cost effective temporary accommodation are being faced by all London authorities with homelessness demand. In this competitive environment, information on temporary accommodation costs are not readily shared, however there are agreements in place to help minimise price inflation induced by inter-borough competition. The Inter Borough Accommodation Agreement (IBAA) has been in place to help prevent boroughs from outbidding each other with a number of key principles, most importantly the principle that no borough will pay more than the host borough to secure accommodation.

Unfortunately, due to an inability to meet homelessness demand, some boroughs are not consistently adhering to the agreement and unfortunately this agreement continues to be flouted by boroughs with the consequences of not meeting homelessness demand meaning the objective to not outbid is regularly being ignored. As a result, many providers will offer accommodation to the borough they know will offer most money for it. However, a positive element of IBAA has been the requirement on boroughs to share information on what they pay for accommodation outside their borough.

Analysing data provided through the IBAA agreement, it is clear that Barnet Homes has had greater success than its North London counterparts in securing cost effective accommodation in other London boroughs. For example, December information indicated that Barnet Homes secured just 42% of units at rates higher than temporary accommodation subsidy caps. This was by far the best performance in the sub-region, with Westminster procuring 78%, Haringey and Islington securing 93% and 100% of Camden and Enfield's acquisitions being above temporary accommodation subsidy rates.

### **The Impact of mitigating actions taken by Barnet Homes to reduce costs**

Barnet Homes has deployed a number of mitigating actions to help reduce costs in meeting homelessness demand in 2013/14:

1. Improved cash incentives for private sector landlords offering assured shorthold tenancies as an alternative to temporary accommodation.
2. An improved scheme for private sector landlords wishing to lease their property to Barnet Homes for use as temporary accommodation.
3. Incentivising the provision of cost effective emergency accommodation with guaranteed rents through a 'block-booking' scheme.
4. A revised Housing Association temporary accommodation leasing scheme enabling partners to secure additional units.
5. Procurement of more affordable accommodation outside London for use both as temporary accommodation and as an alternative to temporary accommodation.
6. The introduction of the Benefit Cap Taskforce - a partnership consisting of officers from organisations including Barnet Homes, Capita and Jobcentre Plus. The main objective of the Taskforce is to prevent households affected by the Benefit Cap from becoming homeless by assisting them in securing employment and/or cheaper accommodation and the provision of benefits and money management advice and short-term Discretionary Housing payments.
7. Since joining Barnet Homes, greater emphasis has been placed on homelessness prevention within the Housing Options Service including the development of prevention performance targets and process changes allowing earlier intervention work. The recommendations of the most recent Housing Options Service Review (February 2014) aim to build an even greater capacity for prevention work.
8. Utilising the Localism Act to discharge homelessness duty to households where reasonable offers of accommodation are made.

To date, the actions taken have delivered a number of positive results:

1. An increase in private sector accommodation through our cash incentive scheme to a total of 290 lettings year-to-date. This compares favourably with the 2012/13 outturn of 173 and 121 in 2011/12.
2. Procurement of leased accommodation has increased with a total of 37 units acquired year-to-date and a further 35 in the pipeline. Again, this has far exceeded the previous year where 21 units were acquired throughout the year.



3. A total of 217 'block-booked' units have now been acquired at affordable rates, reducing demand for emergency accommodation.
4. An additional 25 units of leased accommodation have been provided by our Housing Association partners in 2013/14, with many of these units outside Barnet and London.
5. Procurement of affordable accommodation outside London has increased throughout 2013/14 with as many as 67 lettings carried out.
6. The Benefit Cap Taskforce has assisted over 150 households to remain in their current accommodation.
7. During 2013/14 Housing Options has already prevented over 600 households from becoming homeless, having particular success working with young people and victims of domestic violence. Combined with the preventions made by the Taskforce, a total of 760 preventions had been made by the end of January 2014. This is 40.2% above the annual target (542) and a 69.3% improvement on 2012/13 prevention performance.
8. A total of 17 households have had their homelessness duty discharged where they have either accepted or rejected reasonable offers of private sector accommodation.

The mitigating actions delivered tangible benefits with numbers in emergency accommodation reducing from a peak of 682 in July 2013 to 479 at the end of January 2014 (a 30% drop) and consequentially reducing potential costs to the council. Current forecasts estimate a net cost of £820k to the General Fund in 2013/14 and a cost reduction/saving of £230k on the potential costs had the mitigating actions not been taken (£1.05m).

The true benefit of the mitigating actions will be felt in 2014/15, with costs to the General Fund potentially amounting to £956k as opposed to the £2.432m costs had no action been taken (a cost reduction of £1.446m).

## Street Scene Recovery Plan

Following Quarter 2 the financial challenges have continued into Quarter 3, Street Scene remains as a high concern for both projected year end variance and parking services.

Cabinet Resources Committee Quarter 3 monitoring can be found at Annex A of this report.

The Street Scene budget plan and current expenditure has been robustly scrutinised and the following are the main current issues:

### Parking

Each area of the plan has been examined in detail to re-align projections to account for current activity. Both income and expenditure are monitored and tracked monthly and variations accounted for.

All areas of the SPA will be delivered barring the achievement of the original plan for residents permits and vouchers. There is a projected non-achievement of income of £700k and this is due to the reduced income received as a result of the Judicial Review decision.

It should be recognised that there has been additional activity as a result of positive action by the contractor (NSL) with regard to bailiff action to recover older debts. This is a one-off outcome and will return to an annual activity from 2014 onwards.

Income projections have not been achieved for off-street parking. This is a long standing short-fall which has continued over the last 5 years. Two actions have been undertaken to seek to improve the position which are Town Centre reviews and car park tariff changes. This has resulted in an improved transaction rate but has resulted in small income improvements only.

A parking project plan has been developed and is underway which will focus on themes covering Parking Services, Parking Policy, Customer Experience and Communications. The aim will be to bring these services together in order to deliver an improved service for the customer and improved traffic management ensuring traffic flows efficiently and effectively within the London Borough of Barnet.

### **Waste Transformation**

The waste transformation project was delivered successfully with the change of service offer and the new service operational on the 14th October 2013. The new operational model will save a further £653k in 2014/15 (£958k in total) and will have contributed to the savings of £1.9m in 2016/17 through saved landfill levy costs.

Since the building of the financial model, as part of the business case for transformation, the market prices for the recyclates have reduced and have added a c.£1.1m pressure to the budget. There was also an additional resource requirement during the weeks following the transformation, to ensure smooth service transition while the operations embedded and this incurred £120k of additional costs during that time.

As a result of this recovery plan, budgets have been re-designed for the 2014/15 financial year which show that the service design, going forward, will deliver the transformation savings accordingly.

## AGENDA ITEM 7

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<b>Meeting</b>	Budget and Performance Overview and Scrutiny Committee
<b>Date</b>	13 March 2014
<b>Subject</b>	One Barnet Programme Highlight Report
<b>Report of</b>	Chief Operating Officer
<b>Summary</b>	Appendix 1 provides a summary of the programme status of the One Barnet Programme, as at 5 February 2014.

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Officer Contributors	Matthew Waters, Head of Corporate Programmes
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1: - One Barnet Programme Highlight Report Appendix 2: - Outline Business Case for Registration and Nationality Service
For decision by	Budget and Performance Overview and Scrutiny Committee

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Contact for further information: Tom Pike, Head of Programmes and Resources  
020 8359 7058, [tom.pike@barnet.gov.uk](mailto:tom.pike@barnet.gov.uk)

## **1. RECOMMENDATIONS**

- 1.1 That the Budget and Performance Overview and Scrutiny Committee note the progress of the One Barnet work streams, as set out in the One Barnet Programme Board Highlight Report attached at Appendix 1 and that this will be the last One Barnet Highlight Report to come to Budget and Performance Overview and Scrutiny Committee.
- 1.2 That the Budget and Performance Overview and Scrutiny Committee note the Outline Business Case for Registration and Nationality Service

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Budget and Performance Overview and Scrutiny Committee, 21 July 2011, agenda item 9 (One Barnet Highlight Report).
- 2.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011, agenda item 11 (One Barnet Highlight Report).
- 2.3 Budget and Performance Overview and Scrutiny Committee, 6 December 2011, agenda item 11 (One Barnet Highlight Report).
- 2.4 Budget and Performance Overview and Scrutiny Committee, 24 April 2012, agenda item 7 (One Barnet Highlight Report).
- 2.5 Budget and Performance Overview and Scrutiny Committee, 7 March 2013, agenda item 8 (One Barnet Highlight Report).
- 2.6 Budget and Performance Overview and Scrutiny Committee, 20 June 2013, agenda item 7 (One Barnet Highlight Report).
- 2.7 Budget and Performance Overview and Scrutiny Committee, 16 September 2013, agenda item 8 (One Barnet Highlight Report).
- 2.8 Budget and Performance Overview and Scrutiny Committee, 09 December 2013, agenda item 8 (One Barnet Highlight Report).

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

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

3.3 One Barnet has three overarching aims: –

- A new relationship with citizens
- A one public sector approach
- A relentless drive for efficiency

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

4.1 Risks are considered on project by project and programme level basis, in line with corporate risk management processes.

4.2 Appendix 1 provides the current One Barnet Programme-level Risk Register

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

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny responsibilities in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

5.2 It is recognised that such a significant transformation of services is likely to have an impact on staff and service users in some, if not all cases. An evaluation of impact is carried out at the point of developing a business case for each project.

5.3 Completed Equalities Impact Assessments will be updated periodically throughout the project lifecycle, as appropriate, to assess the impact of service transformation.

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

6.1 Resource implications for each work stream will be addressed at the appropriate stage of the projects.

6.2 The financial information in Appendix 1 reflects the indicative spend as at month 10 (Jan) 2014.

6.3 Appendix 1 also includes the latest projected expenditure figures for each project currently within 'Wave 1' of the programme. Expenditure to deliver Wave 1 of the programme is forecasting to be £11.678m. This is in-line with

the budget agreed by Cabinet on 29 November 2010 and subsequently amended by Cabinet Resources Committee on 25 February 2014.

- 6.4 Appendix 1 also includes a table showing the Wave 1 programme budget, split by project, and the related savings achieved and projected to be achieved by each project over the period 2010-2019, the cumulative total of which is expected to be £146.7m.
- 6.5 Appendix 1 also includes a table showing the 'Wave 2' programme projected expenditure over the period 2011-2015, split by project, the total of which is £8.644m. This is £0.239m under the currently approved £8.883 budget across the Wave 2 programme of activity.

## **7. LEGAL ISSUES**

- 7.1 Legal issues, in respect of each work stream will be addressed at the appropriate stage of the projects.

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

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Overview and Scrutiny Procedure Rules are set out in Part 4 of the Constitution.
- 8.3 The Terms of Reference of the Budget and Performance Overview Scrutiny Committee are contained within Part 4 of the Constitution (Overview and Scrutiny Procedure Rules). The Committee has the following responsibilities:

"To perform the overview and scrutiny role in relation to the One Barnet transformation programme, particularly performance and financial issues; with the exception of external contracts which are in the remit of the Contract Monitoring Overview and Scrutiny Committee;

To receive and consider options appraisals, business cases and closure report for the One Barnet projects; and

To monitor the implementation of the One Barnet programme throughout the programme lifecycle."

"To engage with partner organisations, other relevant public sector bodies, private sector organisations, trade unions, local residents or any other appropriate witnesses when fulfilling the overview and scrutiny role in relation to the One Barnet programme".

## **9. BACKGROUND INFORMATION**

- 9.1 This One Barnet Highlight Report is a standing report to Budget and Performance Overview and Scrutiny Committee. The Outline Business Case for Registration and Nationality Services has been provided as had been requested within the forward work programme of the committee.
- 9.2. **Appendix 1** provides a summary of the current programme status of the One Barnet Programme including risks
- 9.3 **Appendix 2** provides the Outline Business Case for Registration and Nationality Service

## 10. LIST OF BACKGROUND PAPERS

- 10.1 None

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

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## One Barnet Programme Highlight Report

<b>Report Period:</b>	01/01/2014 - 31/01/2014
<b>Programme Sponsor:</b>	Andrew Travers
<b>Programme Manager:</b>	Matthew Waters
<b>Report Summary: (Overall progress and what has changed since the last report)</b>	<p><b>Programme Highlights:</b></p> <ul style="list-style-type: none"> <li>Full Business Case for CCTV services approved by CRC in December.</li> <li>Outline Business Cases for Registration and Nationality Service; and Sport and Physical Activity approved by CRC in November 2014.</li> <li>Outline Business Case for Frail Elderly Services as part of Health and Social Care Integration Programme is being prepared for Health and Wellbeing Board.</li> <li>Wave One of the Programme is now closed. NSCSO and DRS project close reports due to Contract Monitoring Overview and Scrutiny in March 2014.</li> </ul> <p><b>Changes/Decisions since last reporting period:</b></p> <ul style="list-style-type: none"> <li>Waste project now closed and service is live; additional work on options to stretch performance is now underway.</li> <li>Safer Communities and Early Intervention Programme now completing project closedown activity.</li> <li>Greenstreets project now underway, seeking to identify efficiency opportunities within the Streetscene Delivery Unit.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>CCTV: Currently completing negotiation with OCS regarding infrastructure and mobilisation of the contract.</li> <li>HSCI: Requirement to align next phase of activity with the Outline Business Case developed for Frail Elderly Services.</li> <li>Work underway to ensure sufficient capacity is in place for Delivery Units to run projects (where required) to deliver their current Medium Term Financial Strategy.</li> </ul> <p><b>Upcoming key milestones/activities next period (Nov/Dec 2013):</b></p> <ul style="list-style-type: none"> <li>CCTV service go-live due on 1 April 2014.</li> <li>Shared Registrars service due for go-live on 1 April 2014.</li> </ul>

### Progress Summary

Key indicators & Direction of Travel

Direction of travel guidance			Rag guidance		
→	Horizontal	Same RAG as previous highlight report	G	Green	No deviation, plan is on track
↑	Upward	Better RAG than previous report	A	Amber	Deviation is likely – mitigation is being planned to remain on track
↓	Downward	Worse RAG than previous report	R	Red	Deviation has occurred – decision is needed immediately

<b>OVERALL PROGRAMME</b>	→		<b>G</b>
<b>CATEGORY</b>	<b>Direction of Travel</b>	<b>Comment</b>	<b>RAG</b>
<b>TIME</b>	→		<b>G</b>
<b>COST</b>	→		<b>A</b>
<b>QUALITY</b>	→		<b>G</b>
<b>BENEFITS</b>	→		<b>G</b>
<b>RESOURCES</b>	→		<b>G</b>
<b>COMMUNICATIONS</b>	→	Concerns across a number of projects relating to communications capacity	<b>A</b>
<b>Project</b>	<b>Direction of Travel</b>	<b>Comment</b>	<b>RAG</b>
<b>Wave 1</b>			
<b>Wave 1 Projects</b>	→	All projects now closed	<b>G</b>
<b>Wave 2</b>			
<b>Health and Social Care Integration</b>	→	Development of an Outline Business Case for Frail Elderly Services is near completion, prior to submission to Health and Wellbeing Board in March.	<b>G</b>
<b>Sport &amp; Physical Activity (SPA)</b>	→	Next phase of the project started in January. A draft commercial strategy is being worked up to inform the development of a Full Business Case for the future service.  Savings for 2014/15 have been recommended to CRC (November 2013) are on track to be delivered by 1st April 2014.  'Fit and Active Barnet' campaign has been planned and a launch event is being planned to coincide with the installation of the new outdoor gyms.	<b>G</b>
<b>Safer Communities</b>	→	Project now completing closure report.	<b>G</b>
<b>CCTV</b>	↓	Rated as Amber as activities are underway to complete pre-contract clarification with OCS, requiring significant attention. This includes reviewing and developing proposals to roll out new infrastructure (technology and use of wireless equipment). Exercise underway to identify potential liabilities and propose the most appropriate agreement on required infrastructure.	<b>A</b>
<b>Early Intervention &amp; Prevention</b>	→	Project closure report now completed. Project closed.	<b>G</b>
<b>Waste</b>	→	Project reviewed by Budget and Performance Overview and Scrutiny Committee in December 2013. Project closed; a new project will be initiated to stretch performance – including potential for incentive scheme.	<b>G</b>

<div> <div></div> <div>One Barnet Programme Highlight Report</div> </div>			
Streetscene-Greenstreets	➔	Greenstreets project to improve efficiency is now underway, exploring options.	G
Corporate Change Projects			
Registration & Nationality Service	➔	<p>Brent Executive have also given approval to proceed with shared service option (18/12/13).</p> <p>Formal Staff and Trade Union engagement commenced 08/01/14; and work underway with Brent to agree Service Levels, and an Inter Authority Agreement.</p>	G
Mortuary Service	➔	Commercial review completed, key principles identified and the financial viability of the joint service assessed. However, the project has encountered delays while Haringey carry out a feasibility study – awaiting findings. Revised timeline TBC following completion of work by Haringey.	R
Education & Skills Transformation	➔	Initial research and scoping activity to seek efficiency savings from Education and Skills Delivery Unit and deliver service priorities.	G

Section 1: Benefits

WAVE 1	SAVINGS									
Base budget savings										
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m	£m	£m	£m	
AdSS (LATC)	0.0	0.0	0.0	0.0	0.3	0.5	0.5	0.5	0.5	2.3
Com Budgets, Childrens Projects	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	16.3
CSO Transformation	0.0	0.1	0.7	0.7	0.7	0.7	0.7	0.7	0.7	4.8
DRS	0.0	0.0	0.0	0.8	2.3	3.5	4.2	4.4	4.4	19.7
E-Recruitment	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.8
Housing Project	0.0	0.0	0.4	0.5	0.5	0.6	0.6	0.6	0.6	3.8
Legal Services	0.0	0.0	0.1	0.1	0.2	0.2	0.2	0.2	0.2	1.2
Libraries	0.0	0.1	0.3	1.0	1.1	1.2	1.2	1.2	1.2	7.2
NSCSO	0.0	0.0	0.0	1.1	3.3	5.5	12.0	16.0	16.0	53.8
Parking	0.0	0.0	0.4	0.8	0.7	0.8	0.9	0.9	0.9	5.4
Passenger Transport	0.1	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	4.0
Procurement Project	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	8.3
RIO	0.3	1.8	2.1	2.1	2.1	2.1	2.1	2.1	2.1	17.1
Total	1.4	5.7	7.7	11.0	15.0	18.9	26.2	30.4	30.4	146.7
WAVE 2	SAVINGS									
Base budget savings										
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Commissioning Council	0.0	0.0	0.6	0.8	1.1	1.1	1.1	1.1	1.1	7.0
Sport and Physical Activity Review	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	4.8
Health & Social Care Integration	0.0	0.0	0.4	1.0	4.2	4.2	4.2	4.2	4.2	22.5
Community Safety	0.0	0.0	0.1	0.2	0.2	0.2	0.2	0.2	0.2	1.6
Streetscene (Waste and Recycling and Green Street)	0.0	0.0	0.0	0.3	1.1	1.3	1.3	1.3	1.3	6.5
CST (Wave 2)	0.0	0.0	0.8	1.1	1.4	1.4	1.4	1.4	1.4	9.0
Total	0.0	0.0	1.9	3.5	9.0	9.2	9.2	9.2	9.2	51.3

Section 2: Expenditure

Wave 1 Projects		2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
	Total Budget								
<b>Closed Projects</b>									
e-Recruitment	40,000	40,000						40,000	0
Procurement Project	70,058	70,058						70,058	0
Prototyping Project	77,129	77,129						77,129	0
Revenue & Income Optimisation	197,662	197,662						197,662	0
Your Choice Barnet	553,156	163,279	313,895	41,478				518,652	(34,504)
Housing Needs Resources	87,966		23,750	23,626				47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	15,423				157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500					22,000	0
SAP Optimisation	375,533	174,375	127,147	60,000				361,522	(14,011)
Community Coaches	70,000		42,186	22,205				64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178				148,181	0
Right to Control									0
Legal Services	140,000		54,639	106,330				160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351					545,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275				2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266				2,754,445	1,100,006
Programme Management	2,411,433	450,919	1,593,258	367,256				2,411,433	0
Community Budgets, Childrens Projects	247,493	39,386	29,749					69,136	(178,357)
Passenger Transport	272,106	57,966	111,602	97,001	781			267,350	(4,756)
Contingency allocated for Wave 1 variances	1,503,481								(1,503,481)
<b>Open Projects</b>									
NSCSO/DRS Mobilisation	1,253,257			125,850	1,125,274	133,717		1,384,840	131,583
<b>Total</b>	<b>11,581,562</b>	<b>2,241,753</b>	<b>4,119,515</b>	<b>4,057,887</b>	<b>1,126,055</b>	<b>133,717</b>		<b>11,678,926</b>	<b>97,364</b>
<b>Cumulative spend</b>		<b>2,241,753</b>	<b>6,361,267</b>	<b>10,419,155</b>	<b>11,545,210</b>	<b>11,678,926</b>			
<b>Wave 2 Projects</b>		2010/11	2011/12	2012/13	2013/14		2014/15	Projected	Variance
<b>Closed Projects</b>									
CSO Transformation	1,422,000			1,302,876	49,941			1,352,817	(69,183)
Information Management System	565,190		148,729	392,785	27,276			568,789	3,599
Re-organisation of the Senior Officer and Council Structures	1,147,000		127,138	1,019,609				1,146,747	(253)
<b>Open Projects</b>									
Programme Management Office	1,353,000			1,071,993	113,163	22,393		1,207,550	(145,450)
Early Intervention	510,000		77,825	126,992	33,679	68,752	192,569	499,817	(10,183)
CCTV	247,000			52,096	73,171	158,200		283,467	36,467
Health & Social Care Integration	100,000		38,881	7,197	43,122	10,800		100,000	0
Review of the Mortuary Service	70,000				10,820	20,012		30,832	(39,168)
Review of the Registrars Service	199,645			27,560	15,371	156,713		199,645	0
Safer Communities	287,300		39,765	125,347	12,651	4,300	90,000	272,063	(15,237)
Strategic Review of Sports & Leisure Activity	303,400		48,445	90,171	31,916	132,869		303,400	0
Waste & Recycling - (Phase 1)	1,788,668		110,612	141,804	691,427	844,825		1,788,668	0
Greenstreets & Wave Stretch Targets	153,332					153,332		153,332	0
Children's Income SEN and complex needs	250,000					250,000		250,000	0
Children's transformation Programme	200,000					200,000		200,000	0
Priority Spending Review	250,000					250,000		250,000	0
Childrens Transformation Scoping	24,300					24,300		24,300	0
Contingency - Wave 2	13,000					13,000		13,000	0
<b>Total</b>	<b>8,883,835</b>	<b>0</b>	<b>591,395</b>	<b>4,358,430</b>	<b>1,102,537</b>	<b>2,309,497</b>	<b>282,569</b>	<b>8,644,427</b>	<b>(239,408)</b>
<b>Other Projects</b>		2010/11	2011/12	2012/13	2013/14 Actual to Date	2013/14 Projected outturn	2014/15 Projected outturn	Total Projected Spend	Variance
	Budget	Outturn	Outturn	Outturn					
Judicial Review	609,143			226,986	509,238			736,224	127,081

### Section 3: Summary of Top Risks

Note: grey boxes indicate risks and issues that have been previously reported but remain in the highlight report for on-going monitoring due to their overall probability and impact. **Bold** indicates new items.

Description	Cause/Consequence	Action(s) in place	Score
<b>PROGRAMME RISKS</b>			
<u>Programme – level</u> Stakeholders are not identified, communicated with or managed effectively	<b>CAUSE:</b> <ul style="list-style-type: none"> <li>- Project teams do not carry out effective stakeholder mapping</li> <li>- Communications Plans are not comprehensive - Stakeholders do not understand the importance and impact of their involvement in projects</li> </ul> <b>CONSEQUENCE:</b> <ul style="list-style-type: none"> <li>- Opportunities may be missed as they are not identified or understood</li> <li>- Projects may be delayed if further discussion and engagement with stakeholders is required</li> <li>- Incorrect decisions could be made if the views of all relevant stakeholders are not taken into account</li> </ul>	<ul style="list-style-type: none"> <li>- Each project has a communications plan identifying stakeholders and setting out the communication strategy and approach</li> <li>- Equalities Impact Assessments (Internal and external) completed to understand the impact of all changes, where required</li> </ul>	12
<b>PROJECT RISKS</b>			
<u>Mortuary Service</u> Detailed financial appraisal makes available options unviable.	<b>CAUSE:</b> Haringey have indicated that the costs associated with the works required to accommodate the Barnet service may be higher than original estimates <b>CONSEQUENCE:</b> The amount of capital funding required may result in the business case for a shared service option with Haringey unviable.	Continued dialogue with Haringey to ensure that the results of this are an accurate reflection of the requirement. Contingency planning in place through the assessment of alternative delivery models as part of the options appraisal.	20
<u>Sport and Physical Activity</u> The current GLL contract will not allow LBB to make the c. £900k financial savings set out in the Medium Term Financial Strategy (MTFS) beyond 2014/15 and potentially up to 2017/18.	<b>CAUSE:</b> LBB unable negotiate with GLL and come up with a suitable option; therefore unable to impact the current levels of spend with GLL. <b>CONSEQUENCE:</b> This would lead to the council being unable to reach its savings targets and may impact on current service provision.	The OBC has been approved confirming savings for 2014/15. Continue negotiations with GLL to find options for 2015/16.	20
<u>CCTV</u> Risk that Service delivery does not commence "in full" of 1st April, based on delays in access to sites for technology implementation and full roll out of new technology and infrastructure in short space of time.	<b>CAUSE:</b> Upgraded CCTV infrastructure and technology may not be in place by 1 April 2014 and necessitate continuation of service beyond 1 April. <b>CONSEQUENCE:</b> Decision required on service provision from April 1 on current model, with potential additional costs in year, pending full implementation of the new service.	Work plan in place to identify and mitigate options.	16
<u>Sport and Physical Activity</u> The Council are unable to influence or vary the current GLL contract for the remainder of the term or terminate the contract.	<b>CAUSE:</b> GLL are unwilling to vary or negotiate the current contract and no defaults in contractual agreements are found. <b>CONSEQUENCE:</b> Inability to make potential savings and realise benefits.	Initial discussions with GLL have indicated that some options can be explored to amend the contract and achieve savings. These options will be explored further in phase 2 of the project to inform the Full Business Case.	12
<u>CCTV</u> Mobilisation period too short in order to completely upgrade CCTV system by go-live date as specified in Business Case	<b>CAUSE:</b> ITT deadline extensions were requested by a number of bidders during the clarification questions process, and this was granted. The two week extension delayed governance processes by 6 weeks, with a short window to mobilise the service and undertake full system upgrade. <b>CONSEQUENCE:</b> Technical upgrade of CCTV system (excluding staff transfer) could lead to delays in realisation of benefits (financial).	1. bidders informed of contracted mobilisation period as part of clarification response 2. bidders asked to provide transition plan that still aims for 01/04/14 completion of tech upgrade if possible 3. HR consulted and have advised that TUPE process will not be adversely affected by shortened transition period 4. change control CCTV01 completed and signed off by board highlighting risk of shortened mobilisation period 5. risk to be transferred	12

One Barnet Programme Highlight Report			
Description	Cause/Consequence	Action(s) in place	Score
<u>Registrars</u> Potential restrictions on ability to generate financial benefits as set out in the business case	<b>CAUSE:</b> Potential changes in legislation or statutory responsibility of service, or service underperformance.  <b>CONSEQUENCE:</b> Level of income to Barnet below current projections.	The relationship between Barnet and Brent will be underpinned by a clear Service Level Agreement including suite of performance indicators, clear agreement on allocation of income and expenditure, a governance board, and a detailed Inter Authority Agreement to govern the service. In event of changes to legislation resulting in a drop in income, in the first instance the service would be expected to seek to offset this drop through efficiencies/innovation.	12

## **Appendix 1 – Outline Business Case (OBC): Registration and Nationality Service Review**

<b>Author:</b>	<b>Nandu Valji</b>
<b>Date:</b>	October 2013
<b>Service /Dept:</b>	Corporate Programmes, CSG

### **Approvals**

By signing this document, the signatories below are confirming that they have fully reviewed the Outline Business Case for Registration and Nationality Service Review project and confirm their acceptance of the completed document.

<b>Name</b>	<b>Role</b>	<b>Signature</b>	<b>Date</b>	<b>Version</b>
Mathew Kendall	Community and Wellbeing, Assistant Director, Adults and Communities	MK	11/10/13	4.0

### **DOCUMENT CONTROL**

#### **Version History**

<b>Version</b>	<b>Date</b>	<b>Author(s)</b>	<b>Summary of Changes</b>
1.1	31/01/13	G.Young / E. Dunn	Revisions following review from Programme Office
1.2	01/02/13	J. Wills-Fleming	Additions to 1.1
1.3	01/02/13	M. Rimmer	Additions to 6.1
1.4	08/02/13	E. Dunn / M. Rimmer	Changes to option 3
1.5 to 1.12	08/02/13 - 12/03/13	E.Dunn / M.Rimmer	Further changes to option 3
1.13	22/07/13	A.Khan / M. Rimmer	Amendments & additions to sections 4 & 6.1
1.14 to 1.16	26/09/13 – 04/10/13	A.Khan	Updates to sections 4 & 6.1
2.0	10/10/13	J. Wills-Fleming	Update to all sections, revised structure.
2.1	10/10/13	Tom Pike	Updates to section 7
3.0	11/10/13	Mathew Kendall	Updates to section 2 and 5
4.0	16/10/13	J. Wills-Fleming; M. Kendall; A. Khan	Updates to section 4. Final review.

## Contents

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Contents.....	2
1. Introduction and Strategic Context.....	3
1. Introduction and Strategic Context.....	3
2. Rationale.....	3
3. Project Definition.....	4
4. Options.....	5
5. Expected Benefits.....	15
6. Risks.....	16
7. Financial Appraisal.....	18
8. Project Approach.....	20
9. Dependencies.....	21



## 1. Introduction and Strategic Context

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The London Borough of Barnet's (Barnet) Registration and Nationality Service is responsible for the registration of all births, deaths and marriages. Working in partnership with the Home Office, the service also offers a nationality checking service for those wishing to apply for a British Citizenship. The service also undertakes citizenship ceremonies, wedding and civil partnership ceremonies. The service operates from three separate locations: Burnt Oak Broadway, Hendon Town Hall and Barnet House (Whetstone). The staffing establishment comprises of a team of 13 which includes 4 agency staff and 9 FTE's.

Barnet and the London Borough of Brent (Brent) currently collaborate on Registration and Nationality Services and have shared a Head of Service for the past three years. This is a semi-formal relationship and is not tied to any formal performance management criteria and is based on the good will of both boroughs.

Initially, the Registration and Nationality service was in scope for the Development and Regulatory Services (DRS) procurement. A decision was made in December 2011 to remove this service from the group of DRS services. In addition, the front office element of the service was in scope for the Customer Service Transformation project, which involved carrying out a process for integrating general customer calls into the Corporate Contact Centre. A decision to transfer the budget for these calls was taken in March 2012, reducing the services operational budget by £90,000 – an interim arrangement was made in 2012/13 to cover these costs outside of the operational budget. In addition, the costs of a receptionist at Hendon Town Hall is funded from the Registrars budget. A permanent arrangement for these issues is now required.

Barnet has undertaken a review of the delivery of its Registration and Nationality service in order to fulfil the Council's commitment to improving the customer experience and generate efficiency savings. The review forms part of the One Barnet Programme (corporate change programme) and supports the One Barnet key priorities of:

- A new relationship with citizens.
- A relentless drive for efficiency.
- A 'one public sector' approach.

## 2. Rationale

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The service faces additional demand pressures in the short and long term, including:

- The November 2013 move of maternity services at Chase Farm Hospital (as part of the Barnet, Enfield and Haringey Clinical Strategy) to Barnet Hospital and North Middlesex University Hospital which will lead to an increased number of births being registered within Barnet in relation to babies born at Barnet Hospital.
- Increases in population due to significant regeneration projects currently underway.

Due to this it is clear that the forecast staffing levels for 2013/14 will be insufficient to meet future demand levels for registration and nationality services and desired service standards. In order to meet these additional demands and required service standards – including continuing to operate the Services front door - the current staffing complement of 13 FTE will need to increase to 15 FTE from 2014/15 onwards. The future of Head of Service role also needs to be resolved as this is currently delivered through a shared arrangement with Brent that is not fully formalised and either borough could withdraw without notice. There is a strong possibility that if the shared Head of Service arrangement were to end Barnet would need to directly employ its own. These changes will add a significant cost to the running of the service alongside the challenge of finding a suitably qualified individual.

Further, future income levels are expected to be adversely effected, largely due to increased government legislation on enforcement to prevent sham marriages. Therefore the preferred option for the service will be required to ensure we have sufficient capacity and agility to seek and deliver new income opportunities making the most of growth opportunities, and flexibility to offset potential decreases in income, while continuing to drive service improvement for Barnet residents.

It is also acknowledged the current quality of the service could be improved through longer opening hours, greater resilience in staffing and the additional use of technology. Digital technology continues to change and develop, as do the ways that people use it to change and grow. Residents will continue to expect the Council to deliver against those standards of instant information and access to services and the current service is not equipped to meet these expectations.

### **3. Project Definition**

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The aim of the review was to consider ways the service could:

- become a more efficient organisation
- provide customers with the flexibility and choice
- provide capacity and flexibility to meet changing needs and seek to offset reductions in income
- examine the potential benefits of a shared service model

The options appraisal has been produced to identify the possible options to determine which route would be of most benefit to the Council and customers both financially and non-financially.

The evaluations carried out on each of the identified options looked to:

- explore the most cost-effective service delivery model,
- transform the way in which the service serves customers and achieves efficiency savings,
- set a strategic direction for the service for at least the next three years.

## 4. Options

As part of this review a cost-benefit analysis has been undertaken for the following options:

- Maintaining the Registration and Nationality service as it currently stands (which requires additional resourcing to maintain current standards)
- Exploring ways of delivering greater efficiencies and a better customer experience within the existing service
- Implementing a shared service model, with the London Borough of Brent delivering Barnet's Registration and Nationality service
- Implementing a shared service model, with the London Borough of Barnet delivering Brent's Registration and Nationality service

### Option 1 – Maintain existing service

This option would see the continuation of the existing Registration and Nationality service in Barnet and resolving the current under-staffing issues. This option would have significant financial implications as it is clear that the service will not be able to continue in its current state without a significant change to the budget profile. In order to simply maintain the existing service provision the current staffing levels would need to be increased by 2FTE.

This option also carries the risk of Brent not wishing to carry on with the shared Head of Service arrangement. There is currently no formal agreement in place and either party could withdraw without notice. If this were to happen Barnet would be in a position of having to appoint a Head of Service at a significant cost.

The required increase in staffing costs (including budgeting for the appointment of a full time Barnet-only Head of Service) to maintain the service will result in a drop in the surplus generated by the service from £161,000 in 2013/14 to £23,000 in 2014/15 (see Table 1 below). **As described in Section 3, income is projected to come under even greater pressure in the years beyond 2014/15 meaning the surplus amount is likely to drop even further.**

Barnet Forecast (£)	Current Projection 2013/14	Option 1 Projection 2014/15
Employee Direct Costs	493,829	636,396
Barnet Premises Costs	32,257	30,603
Other Non-Staff Costs	26,271	21,503
Internal Recharges	36,846	33,410
Income	(750,000)	(744,830)
<b>Net Total</b>	<b>(160,797)</b>	<b>(22,918)</b>

This option would also not deliver any of the improved customer service and access objectives that the service will be expected to deliver moving forward if it is to remain viable. Barnet would have to invest in the infrastructure improvements required to deliver the desired service improvements through the better use of technology and this would further reduce the surplus produced by the service and probably lead to the service becoming loss-making.

## **Option 2 –Exploring ways to deliver short-term efficiencies within the existing service**

Analysis was carried out to identify exploring ways in delivering short-term efficiencies to the service. It was originally envisaged a possible means of generating an increase in income was to employ an additional member of staff at a cost of £43,000 (incl. on costs). This would increase the number of intention to marry interviews that could be carried out. The assumption was made that an additional 1,000 interviews could be carried out generating an additional £70,000 income. A further assumption was made that 20% of these interviews would result in additional weddings income of £20,000. This could generate total extra annual income of £90,000. When this is offset against the additional staff costs the net annual increase in income of this option is £47,000 when compared to Option 1.

This option also still carries the inherent issues associated with Option 1 and the need to invest substantially in the staffing structure just to maintain the required level of service.

<b>Barnet Forecast (£)</b>	<b>Current Projection 2013/14</b>	<b>Option 2 Projection 2014/15</b>
Employee Direct Costs	493,829	679,396
Barnet Premises Costs	32,257	30,603
Other Non-Staff Costs	26,271	21,503
Internal Recharges	36,846	33,410
Income	(750,000)	(834,830)
<b>Net Total</b>	<b>(160,797)</b>	<b>(69,918)</b>

However, since initial analysis was carried out the UK Border Agency implemented measures to combat “sham” marriages, which could greatly impact the ability to generate additional income through this means. **Therefore the income figures attached to this option have a very low confidence factor and carry significant risk that we would incur the spend without realising the additional income.**

As with Option 1, this option would not deliver the improved customer service experience without significant further investment, reducing further any surplus the service may be able to produce.

### **Option 3 – Implementing a Shared Service Model with the London Borough of Brent, hosted by Brent**

The idea of a shared registrar's provision is a relatively new concept within the sector. The model has been pioneered by Bexley Council who have recently set up a service level agreement with Kent County Council for the delivery of their Registration and Nationality service. The experience of Bexley and Kent has served to inform the Council's options analysis and will help to identify the risks and opportunities associated with delivering a shared service of this nature; as will the learning of key lessons from the recently implemented Joint Legal Service between Barnet and the London Borough of Harrow (now known as HB Public Law).

The proposed shared service agreement Brent would run for an initial period of five years. Barnet would pay Brent a management fee for the provision of the service on its behalf. A shared service would mitigate some of the increased expenditure on staffing set out in Option 1 allowing Barnet and Brent to share staff across boroughs deploying them as needed to ensure greater service resilience. Barnet would also immediately benefit from increased opening hours including on Sundays, which is particularly important for faith groups that require funerals are carried out immediately after death. A shared arrangement with Brent would secure the service's long-term viability and give it freedom to drive business growth and thus increase income opportunities.

The shared service would be overseen by a board with officer representation from both Barnet and Brent. All revenue and expenditure information as part of the shared service will be available for both boroughs to review on an 'open book' basis. The proposal is that Barnet receives a performance-based quarterly statement, to be agreed at the joint board.

As set out in Option 1, the service is forecasting a surplus of £161,000 in 2013/14 with this figure forecast to drop to £23,000 in 2014/15. Under a proposed shared service with Brent, with an associated management agreement the projected surplus/deficit is forecast at £109,000, detailed in the table below. **As set out in Section 3, levels of income are expected to come under further pressures beyond 2014/15 so surplus levels are expected to fluctuate over the five year period.**

There is also potential to increase the levels of surplus through further innovation, service enhancement and generating additional income; opportunities that a joint service is better placed to exploit. It is proposed that an annual efficiency target is built into the management agreement, which would then be shared between Barnet and Brent, thereby increasing the net surplus to Barnet. This increase in income is anticipated to achieve or exceed £50,000 per annum.

<b>Barnet Forecast (£)</b>	<b>Current Projection 2013/14</b>	<b>Option 3 Projection 2014/15</b>
Employee Direct Costs	493,829	583,439
Barnet Premises Costs	32,257	30,603
Other Non-Staff Costs	26,271	21,503
Internal Recharges	36,846	33,410
Income	(750,000)	(777,830)
<b>Net Total</b>	<b>(160,797)</b>	<b>(108,875)</b>

**This option improves the surplus position against Option 1 by £86,000 per year. With the additional potential £50,000 through efficiencies and innovation this could rise to £135,957 above Option 1 and bring the net surplus levels for 2014/15 back into line with the currently projects 2013/14 levels.**

Shared leadership of the service with Brent has already improved the performance of Barnet Registration and Nationality service and made it more profitable, for example, with the multi-skilling of staff to handle different enquiry types, the creation of an electronic diary to allocate appointments for marriage ceremonies and Brent providing a booking service for Nationality Checks for Barnet. Over the past three years Brent has invested in its own service including in technological initiatives, such as webcams at weddings and online booking facilities, and joining together as a shared service would allow Barnet to more fully benefit from this as well as future improvements. This arrangement should also help ensure that the service is structured to take full advantage of future population growth and the profile of a shared service should make it easier to ensure early access of new Home Office initiatives such as the devolution of front door services.

#### **Option 4 – Implementing a Shared Service Model with the London Borough of Brent, hosted by Barnet**

Conversations with Brent have indicated that they would not be willing to move their service to be hosted by Barnet. The expertise, training and technological benefits that Brent have invested in has led to Brent's registration service gaining a national reputation as market-leading in this field and there would be no desire to move their service to another authority's management.

## Recommended Option

The table below summarises the financial position of each option.

**It is important to note that the figures given for Option 1 essentially act as the baseline to compare other options against as Option 1 represents the figures required to maintain the service in its current position post 2013/14.**

Barnet Forecast (£)	Current Projection 2013/14	Option 1 2014/15	Option 2 2014/15	Option 3 2014/15
Employee Direct Costs	493,829	636,396	679,396	583,439
Barnet Premises Costs	32,257	30,603	30,603	30,603
Other Non-Staff Costs	26,271	21,503	21,503	21,503
Internal Recharges	36,846	33,410	33,410	33,410
Income	(750,000)	(744,830)	(834,830)	(777,830)
<b>Net Total</b>	<b>(160,797)</b>	<b>(22,918)</b>	<b>(69,918)</b>	<b>(108,875)*</b>

\*Option 3 excludes the anticipated additional £50,000 income through efficiencies and innovation

\*Option 4 is not included as it was ruled out as unviable prior to detailed financial analysis.

The following pages also set out the key advantages and disadvantages of each option.

**Recommendation: That the preferred option is to implement a shared service model with Brent, hosted by Brent (Option 3). Although the proposal is for the shared service to be managed and hosted by Brent the service will continue to be delivered locally in Barnet.**

**It is noted that this recommendation is dependent upon Brent agreeing to the shared service option through its own democratic process.**

The advantages, disadvantages and risks associated with each option have been summarised below:

Option	Advantages	Disadvantages	Risks
<b>Option 1</b>  Maintain the existing registration and nationality service in Barnet	<ul style="list-style-type: none"> <li>• The service remains under the Council's direct authority</li> <li>• The current arrangement secures reliable delivery and income-generation</li> <li>• The service remains under the Council's direct authority</li> </ul>	<ul style="list-style-type: none"> <li>• Less potential to drive further innovation in the service</li> <li>• Customer service remains at existing levels</li> <li>• Staffing resource in Barnet is reliant on temporary staff and this is unsustainable</li> <li>• The cost of staffing resource in Barnet would need to increase significantly</li> <li>• Current service budget not sustainable and there would be a significant fall in income to Barnet</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on the current shared Head of Service arrangement, with associated risks of arrangements with a shared Head of Service terminating</li> <li>• Risk that the service may become less efficient if it does not innovate in its delivery approach</li> <li>• If trained temporary staff decide to leave due to the lack of job security it will impact on service delivery</li> </ul>
<b>Option 2</b>  Short-term efficiencies within the service as it stands	<ul style="list-style-type: none"> <li>• The service remains under the Council's direct authority</li> <li>• Potential to increase the number of income-generating weddings delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Short-term efficiencies have been explored in depth and there are no viable options</li> <li>• A staffing re-structure will be necessary to stabilise future service delivery</li> <li>• Staffing resource in Barnet is reliant on temporary staff and this is unsustainable</li> </ul>	<ul style="list-style-type: none"> <li>• UK Border Agency measures to prevent 'sham' marriages means increased income through additional wedding bookings likely to be limited</li> <li>• Dependence on the current shared Head of Service arrangement, with associated risks of</li> </ul>



Option	Advantages	Disadvantages	Risks
		<ul style="list-style-type: none"> <li>The cost of staffing resource in Barnet would need to increase significantly</li> <li>Current service budget not sustainable and there would be a significant fall in income to Barnet</li> </ul>	<ul style="list-style-type: none"> <li>arrangements with a shared Head of service terminating</li> <li>Risk that the service may become less efficient if it does not innovate more extensively in its delivery approach</li> <li>If trained temporary staff decide to leave due to the lack of job security it will impact on service delivery</li> </ul>
<b>Option 3</b>  Shared service with Brent, hosted by Brent	<ul style="list-style-type: none"> <li>An increase in opening hours for Barnet residents including Sunday opening hours, which will benefit those faiths who require funerals urgently</li> <li>Customers can access the service across borough boundaries at their most convenient location</li> <li>Mitigation of the forecast drop in income to Barnet</li> <li>Opportunities to make use of Brent's online facility to apply for historic certificates of births, marriages and deaths (payable online with a credit / debit card)</li> </ul>	<ul style="list-style-type: none"> <li>Would require resource to implement the TUPE transfer of staff from Barnet to Brent</li> <li>Issues to resolve around IT responsibility</li> <li>Issues to resolve around the location of customer contact staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff may resist the culture change required in effectively implementing a new shared service model</li> <li>Negative publicity (reputational risk) if performance is not as high through the shared service model</li> <li>Confusion among residents as to which organisation is delivering their service</li> <li>The expected amount of annual income that Brent</li> </ul>

Option	Advantages	Disadvantages	Risks
	<ul style="list-style-type: none"> <li>• The potential for greater profitability and innovation within the service using a portion of Barnet's current profit surplus to re-decorate premises to increase demand for marriage registrations</li> <li>• Barnet could make use of Brent's technological initiatives, for instance, using web cams at weddings to film ceremonies and sell them for a small profit</li> <li>• Barnet could utilise the Brent Citizenship Ceremony Management system, which speeds up the booking process. This would also save Barnet the cost of investing in new software</li> <li>• Receipt of citizenship documentation from the Home Office and ceremony administration could take place in one location</li> <li>• Both Barnet and Brent would benefit from being seen as innovators in commissioning</li> <li>• Cost savings in sharing a single staffing structure.</li> <li>• Development and support opportunities</li> </ul>		<p>guarantee Barnet is not realised through actual revenue returns, risking the successful continued delivery of services by Brent</p>

Option	Advantages	Disadvantages	Risks
	<p>for staff would be greater over a wider pool of employees</p> <ul style="list-style-type: none"> <li>Save on the time and expense in processing Brent payments / invoices for the Head of Service</li> </ul>		
<p><b>Option 4</b></p> <p>Shared service with Brent, hosted by Barnet</p>	<ul style="list-style-type: none"> <li>The service remains under the Council's direct authority</li> <li>Customers can access the service across borough boundaries at their most convenient location</li> <li>Opportunities to make use of Brent's online facility to apply for historic certificates of births, marriages and deaths (payable online with a credit / debit card)</li> <li>Receipt of citizenship documentation from the Home Office and ceremony administration could take place in one location</li> <li>Both Barnet and Brent would benefit from being seen as innovators in commissioning</li> <li>Development and support opportunities for staff would be greater over a wider pool of employees</li> </ul>	<ul style="list-style-type: none"> <li>Brent not willing to agree a shared service where Barnet are the hosts for Brent</li> <li>Inconsistencies in the opening hours between Barnet and Brent. Brent would continue to operate Sunday opening hours which currently benefit those religions requiring funerals urgently</li> <li>Additional set up costs for Barnet setting up a shared service model</li> <li>Additional costs to Barnet to upgrade and merge systems to Brent's</li> <li>Costs to Barnet for utilising the Brent Citizenship Ceremony Management system, which speeds up the booking process.</li> <li>Issues to resolve around</li> </ul>	<ul style="list-style-type: none"> <li>Staff may resist the culture change required in effectively implementing a new shared service model</li> <li>Negative publicity (reputational risk) if performance is not as high through the shared service model</li> <li>Confusion among residents as to which organisation is delivering their service</li> <li>The expected amount of annual income that Barnet guarantee Brent is not realised through actual revenue returns, risking the successful continued delivery of services by Barnet</li> </ul>

Option	Advantages	Disadvantages	Risks
		<p>premises and maintenance responsibilities.</p> <ul style="list-style-type: none"> <li>• Issues to resolve around IT responsibility</li> <li>• Issues to resolve around the location of customer contact staff</li> <li>• Brent may not commit to an expected annual income (a target generated annually)</li> <li>• Cost savings in sharing a single staffing structure. If Barnet decide to extend its opening hours, additional costs would be incurred to match the Brent model</li> <li>• Brent may decide not to continue in the sharing of its Head of Service therefore initial costs as well as annual costs would increase for Barnet</li> </ul>	

## 5. Expected Benefits

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The recommended option is to commission the London Borough of Brent to deliver Barnet's Registration and Nationality service (Option 3).

As set out in Section 4, Option 3 presents the Council with the most financially advantageous model for delivering the service moving forward. In addition to the financial benefits, adopting Brent standards would entail longer opening hours in Barnet and a greater range of office locations and this is expected to improve customer service and satisfaction. With innovation led by the shared service (and potentially funded solely through the service's existing profitability) the quality of service could be enhanced and revenue from the service increased at relatively little cost or risk to Barnet. Furthermore, customers will continue to have a Registration and Nationality service delivered locally in Barnet.

Although contracted out to the London Borough of Brent, the Council would retain control over the strategic direction of the service and effective contract management would ensure the Council's reputation and quality of service was assured at regular intervals. Service level agreements would be set out and approved before any contractual commitments were made.

The benefits of a fully shared service with Brent, hosted by Brent, include but are not limited to:

- Service will continue to be delivered locally in Barnet
- Greater range and depth of services available across both authorities
- Ability to manage changing workload requirements more effectively due to the greater number of staff
- Improved ability to plan work efficiently, with a wider population of staff
- Attracting and keeping the best staff, through the greater opportunity for career progression within a larger department
- Increased operating hours
- Use of Brent's online facility to both apply and pay for historic certificates of births, marriages and deaths (payable online with a credit / debit card),
- Broader skills base
- Capacity and resilience to lead and develop the service to improve customer service and extend the range of services to residents
- Sharing of efficiencies and increased income
- Reduced headcount for the Council

## 6. Risks

The following risks will be assessed and managed in accordance with the council's risk management methodology:

Description of Risk	Cause / Consequence	Action(s) in place	RAG
Staff members object to the principle of the shared model.	<p><b>CAUSE:</b> Barnet TUPE transferring staff over to Brent.</p> <p><b>CONSEQUENCE:</b> Difficulty in creating the culture change necessary to embed the service.</p>	Staff will be engaged from the outset through information sessions and briefings on the business case and subsequent changes. Barnet staff pay scales will remain unchanged. Staff will transfer on their current terms and conditions.	12
Service users experience deterioration in the quality of the service during the transition to a shared model.	<p><b>CAUSE:</b> May be some disruption to the service while the transition takes place.</p> <p><b>CONSEQUENCE:</b> Deterioration in the quality of service while the changes happen may lead to reputational damage.</p>	<p>Measures will be in place to ensure that the transition is as seamless as possible. Services will continue to be run from existing premises. Any technical changes will be phased in to avoid disrupting services.</p> <p>It is intended that the initial duration of the contract will be for five years, with a five year extension subject to the usual clauses for termination in the event of poor performance. The contract will provide that Brent must deliver the statutory registration services to meet the statutory minimum standards.</p>	8
The expected amount of annual income that Barnet receives is not realised	<p><b>CAUSE:</b> Poor performance of service managed by Brent; Changes in legislation/statutory responsibility of service</p> <p><b>CONSEQUENCE:</b> Level of income to Barnet below current projections and continued viability of service put at risk</p>	In the event of poor performance of service through management shortcomings Barnet would hold Brent responsible for this and expect compensation on missed income targets. In event of changes to legislation resulting in a drop in income, in the first instance the service would be expected to seek to offset this drop through efficiencies/innovation. Barnet accepts that this may not always be possible and that income projections may change due to changes in legislation.	12

Description of Risk	Cause / Consequence	Action(s) in place	RAG
Barnet residents are not clear about who is delivering their service.	<p><b>CAUSE:</b> Barnet service transferring to Brent may cause confusions on where customers need to go and which borough is delivering the service.</p> <p><b>CONSEQUENCE:</b> Lack of adequate and clear communication could lead to confusion and possibly customer dissatisfaction.</p>	A communications plan will set out on how the new shared service will be communicated to residents prior to any changes.	6

## 7. Financial Appraisal

The cumulative surplus forecast of the recommended option is detailed below. This has been compared against Option 1, which has been taken as the effective baseline as this is the Option that would see the service simply maintained at current levels. This also factors in anticipated fluctuations and pressures on income over this five year period.

The recommended option is projected to deliver an increased surplus of £403,627 over a five year period when compared to the 'maintain existing' option.

	Yr 1-5 - 2014/15 to 2018/19 (£)		
	Option 3 - Recommended	Option 1 – Maintain Existing	Difference in surplus: Option 3 vs. Option 1
Net surplus total	(467,148)	(63,522)	(403,627)

NB: excludes efficiency savings targets, which are anticipated to increase surplus total for the recommended option. If this income and efficiency – expected to achieve c£50k pa – would achieve a further £250k surplus over this period.

### Project Costs

In June 2013 CRC approved a budget of £97,000 to deliver the OBC and Options Appraisal contained within this report. The actual cost of reaching this stage has been £59,645, resulting in an underspend of £37,355 on the project.

The project costs to implement the recommended option have been modelled on the recent experiences in the setting up of the Joint Legal Service with Harrow. It is estimated that the total sum required to deliver the implementation phase of the project is £140,000.

Deducting the underspend from the options appraisal phase this leaves a figure of £102,645 required to be added to the existing remaining project budget to deliver the recommended option.

Cost breakdowns for each phase are given in the table below:

Spend to Date (£)	
Project Management	46,269
Commercial Support	12,000
HR Support	126
Legal Support	0
Finance Support	1,250
Information Systems	0
<b>Total Spend to Date</b>	<b>59,645</b>



Implementation Phase Budget (£)	
Project Management	25,000
HR Support	25,000
Legal Support	66,000
Finance Support (inc. External Actuarial Costs)	12,000
Information Systems	7,000
Contingency	5,000
<b>Total Implementation Phase Budget</b>	<b>140,000</b>

<b>Total Project Budget (£)</b>	<b>199,645</b>
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**Recommendation:** That £102,645 is allocated to the project budget from the Council's transformation reserve to complete the implementation phase of the project

## 8. Project Approach

On approval of the recommendation in this report the project would set out to implement a shared service arrangement with Brent; establish a formal Inter Authority Agreement (IAA), (5 year agreement) and transfer staff to Brent under the Transfer of Undertakings (Protection of Employment) Regulations 2006, (TUPE).

A high-level implementation plan can be seen in the table below:

Key Milestones	Timescales
OBC to Cabinet Resources Committee (CRC) for consideration of recommended option	04 Nov 13
Call-in (5 days)	06 Nov to 13 Nov 13
Business Management Overview & Scrutiny Committee	18 Nov 13
Formal Staff & Trade Union Consultation	Nov 13
General Functions Committee Meeting	20 Jan 14
Formal sign-off of the Full Business Case & Inter Authority Agreement	Feb 14
Pensions Fund Committee Meeting	18 Mar 14
Leader Delegated Powers Report (DPR) to give approval to the FBC and IAA	Mar 14
Implementation of new structure / TUPE transfer to LB Brent	1 Apr 14

**Recommendation:** That the full business case along with the IAA be presented to the Leader of the Council and that the powers to give final sign-off on the future delivery of the service be delegated to the Leader.

## 9. Dependencies

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Dependencies	Mitigating action
General Registrar Office (GRO) approval required from Barnet and Brent on new working arrangements	Application will be submitted in the New Year to ensure there are no delays
London Borough of Brent must also agree to the recommended option	On-going discussions with senior management in Brent throughout the process. Option in process of being reviewed by Brent internally with a view to formal recommendation being put forward to elected Members.

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## AGENDA ITEM 8

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Meeting	Budget & Performance Overview and Scrutiny Committee
Date	13 March 2014
Subject	<b>Empty Properties Task and Finish Group – Final Report</b>
Report of	<b>Scrutiny Office</b>
Summary of Report	This report at Annex A presents the findings of the Empty Properties Task and Finish Group following their review of the approach being taken to identify and return empty properties back in to residential use. The Committee is requested to consider the findings and recommendations of the Task and finish Group as set out in the report and endorse the report for onward referral to Cabinet.

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Officer Contributors	Ash Tadjrishi, Overview and Scrutiny Officer
Status (public or exempt)	Public
Wards Affected	All
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Budget & Performance Overview and Scrutiny Committee
Enclosures	Annex A – Report of the Empty Properties Task and Finish Group Appendix 1 - Empty Property Strategy Appendix 2 - Private Sector Financial Assistance Policy amendments Appendix 3 - Local Authority Action on Empty Homes
Contact for Further Information:	Ash Tadjrishi, Overview and Scrutiny Officer ☎ 020 8359 2368 <a href="mailto:ash.tadjrishi@barnet.gov.uk">ash.tadjrishi@barnet.gov.uk</a>

## **1. RECOMMENDATIONS**

- 1.1 That the Committee consider the findings and recommendations of the Empty Properties Task and Finish Group, as set out in the report attached at Appendix A.**
- 1.2 That the Committee endorse the report for onward referral to the next Cabinet meeting.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Business Management Overview and Scrutiny Committee, 7 October 2013, [Item 10 - Task and Finish Group Updates](#) – the Committee resolved that a Task and Finish Group review of Empty Properties be convened to complete by the end of March 2014.

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

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three key priorities set out in the 2013-16 Corporate Plan are:
  - Supporting families and individuals that need it – promoting independence, learning and wellbeing,
  - Improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study,
  - Promoting responsible growth, development and success across the borough.
- 3.3 In relation to the Empty Properties Task and Finish Group, the following corporate priorities, outcomes and targets are relevant to the work of the Group:
  - Create the right environment to promote responsible growth, development and success across the borough- Bringing empty properties back into use preserves the housing stock and improves its energy efficiency. Renovating existing homes has around a 33% smaller carbon foot print than building new homes.
  - Support families and individuals that need it, promoting independence, learning and well-being:- The additional housing secured through Landlord Empty Property Assistance will assist in reducing the number of persons in nightly purchased accommodation used by Barnet Homes. This will enable more homeless families to be provided with secure accommodation which will enable stability in schooling, health care etc.
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study- The nomination rights secured through Empty Property Financial Assistance will provide more housing security for some of Barnet's most vulnerable residents. Empty properties can be a magnet to criminal behaviour leading to increased crime in the local area. Bringing empty properties back into residential use will reduce crime and reduce the fear of crime for local residents which will increase residents' satisfaction with their local community.

- 3.4 Barnet's Housing Strategy 2010-2025 key objective is to increase the housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents. This review contributes to this by making recommendations which:
- Improve the sustainability of the existing housing stock.
  - Support the objective for securing nomination rights to house people in housing need

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

- 4.1 Failure to address issues of public concern through the overview and scrutiny process may result in reputational damage to the Council.

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

- 5.1 Pursuant to the Equality Act 2010 ("the Act"), the council has a legislative duty to have 'due regard' to the need to: eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; and promoting good relations between those with protected characteristics and those without. The 'protected characteristics' are age, race, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation. The 'protected characteristics' also include marriage and civil partnership, with regard to eliminating discrimination.
- 5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role with respect to diversity and inclusiveness; and,
  - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, services, staff development, equalities and health and safety.
- 5.3 Task and Finish Groups will need to take into account equalities considerations throughout the lifecycle of the review and through the on-going monitoring, via the Scrutiny Office, by implementation of accepted recommendations.

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

- 6.1 Task and Finish Group reviews have the scope to consider value for money issues which identify how well the Council is managing and using its resources to deliver value for money and better and more sustainable outcomes for local people.
- 6.2 Task and Finish Group reviews must take into consideration value for money considerations when conducting their work, including the costs and benefits (both financial and non-financial) associated with any recommendations made by the Group. The costs associated with administering the Task and Finish Group review has been met from existing resources within the Governance Service budget.

- 6.3 If the Committee is minded to endorse the report, Cabinet will be required to identify an appropriate funding stream to enable the implementation of any recommendations which have financial implications.
- 6.4 In relation to recommendation 1, at this stage it is difficult to estimate the financial implication of implementing a grant scheme over the existing loan scheme as this depends on uptake. However, it is anticipated that, in line with neighbouring boroughs' schemes, a competitive Barnet scheme will become more attractive with a resultant increase utilisation of funds and consequent increase in New Homes Bonus received.
- 6.5 Officers have advised that the approximate cost of implementing recommendation 3 will be £10,000.
- 6.6 Recommendation 5 suggests that sustainable arrangements may be supported through reinvestment of funds received by the Council as a result of work to bring empty properties back in to use.
- 6.7 Recommendation 6 asks that staffing resources for the identification of empty properties be made permanent. An indicative cost for maintaining the current temporary team in a permanent format would be £190,000 per annum (including on-costs). This includes one Technical Officer, one Technical Support Officer and 2.5 FTE Principal Environmental Health Officers. For 2012-14 these posts have been funded through £120,000 capitalisation and £260,000 from reserves.
- 6.8 Costs for implementing recommendation 7 will be mitigated by a benefit to the Council on receipt of additional income from New Homes Bonus should referrals result in properties being brought back in to use over and above projected performance.
- 6.9 Evidence from the review suggests that the overall benefit for the Council in financial and non-financial terms is likely to significantly outweigh the cost. Overall financial implications of the recommendations could be funded from the New Homes Bonus.

## **7. LEGAL ISSUES**

- 7.1 Under Section 21 of the Local Government Act 2000, the Council's executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive.

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

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).
- 8.3 The Budget and Performance Overview & Scrutiny Committee Terms of Reference states that one of their responsibilities is to:



“To scrutinise the overall performance, effectiveness and value for money of Council services, including the planning, implementation and outcomes of all corporate improvement strategies.”

## **9. BACKGROUND INFORMATION**

- 9.1 At the Business Management Overview and Scrutiny Committee meeting of 3 October 2013 it was agreed that a Task and Finish Group should be convened to review Council's approach to tackling empty properties.
- 9.2 The Group held its first meeting on 14 January 2014 to discuss the scope of the review. In order that recommendations emerging from the review could be considered at the 2 April Cabinet meeting, it was agreed that the review be conducted over two meetings at Hendon Town Hall during January. At the meeting, it was agreed that review would focus on the policies and actions being taken to identify empty properties in the borough and the challenge of returning them to residential occupancy, with balanced and evidence-based recommendations made to the Budget & Performance Overview and Scrutiny Committee and Cabinet.
- 9.3 At its meeting of 23 January 2013, the Group considered evidence from Officers on the empty property journey, resources dedicated to the investigation and management of empty properties, the accuracy of the database of empty properties in Barnet, the impact of the current Empty Properties Strategy and Private Sector Financial Assistance policy. The Group made enquiries on enforcement action and the factors that may limit success in returning empty properties back to residential use. This was followed by consideration of a statement received from the National Landlords Association in relation to Empty Properties.
- 9.4 A final meeting took place on 30 January 2014, at which the Group made further enquiries with Officers from Barnet, Reg. Ltd and Barnet Homes, received case studies of neighbouring local authorities' approach to tackling empty properties, considered the impact of recent council tax reforms and reviewed consultation arrangements.
- 9.6 The Group's findings and recommendations are set out in the report at **Appendix A**.

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

- 10.1 None.

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

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Task and Finish Group Review:

**Empty Properties**

**Final Report**

**February 2014**

## **Executive Summary**

Properties that stand empty are a wasted resource for the owner and the community.

With over 1,700 properties recorded as empty, representing 1.2% of total residential dwellings, Barnet has the 9<sup>th</sup> highest proportion of all London boroughs. In line with the national agenda, the Council's policy is to develop initiatives to encourage owners to bring long-term vacant properties back in to use.

The Empty Properties Task and Finish Group was set up to consider the approach being taken to tackling the challenge of empty properties in the borough.

This report provides a summary of the Group's approach and the research conducted to inform their review. Conclusions detail comments and recommendations relating to Council objectives and policies for bringing empty properties back in to residential use.

To pursue its aims, the Group received and discussed papers from Officers detailing the background to the subject and on policy and implementation. The Group also received evidence from a range of agencies which was subject to scrutiny and debate. Additional written and oral responses were received from Officers of the Council.

The Budget & Performance Overview and Scrutiny Committee will be requested to consider this report before the findings and recommendations are formally reported to the Cabinet. The Group recognise that some of the recommendations made may require the Council's partners, Re. Ltd. and Barnet Homes, to respond to and implement.

However the Cabinet Member for Housing is responsible for the portfolio of services provided by the Private Sector Housing team and Cabinet endorsement will be required to give effect to the recommendations. In order to track the implementation of any accepted recommendations, the Housing Committee (which will come in to effect on 2 June 2014) will be asked to monitor the implementation of any recommendations agreed by Cabinet.

Key recommendations emerging from the review were:

1. The Council should substitute the existing 'refurbishment loan' offer with a competitive grant funding option tied to tenancy nomination rights. Officers should evaluate the offer against those of comparable local authorities and review annually.
2. Barnet Homes should be encouraged to develop a clearer range of competitive offers for owners of empty properties.
3. In partnership with Barnet Homes, the Private Sector Housing team should develop a cohesive promotional programme to raise awareness of work being done to address empty properties in the borough. To be rolled out over the next 12 months and emphasising the following:

- rewards available for reporting previously unidentified empty properties which subsequently results in a New Homes Bonus payment being due to Council;
  - the revised Financial Assistance policy; and
  - the full range of support available from the Council and Barnet Homes.
4. Information outlining the various options available and highlighting penalties to be imposed for failing to comply with the Council's requirements concerning bringing empty properties back in to use should be produced and distributed with the 2015/16 council tax billing letter. The same information should be sent out every time an owner registers their empty property with the council tax team.
  5. To maintain the success of the current empty property programme the Council should develop a comprehensive strategy for the long-term identification and enforcement of empty properties. Enforcement action should be considered readily where it is appropriate to do so. The element of New Homes Bonus received by the Council as a result of empty properties being brought back in to use should be disaggregated from the total and reinvested in the programme to support on-going work in this area; alongside other income received as a direct result of action on empty properties.
  6. The Council should consider replacing the current temporary posts (due to terminate in 2014) within the Private Sector Housing Team with permanent posts dedicated to the identification, recording and inspection of empty properties and Houses of Multiple Occupancy (HMO). This could also maximise potential for fraud referrals to the Council's Corporate Anti-Fraud Team (CAFT).
  7. The Council should consider introducing a commission scheme to encourage public reporting of empty properties. A cash reward could be paid to anyone reporting a previously unknown empty property that is subsequently brought back in to use and results in New Homes Bonus income being received. This arrangement would provide a benefit to the Council.

Two additional recommendations were also put forward by the Group for consideration:

8. Vacant or otherwise available commercial units in the borough should be evaluated in partnership with Barnet Homes for possible conversion to residential use.
9. Officers working on Town Centre Regeneration projects should be required to report possible opportunities for residential use of spaces above shops.

## Contents

1	BACKGROUND INFORMATION .....	4
2	NATIONAL CONTEXT.....	5
3	LOCAL & REGIONAL CONTEXT .....	6
4	REVIEW FINDINGS .....	9
5	CASE STUDIES .....	13
6	CONSULTATION.....	16
7	CONCLUSIONS & RECOMMENDATIONS.....	18

## **1 BACKGROUND INFORMATION**

- 1.1 For the purposes of the review, an empty property is defined as a residential dwelling that has been left empty and unoccupied for at least 6 months.
- 1.2 At the Business Management Overview and Scrutiny Committee meeting of 3 October 2013 it was agreed that a Task and Finish Group should be convened to review Council's approach to tackling empty properties.
- 1.3 The membership of the Group (as appointed by the Conservative and Labour Group Secretaries) was as follows:
- Councillor Brian Salinger (Chairman)  
Councillor Graham Old  
Councillor John Hart  
Councillor Julie Johnson  
Councillor Ross Houston
- Substitutes were:  
Councillor Rowan Quigley Turner  
Councillor Zakia Zubairi  
Councillor Jim Tierney
- 1.4 The Group held its first meeting on 14 January 2014 to discuss the scope of the review. In order that recommendations emerging from the review could be considered at the 2 April Cabinet meeting, it was agreed that the review be conducted over two meetings at Hendon Town Hall during January.
- 1.5 The review focused on the policies and actions being taken to identify empty properties in the borough and the challenge of returning them to residential occupancy. Key lines of enquiry centred on:
- Identifying and tracking empty properties
  - Current approach and methods available to bring empty properties back in to use
  - Local awareness and engagement
- 1.6 Following protocol guidelines stipulated in the Council's Constitution under Overview and Scrutiny Procedure Rules, the Group considered a range of evidence provided by the following key stakeholders:
- Private Sector Housing Manager (Re. Ltd)
  - Revenues Operations Manager, Revenues (CSG)
  - Project Manager (Barnet Homes)
  - Deputy Chief Operating Officer (LBB)
  - National Landlords Association
- 1.7 To support the review, research was undertaken to provide Members of the Group with case study information on other local authorities. The work of the Group was promoted alongside a call for evidence asking for the views of owners of empty properties in the borough.

## 2 NATIONAL CONTEXT

- 2.1 710,000 homes are currently empty in England, according to the Homes From Empty Homes statistics<sup>1</sup>. Of these, 259,000 have been empty for more than 6 months. Empty homes account for approximately 3% of the total housing stock in England.
- 2.2 Bringing empty homes back in to use is a priority set out by the Government's Housing Strategy<sup>2</sup>; Chapter 5 identifies the importance of tackling empty homes as a means of increasing the overall supply of housing and reducing the negative impact that neglected empty homes can have on communities. Empty homes can quickly start to cause problems for neighbours, depressing the value of adjacent properties and attracting nuisance, squatting and criminal activity. Creating additional burdens on local authorities and the emergency services.
- 2.3 Actions set out in the Strategy include:
- Awarding the New Homes Bonus for empty homes brought back in to use. New Homes Bonus is paid to Local Authorities to match fund the Council Tax receipts for a period of six years;
  - Providing an 'Empty Homes Toolkit' available on the Homes and Communities Agency website;
  - Providing practical advice to local authorities and local community groups to help them to address empty homes;
  - Using £100 million of the Affordable Housing Programme to fund bringing empty properties (including non-residential properties) in to use as affordable homes;
  - The Government has given council tax billing authorities the discretion to levy an 'empty homes premium' of up to 50% in addition to the normal council tax payable from 1 April 2013. The premium may be imposed once a property has remained vacant, that is unoccupied and substantially unfurnished, for two years; and,
  - Proposed changes to Empty Dwelling Management Orders to limit their use to properties which have been empty for over two years and can be shown to have caused a nuisance. Local Authorities have to demonstrate that there is community support for the proposal.
- 2.4 The reasons homes are left empty are often complex – and can include inheritance, the cost of financing repairs, inability to achieve a desired sale or rental price, and stalled redevelopment or a decision to retain the property to benefit from house price increases. The Government has made tackling empty homes a priority within the Affordable Housing Programme with specific allocations targeted at bringing empty homes back in to use.

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<sup>1</sup> <http://www.emptyhomes.com/statistics-2>

<sup>2</sup> Laying the Foundations (November 2011)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/7532/2033676.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7532/2033676.pdf)



- 2.5 The National Planning Policy Framework<sup>3</sup> encourages Councils to use their Compulsory Purchase Order (CPO) powers to bring empty properties back in to use. Paragraph 51 states:  
*"Local planning authorities should identify and bring back in to residential use empty housing and buildings in line with local housing and empty homes strategies and, where appropriate, acquire properties under compulsory purchase powers".*
- 2.6 On 17<sup>th</sup> December 2013 the Government reported that a record 37,414 long term empty homes came back in to use in England in the year (Oct 2012- Oct 2013), reducing the total number of long-term empty homes to 222,428, its lowest ever recorded number. The drop is also the biggest ever annual drop. In the previous year (Oct 2011- Oct 2012) the total dropped by 17,945<sup>4</sup>.

### **3 LOCAL & REGIONAL CONTEXT**

- 3.1 London is divided in to 5 Housing sub-regions. Barnet is in the North London region (with Camden, Enfield, Haringey, Islington and Westminster).
- 3.2 In 2012, the North London boroughs jointly secured Empty Homes Programme (2012-2015) funding from the Homes & Communities Agency (whose powers in London have since been devolved to the Greater London Authority (GLA)).
- 3.3 As at October 2013, council tax base statistics<sup>5</sup> published by the Department for Communities and Local Government (DCLG) show Barnet as having 1,707 properties recorded as long-term empty. Barnet ranks third in the North London sub-region (ninth in London) with 1.2% of its 142,474 residential dwellings standing empty (3.4 - Table 1).

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<sup>3</sup> National Planning Policy Framework (2012)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/6077/2116950.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf)

<sup>4</sup> <http://www.emptyhomes.com/2013/12/17/2013-a-record-year-for-empty-homes-coming-back-into-use/>

<sup>5</sup> <https://www.gov.uk/government/publications/council-taxbase-2013-in-england>

### 3.4 Council Tax Base (London) 2013 - Table 1 :

<b>Borough</b>	<b>Total residential dwellings</b>	<b>Total long-term empty</b>	<b>% long-term empty</b>
Kensington & Chelsea	87,393	2,301	2.63%
Camden	104,721	1,837	1.75%
Westminster	122,693	2,013	1.64%
Sutton	80,788	1,075	1.33%
Hackney	106,694	1,400	1.31%
Bromley	136,706	1,784	1.30%
Kingston upon Thames	65,152	812	1.25%
Havering	101,328	1,238	1.22%
Barnet	142,474	1,707	1.20%
Greenwich	106,039	1,221	1.15%
Islington	102,960	1,151	1.12%
Enfield	122,329	1,330	1.09%
Ealing	130,649	1,350	1.03%
Merton	82,241	789	0.96%
Hounslow	97,931	938	0.96%
Lewisham	120,684	1,145	0.95%
Croydon	148,625	1,376	0.93%
Lambeth	135,153	1,245	0.92%
Southwark	130,412	1,147	0.88%
Waltham Forest	100,068	847	0.85%
Hammersmith & Fulham	83,563	706	0.84%
Tower Hamlets	115,389	901	0.78%
Redbridge	101,781	759	0.75%
Barking & Dagenham	72,361	517	0.71%
Haringey	105,390	715	0.68%
Harrow	87,867	588	0.67%
Richmond upon Thames	82,617	489	0.59%
Bexley	95,731	513	0.54%
Hillingdon	107,706	556	0.52%
Newham	106,056	528	0.50%
Wandsworth	136,771	669	0.49%
Brent	113,530	355	0.31%
City of London	6,429	0	0.00%
<b>TOTAL</b>	<b>3,440,231</b>	<b>34,002</b>	<b>0.99%</b>

- 3.5 Bringing empty properties back in to use represents value for money for Barnet. For every property that moves from an unoccupied to occupied banding on council tax records, the Council is allocated New Homes Bonus for six years (a total of £8,734 per Band D property). This is in addition to council tax paid by the new resident.

- 3.6 Working with Barnet Homes and housing associations to increase the number of properties with nomination rights reduces the number of persons currently placed in nightly purchased accommodation. This currently costs the Council £2,345.89 per annum for an average for a two bed property. There is no net cost for the same size accommodation under the Private Sector Leasing Scheme.
- 3.7 The Council adopted an Empty Property Strategy (Appendix 1) and amendments to the Private Sector Financial Assistance Policy (Appendix 2) on 30 May 2013.
- 3.8 The amendments to the Private Sector Financial Assistance Policy and introduction of an Empty Property Strategy were designed to ensure that:
- Resources are effectively targeted
  - The work programme is in line with the Council's objectives
  - Maximum use is made of the resources available and
  - The team's objectives are transparent.
- 3.9 Despite the amendments, the Private Sector Financial Assistance Policy has not resulted in significant interest from property owners (two in the last year only) and is to be reviewed to try and secure more properties for Barnet Homes.
- 3.10 Council's key Corporate Priorities detailed in the Barnet Corporate Plan 2013-2016 which relate to this review as follows:
- Create the right environment to promote responsible growth, development and success across the borough – Bringing empty properties back in to use preserves the housing stock and improves its energy efficiency. Renovating existing homes has around a 33% smaller carbon foot print than building new homes;
  - Support families and individuals that need it, promoting independence, learning and well-being- The additional housing secured through Landlord Empty Property Assistance will assist in reducing the number of persons in nightly purchased accommodation used by Barnet Homes. This will enable more homeless families to be provided with secure accommodation which will enable stability in schooling, health care etc.;
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study - The nomination rights secured through Empty Property Financial Assistance will provide more housing security for some of Barnet's most vulnerable residents. Empty properties can be a magnet to criminal behaviour leading to increased crime in the local area. Bringing empty properties back in to residential use will reduce crime and reduce the fear of crime for local residents which will increase residents' satisfaction with their local community.

## **4 REVIEW FINDINGS**

### **4.1 Identifying and Recording Empty Properties**

- 4.2 As at the 1<sup>st</sup> April 2013, there were 1,707 residential properties recorded as being empty for longer than six months in Barnet.
- 4.3 The Group learned that a total of 290 properties were recorded as being brought back in to use in 2012/13. The Corporate Plan 2013-2016 set a target to bring 100 empty properties back in to use for the year 2013-14 (CPI 6003). Performance reports for Quarter 2 2013/14 recorded that a total of 186 properties had been brought back in to use. Although this year's annual target had already been exceeded, it was thought that this could be attributed to less complex cases being successfully brought back in to use. It is believed that the rate of improvement will dip during the remainder of the year as more complex cases are being tackled that require more effort, time and resources to complete.
- 4.4 The Council's Empty Property Team, sits within the Private Sector Housing Team as part of a range of services delivered by Re. Ltd. along with HMO (House in Multiple Occupancy) Licensing, Housing Enforcement, DFGs (Disabled Facilities Grants) and other minor works grants, under the Enforcement and Grants Team Leaders and the Private Sector Housing Manager. The team has been up and running in its current format for a year and currently consists of 1.5 Environment Health Officers, 2 Technical Officers, and a Technical Support Officer (4 days per week).
- 4.5 The current team has another 12 months to run, although the existing funding from the North London Sub Region will be stretched out for as long as possible in conjunction with 10% capitalisation from the £600,000 annual funding from Council. After this time there are staffing costs through capitalisation for one officer until December 2017.
- 4.6 The majority of empty properties are identified through the council tax database. Regular surveys (every year or so) are undertaken of all properties registered on the database as long-term empty. Data is updated based on the evidence provided from surveying officers. Empty properties may also become known through; referrals from other departments within the Council, being reported by members of the public or from other agencies such as the Police and Fire Brigade. However the properties on the database are dwindling following the removal of the empty property council tax exemption.
- 4.7 Since 1<sup>st</sup> April 2013, aside from properties meeting certain exemption criteria, Council Tax discounts for unoccupied properties (including homes undergoing major repair) were removed. The Council also used its discretionary power to impose a Council Tax premium of up to 50% for properties which have remained vacant for more than two years.
- 4.8 The Group considered that the removal of council tax discounts and the imposition of the premium had created a financial incentive for owners of

registered empty properties to let or sell the property, therefore, bringing it back in to use. However, the removal of these discounts no longer incentivises property owners to declare their property as empty. This loss of self-reporting has presented the Private Sector Housing team with a challenge in how to update and keep an accurate database of Empty Properties. In turn this poses a risk for the Council in no longer being able to collect evidence and pursue owners of empty properties to avoid deterioration of local communities and loss of housing units in the borough.

- 4.9 The Group were pleased to note that Officers working on empty properties were given appropriate access to the council tax database. However, it was thought that many empty properties were now being reported as second homes. This reduces Council income and is detrimental to on-going enforcement cases. Extra work to investigate properties is needed to be able to maintain the accuracy of Council-held information on empty properties. More work is also required on ensuring that the work completed by the Empty Property Team is being accurately recorded on the Council Tax data base. There was currently just one Council Tax Inspection Officer dedicated to this task.
- 4.10 Through discussion with the Private Sector Housing Manager for Re. Ltd., the Group heard that properties may become empty for short periods as part of the normal churn in the property market. Those that remained empty for the longer term were variously challenging and there could be a number of reasons that they had become long-term vacant.
- 4.11 Properties are assessed as high, medium or low-risk and owners are targeted accordingly. Risks could include:
- Nuisance to neighbours
  - Dereliction/Disrepair
  - Environmental health (rubbish, rats etc.)
  - Squatters
- 4.11 The average timescale for bringing an empty property back in to residential use since the start of 2013/14 was 633 days, compared to 110 days for all other private sector housing service requests. The Council has been involved in 569 empty properties coming back in to residential use to date 2013/14. The majority of these were “easy hits” (i.e. cases where the Council has completed informal or advisory action).
- 4.12 The Group learned that some properties remain empty for a combination of complex reasons including: death; family breakdown; and personal health problems. Working with owners of such properties to bringing them back in to residential use is often a long and complicated process.
- 4.13 Enforcement Options**
- 4.14 The preferred option is to work with owners of empty dwellings to bring them back in to use; enforcement powers are resource-intensive to implement and

are not appropriate in all cases. However, in rare cases of non-cooperation, Barnet uses its powers to bring these empty properties back in to use.

- 4.15 In dealing with an empty property, Officers first attempt to contact the owner to discover the reason for the property being empty and any issues in returning them back in to use. Support is offered, whether this be through advising of potential financial assistance or providing contact details of local builders/letting agents. If on-going discussion does not lead to positive action being taken, enforcement is considered and may be pursued. Options for enforcement are detailed at Appendix 3 – Local Authority Action on Empty Homes.
- 4.16 If enforcement is being considered, two reminder letters are sent detailing the enforcement action which will be taken if the owner doesn't bring the property back in to residential use. Private Sector Housing work closely with the Planning department and, where the property is detrimental to the local amenity, enforcement action will be taken by Planning. If the Council is still ignored, the property is referred to the Empty Property Steering Group for a decision of the next step (e.g. referral to the Cabinet Resources Committee (CRC) for a Compulsory Purchase Order (CPO), Empty Dwelling Management Order, Enforced Sale etc.) At this stage more often than not the owner will either sell the property or commence improvement. To date out of more than 30 cases that have been referred to CRC for approval for CPO, two properties are now in the Council's ownership and two more are due to go to the Secretary of State.
- 4.17 A property is identified for enforcement depending on the condition of the premises, impact on the local community and the level of co-operation from the owner. Successful enforcement is dependent on robust evidence of significant consultation with the owner, key procedures being in place and followed and comprehensive legal support. Where enforcement action is required, this elongates the process further due to the extreme nature of EDMOs, CPOs, Enforced Sales etc.

#### **4.18 Financial Assistance Policy**

- 4.19 The Group was advised that Council's current Financial Assistance Policy scheme was revised in May 2013 to make it more attractive to owners of empty properties. Currently, owners could apply to receive a loan towards improving the property, subject to agreeing to a minimum tenancy of through Barnet Homes. However, only two owners in the last twelve months had taken up the offer. For many owners, the incentives did not stack up as a business case when compared to the market for private tenants.
- 4.20 Bringing an empty property back in to use can be costly. However, as well as environmental and social benefits, bringing an empty property back in to use provides a source of income to the Council through the New Homes Bonus scheme.

- 4.21 Supported by the Deputy Chief Operating Officer, the Group investigated whether there would be a benefit to reintroducing a shorter, six-month, exemption period to encourage owners to report their property as becoming empty. It was confirmed that the council tax exemptions cost the Council an average of £2.2m a year, £2m of which was apportioned to vacant dwellings. The remainder (£200,000) to second homes. Long-term empty properties (those which were empty for six-months or longer) comprised £1.6m-£1.8m of the overall cost.
- 4.22 Income from the New Homes Bonus for properties brought back in to use is offset against those that became empty in the same year. Given the present housing trajectory, properties being brought back in to use were projected to provide a net annual income resulting from the New Homes Bonus of around £40,000.
- 4.23 The Deputy Chief Operating Officer confirmed that income from the New Homes Bonus was added to the Council's General Fund and would commonly be used towards infrastructure projects.
- 4.24 The Group accepted that there was no financial viability for bringing back the council tax exemption for empty properties. However, the Group explored how the element of the New Homes Bonus attributed to empty properties being brought back in to use may be disaggregated from the total and be used to support funding for work on empty properties.
- 4.25 The Group made enquiries as to whether flats or spaces above shops were being investigated. Officer reported that priority had been given to houses due to them posing a greater risk and higher value return. Houses were also in greater demand for homing families in the borough.

#### **4.26 Engaging With Property Owners**

- 4.27 Following investigation on how other local property owners were being engaged with, the Group learned that work was underway to identify key sites and initiate a dialogue with the NHS (to discuss the regeneration of sites such as Elmbank House in Barnet Road), the Police (to investigate the potential of residential use of their property portfolio), and commercial property owners for example Tesco's. The Group were informed that there is additional funding available from the GLA which it may be possible to use to convert commercial properties.
- 4.28 The Group met with an Officer from Barnet Homes to discuss their work undertaken in relation to empty properties. It was noted that Barnet Homes was a member of the Empty Homes Steering Group and also managed an online Landlords' Forum Network with over 300 landlords registered.
- 4.29 Barnet Homes reported that by increasing the management of units under their Private Sector Lease Scheme they would seek to mitigate the cost of providing temporary accommodation. Landlords in this scheme were being offered up to 100% of the local housing allowance. The Group noted that

following referrals there were two more previously empty properties being managed in this way, another being finalised and a further 31 properties were in the pipeline. In addition, Barnet Homes were working on turning a former office block in to 18 residential units.

- 4.30 The Group discussed the need for a flexible offer that was competitive and widely-promoted in order to attract experienced landlords as well as those who may need support and advice with their property. Through discussions on the competitiveness of the present offer, the Group learned that established landlords were more likely to rent to the private sector due to the limitations under Local Housing Allowance rates. Barnet Homes were open to review its current offer, possibly adding practical support with refurbishments, in order to develop a more attractive package.
- 4.31 The Group heard that Barnet was competing with other local authorities for tenancy contracts with property owners. Case study information on neighbouring local authorities confirmed the assertion that, where offered, financial assistance tied to nomination rights was available as a grant. By contrast, the funding offered from Barnet was through a repayable loan. The Group noted that local authorities as far away as Croydon Council were canvassing property owners in Barnet, offering enhanced incentives.

## **5 CASE STUDIES**

- 5.1 The Group were provided with a report giving an overview of the resources and approach taken by Brent, Harrow, Haringey and Enfield councils with regards to empty properties.

### **5.4 London Borough of Harrow**

- 5.4.1 In the period April 2009 to March 2012, Harrow Council enabled around 800 empty private sector properties to be brought back in to use through a combination of grant assistance and collaborative working with landlords.
- 5.4.2 As of 1<sup>st</sup> May 2012, there were 946 (1%) vacant private sector properties in Harrow, of which 302 (0.3%) had been empty for 6 months or more. Harrow state that their target is to bring 45 empty private sector properties in to use per annum.
- 5.4.3 In May 2012, a new Council-funded grant scheme called “Repair to Lease” was introduced in response to challenges arising from the housing market and government reform. The scheme aims to encourage more landlords to work with the Council and bring empty properties back in to use. The Repair to Lease scheme gives a grant in exchange for full nomination rights to the property for up to three years through the Council’s Help2Let scheme. Harrow’s Help2Lease scheme also provides management services for owners who are looking to rent out their properties.



- 5.4.4 Harrow has a funding allocation to bring empty properties back in to use and grants are offered for owners to turn empty properties in to homes for local residents if owners agree to work with local letting agency Help2Let to generate rental income.
- 5.4.5 From 1 April 2013 the exemption period for owners of empty properties was removed, and council tax rates increased for properties that had been empty for two years or more.

## **5.5 London Borough of Haringey**

- 5.5.1 Haringey do not currently award grants or offer financial assistance to owners of empty properties. Pending the outcome of the recent bid for funding through the Greater London Assembly (GLA), a new financial assistance policy is proposed. This will detail how up to £13,000 per unit from a funding total of £180,000 may be used.
- 5.5.2 As with many other local authorities, Haringey revised its council tax exemption policy following the Local Government Finance Act 2012. From 1<sup>st</sup> April 2013, any property that registered as empty is given one month exemption from council tax, following which there are no discounts. Also from this date if a property has been empty and unfurnished for two years or more owners are charged an additional 50% premium.
- 5.5.3 Empty properties are flagged through council tax records or via public reporting or Environmental Health becoming made aware of problems. Staff working on empty properties are given access to the council tax database. Haringey currently have a 0.5 FTE member of staff working on empty properties.
- 5.5.4 Pressure to bring an empty property back in to use is through enforcement only. This resulted in 52 properties being brought back in to use in last year.

## **5.6 London Borough of Brent**

- 5.6.1 Brent employs one Empty Property Officer, supported by a Surveyor. Previously the team consisted of two full-time Empty Property Officers, one Surveyor and a Team Leader.
- 5.6.2 As with the other examples, empty properties are identified on council tax records. There are no longer exemptions given for empty properties and a council tax premium of 150% is levied for properties that remain empty for over two years.
- 5.6.3 Following the successful bid for funding from the GLA, since April 2012 Brent has met a target of bringing 70 empty properties back in to use.
- 5.6.4 Brent offer grants to bring empty properties up to a standard suitable for letting. In return, owners must sign up to one of the council lettings schemes for five years. A grant may be approved for up to 70% of the cost of the work,

depending on the size of property (one-bedroom 50%, two-bedroom 60%, three-bedroom or larger 70%) or £6,500 for every person that could be accommodated to the lower of the two calculations.

#### 5.6.5 The types of grant available are:

- Refurbishment Grant - to cover works such as faulty and unsafe electrics, inferior heating system, windows that are so faulty as to be provide very poor insulation, inadequate kitchen food safety or food preparation arrangements and bathrooms that are very old. It may also cover work to provide an additional bedroom, subject to relevant planning and building control approval.
- Conversion Grant - towards conversion of a large empty house to smaller units, or for conversion of empty commercial premises to residential units. Subject to full planning consent.
- Interest Free Loan - As an alternative to the grant scheme, an interest free loan for properties that have been empty for two years. The loan could be up to £30,000 and is repaid from rental income. This is subject to a five-year nomination or lease agreement with the council or partner housing associations.

### 5.7 London Borough of Enfield

5.7.1 Enfield offer Renovation Grants to owners of long term empty homes up to 80% of the cost of major repairs (subject to the maximum grant limit of £25,000). The grant is able to be used towards replacement windows, central heating, roofing and electrical works and does not have to be paid back. In return owners are asked to lease the home to a family nominated by the Council for a minimum period of five years. During this five year period, owners receive a guaranteed rental income and full management service.

5.7.2 As with most of the other examples, there are no longer exemptions given for empty properties and a council tax premium of 150% is levied for properties that remain empty for over two years.

5.7.3 There are currently 1.5FTE staff working on empty properties in Enfield.

### 5.6 Results

5.6.1 Empty properties brought back in to use between October 2011 and October 2012 for each of the local authorities researched was:

Local Authority	Number of Empty Properties brought back in to use (Oct 2011 – Oct 2012)
Barnet	295
Brent	19
Enfield	293
Harrow	44
Haringey	-179

5.6.2 Financial assistance available to owners of empty properties was:

Local Authority	Financial Assistance	Nomination Rights
Barnet	Loan	3 years
Brent	Grant	5 years
Enfield	Grant	5 years
Harrow	Grant	3 years
Haringey	Currently none (pending outcome of GLA bid)	N/A

5.6.3 The cases studies show how other local councils have chosen to exercise powers to revise council tax exemption policies in a similar way following the Local Government Finance Act 2012.

5.6.4 Barnet has taken a unique approach to its financial support policy. Of the local authorities researched, each one either offered, or sought to offer, financial support through grants. Barnet's financial support is currently offered as a repayable loan. The Group agreed that that this was an uncompetitive offer and supported the notion that a carefully considered grant offer would be more attractive to property owners.

## 6 CONSULTATION

### 6.1 Call for Evidence

6.1.1 The Group issued a press release promoting the review which was subsequently published in a local newspaper<sup>6</sup>. The work of the Group was further promoted on the Council's website and via its Twitter feed. 334 letters were sent directly to known owners of empty properties.

6.1.2 Media promotion of the review encouraged owners of empty properties to fill out an online survey asking the following questions:

1. How long has the property been empty?
2. Why is the property empty?
3. What options are being considered for the property and have any decisions been made?
4. What are the barriers for bringing your property back in to use?
5. Are you aware that the Council offers financial assistance to help you bring the property back in to use? If so, what prevented you from taking up this offer? If not, how could the Council be communicating its policies better?
6. What could the Council be doing to assist you with bringing your property back in to use?
7. Do you have any other comments you feel are relevant to the review?

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<sup>6</sup> <http://www.barnet-today.co.uk/News.cfm?id=3256&headline=Owners+urged+to+help+with+bid+to+revive+empty+homes>

- 6.1.3 Despite the press coverage and direct mail-out only three responses (one of which was not from an owner of an empty property) were received. However, the low turnout and nature of the responses confirmed the Group's assertion that identifying and engaging with owners of empty properties was a significant challenge.

## **6.2 The National Landlords Association**

- 6.2.1 The National Landlords Association (NLA) represent 1.4 million landlords in the United Kingdom. To learn more about the reasons for properties standing empty, the Group invited the NLA to provide a written submission for consideration. Their response was as follows:

What leads to landlords letting their properties become empty?

Commonly landlords will not leave a property empty for any extended period of time. The letting of private residential property is a business; other than to have renovation work on the premises it doesn't make financial sense to leave a property empty between tenancies as it is an inefficient way of generating rent.

The majority of unoccupied residential housing is most likely to belong to property owners rather than landlords; for example property acquired through inheritance.

Does the NLA give support to landlords who have 'empty dwellings', and what advice do you provide them?

Landlords who do not wish to manage their properties should instead enlist the services of a reputable letting agent.

Alternatively many landlords work with local authorities to bring empty and disused properties back in to use. For example, Private Sector Leasing Schemes and Social Letting Schemes allow local councils to let out private properties on behalf of their owners. This proves a successful way of bringing properties back in to use and provides a valuable source of good quality and affordable accommodation for low income or vulnerable tenants who may otherwise only have access to temporary accommodation.

Are landlords trying hard enough to re-house their empty properties, and are these empty properties high on the NLAs agenda to help fix?

The letting of private residential property is a business and it doesn't make financial sense to leave a property empty for any prolonged period of time. The UK is in the midst of a housing crisis. Along with building many more homes, local authorities must use every tool at their disposal to bring the estimated 800,000 empty properties back in to use.

Gavin Dick, Senior Policy Officer at the NLA, wrote:

The National Landlords Association (NLA) supports proposals that focus on promoting and assisting with the renovation and restoration of empty

properties in Barnet and welcome efforts to work closely with landlords to bring empty homes back in to use.

It is important to note that landlords do not leave properties empty; void periods represent waste in terms of a failure to meet housing needs and in generating financial returns. Most commonly landlords will only leave a property unoccupied in order to have restoration or improvement work undertaken between tenancies, with the ultimate aim of bringing the property back onto the market.

We support the removal of tax exemptions for long-term empty properties as they are a blight on communities, bring with them an increased risk of squatting and criminal damage, act as a disincentive to investment and reduce local house prices.

However, we advocate the maintenance of current tax exemptions for short-term empty homes as this enables landlords to effectively prepare their property to be re-let.

- 6.2.2 In consideration of the response from the NLA, the Group acknowledged that experienced landlords were largely self-motivated and commercially focused towards bringing properties back in to use in a timely manner. The Group therefore did not consider this demographic to be the most challenging in terms of preventing long-term empty properties from being brought back in to use. However, the Group did agree that promoting competitive policies for assisting with the renovation and restoration of empty properties would support more empty homes being brought back in to use earlier.

## **7 CONCLUSIONS & RECOMMENDATIONS**

- 7.1 Having considered the actions being taken to bring empty properties back in to use, the Group agreed that Barnet was performing well. However, some key challenges to maintaining success in this area were identified during this review.
- 7.2 Barnet's Financial Assistance Policy is unusual, when compared to its neighbours, in offering a repayable loan. The existing policy has not proved popular and has resulted in only two applications in the past year.

### ***Recommendation 1:***

*The Council should substitute the existing 'refurbishment loan' offer with a competitive grant funding option tied to tenancy nomination rights. Officers should evaluate the offer against those of comparable local authorities and review annually.*

- 7.3 Engaging with owners of empty properties is the first step to success. The Group noted that this was an area of particular challenge. Priority should therefore be given to raising the profile of a high quality, competitive offer available from Barnet Homes and the assistance available from the Council. Consideration should be given to providing a range of attractive options;

comprehensive management for hassle-free guaranteed income (i.e. owner is totally hands-off, Barnet Homes carry out inspections/refurbishment and provide necessary certificates in return for a management fee), to the basic tenant-finding service (whereby owners are paid an incentive in return for a tenancy being arranged by Barnet Homes).

**Recommendation 2:**

*Barnet Homes should be encouraged to develop a clearer range of competitive offers for owners of empty properties.*

**Recommendation 3:**

*In partnership with Barnet Homes, the Private Sector Housing team should develop a cohesive promotional programme to raise awareness of work being done to address empty properties in the borough. To be rolled out over the next 12 months and emphasising the following:*

- *rewards available for reporting previously unidentified empty properties which subsequently results in a New Homes Bonus payment being due to Council;*
- *the revised Financial Assistance policy; and*
- *the full range of support available from the Council and Barnet Homes.*

**Recommendation 4:**

*Information outlining the various options available and highlighting penalties to be imposed for failing to comply with the Council's requirements concerning bringing empty properties back in to use should be produced and distributed with the 2015/16 council tax billing letter. The same information should be sent out every time an owner registers their empty property with the council tax team.*

- 7.4 The focus given to empty properties is founded on external funding received from the GLA, which is not guaranteed to be supported in the long-term. However, bringing empty properties back in to use should remain a priority for the Council due to the positive financial (reducing nightly purchased accommodation costs), social and environmental impacts. Notwithstanding these benefits, additional income is generated from New Homes Bonus payments (or sale of assets following enforcement action).

**Recommendation 5:**

*To maintain the success of the current empty property programme the Council should develop a comprehensive strategy for the long-term identification and enforcement of empty properties. Enforcement action should be considered readily where it is appropriate to do so. The element of New Homes Bonus received by the Council as a result of empty properties being brought back in to use should be disaggregated from the total and reinvested in the programme to support on-going work in this area; alongside other income received as a direct result of action on empty properties.*

- 7.5 The council tax database remains the key information source for identification of empty properties. Changes to council tax rules from April 2013 –

particularly the removal of discounts for empty properties and the introduction of a premium 150% rate for those properties empty for longer than two years - has compromised the value of this data and has led to some empty properties not being reported. In turn, this may prevent timely enforcement being achievable. The Group agreed that the removal of council tax exemptions for empty properties incentivises owners to bring back in to use those properties already known to be empty. However, there was now no incentive for owners to self-report as a property became vacant. Though there is no financial case for bringing back council tax exemptions, investing in resources to support identification of empty properties could provide a potential benefit for Council.

**Recommendation 6:**

*The Council should consider replacing the current temporary posts (due to terminate in 2014) within the Private Sector Housing Team with permanent posts dedicated to the identification, recording and inspection of empty properties and Houses of Multiple Occupancy (HMO). This could also maximise potential for fraud referrals to the Council's Corporate Anti-Fraud Team (CAFT).*

- 7.6 Given the size of the borough and diminished ability to rely on the council tax database, other methods of reporting empty properties will become increasingly valuable.

**Recommendation 7:**

*The Council should consider introducing a commission scheme to encourage public reporting of empty properties. A cash reward could be paid to anyone reporting a previously unknown empty property that is subsequently brought back in to use and results in New Homes Bonus income being received. This arrangement would provide a benefit to the Council.*

- 7.7 Though outside the scope of the review, the Group considered that the following additional recommendations had direct relevance to Council's housing strategy and should be considered:

**Recommendation 8:**

*Vacant, or otherwise available, commercial units in the borough should be evaluated in partnership with Barnet Homes for possible conversion to residential use.*

**Recommendation 9:**

*Officers working on Town Centre Regeneration projects should be required to report possible opportunities for residential use of spaces above shops.*

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## Appendix 1

### London Borough of Barnet Empty Property Strategy 2013-14

#### 1. Introduction

In Barnet 2.14% of properties are empty with 0.78% (0.7% is average for London) of those being classed as long term empty. Properties may be empty for a short period of time e.g. whilst they are refurbished or between lets. Unfortunately sometimes things go wrong and buildings stay empty for a long time. This may be because planned refurbishment did not take place, or is delayed or abandoned. Also complications sometimes arise over inheritance where occupiers have died.

All too often disrepair can result from homes being left empty and not maintained. With no occupants to notice, small disrepair problems can escalate quickly. Empty homes can attract anti-social behaviour, crime (including squatting), encourage fly tipping, attract vermin and become detrimental to the amenities of the neighbourhood.

Bringing empty properties back into residential use contributes to increasing the overall housing supply (including the supply of affordable homes). This is particularly crucial at the present time. Barnet Council is currently being faced with a steep increase in the number of requests for housing for example in 2012/13 there was a 21.7% increase in new temporary accommodation admissions from 694 in 2011/12 to 845 in 2012/13. With the recent changes in the benefits system this looks likely to continue to rise.

#### 2. Aim of the strategy

The Empty Property Strategy contributes towards the Barnet's Housing Strategy 2010-2025 "Providing Housing Choices that Meet the Needs and Aspirations of Barnet Residents". It is also built upon the principles set out in the Homes and Communities Agency "Empty Homes Tool Kit" and the Mayor of London Draft Revised Housing Strategy (currently in consultation)"

The main aim of this Strategy as set out in the Councils strategy is to reduce the numbers of empty properties in the Borough. In doing so we aim to benefit:

- *the community* by improving the local environment, supporting regeneration and removing crime hot spots caused by some squatted premises
- *owners of empty properties* by improving the condition of the property and turning them from a wasted resource into a productive one
- *the housing market* by increasing housing availability (with a focus on the supply of affordable housing)
- *the environment* by re-using existing dwellings the impact on the environment is lower for a new build.
- *the Council finances* through increased revenue from the New Homes Bonus.

### 3. Local Strategic Context

The second priority outcome of the Councils Corporate Plan 2013-16 (published April 2013) is *'to maintain the right environment for a strong and diverse local economy'* which confirms the Councils commitment to creating the environment for growth in the local economy. Investment in regeneration and development is an essential driver for this for growth, creating jobs, reinvigorating communities and improving living standards. One of the key targets for this priority outcome is to bring one hundred empty properties back into use.

In September 2012 the Council adopted a 'Local Plan' which replaced the Unitary Development Plan (UDP) (adopted May 2006). Its vision (shared with the Councils Sustainable Community Strategy) is:

*'It is 2026. Barnet is known as a successful London suburb. It has successfully ridden difficult times to emerge as resilient as ever. The public service is smaller than before but the organisations within it, through effective partnerships, work together to deliver good services and there is a healthy relationship between them, and residents who do things for themselves and their families.*

*Established and new residents value living here for the Borough's excellent schools, strong retail offer, clean streets, low levels of crime and fear of crime, easy access to green open spaces and access to good quality healthcare.*

*Barnet is an economically and socially successful place. With high levels of educational qualifications and access to good transport networks, residents continue to have access locally, in other parts of London and beyond to jobs in a wide variety of different industries.*

*Barnet's success is founded on its residents, in particular through a strong civic society, including its diverse faith communities, founded on an ethos of self-help for those that can, and support through a wide range of volunteering activities for others. Different communities get on well together with each other"*

Bringing empty properties back into use contributes to the following Objectives contained within the Core Strategy of the Local Plan:

- *To manage housing growth to meet housing aspirations*
- *To promote strong and cohesive communities*
- *To protect and enhance the suburbs*

The Council's Housing Strategy 2010-25 also has a commitment to achieving a high quality of desirable and modern homes for everyone in Barnet. Making better use of empty properties also contributes to the following key objectives of the strategy:

*Increasing housing supply, including family sized homes, to improve the range of housing choices and opportunities available to residents and*

*Improving the condition and sustainability of the existing housing stock.*

#### **4. Regional Strategic Context**

The Mayor of London's spatial development strategy known as the London Plan (2011) directed Boroughs to:

*.....promote efficient use of the existing stock by reducing the number of vacant, unfit and unsatisfactory dwellings, including through setting and monitoring targets for bringing properties back into use. In particular, boroughs should prioritise long-term empty homes, derelict empty homes and listed buildings to be brought back into residential use.*

The Mayor proposed to work towards reducing long-term vacant properties to one per cent of the overall stock, which (across London) will require bringing at least 3,000 dwellings back into use.

The Revised London Housing Strategy (in draft) confirmed this commitment stating that

*long term empty homes are a wasted housing resource. They are also often magnets for crime, vandalism and squatters, and are a blight on neighbourhoods and that:*

*No more than one per cent of homes in London should stand empty and unused for more than six months. (2.20 p40)*

Currently Barnet meets this requirement.

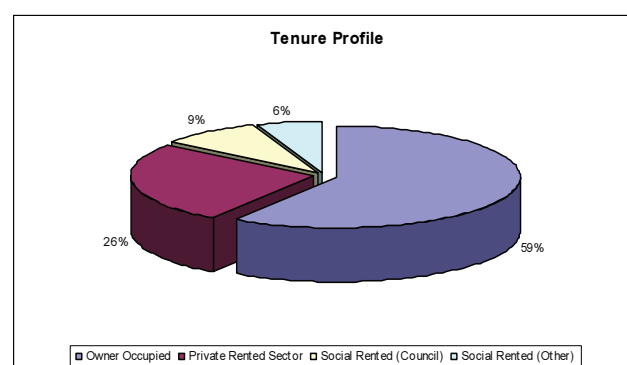
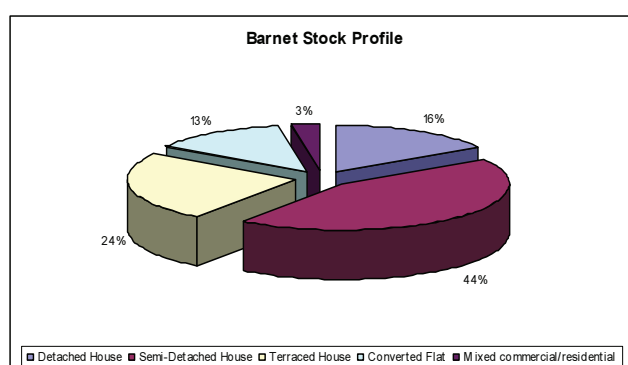
There are currently 82,000 empty homes in London (2.5% of the total housing stock) of which 66,000 are in the private sector (Page 65 of the original Mayors Housing Strategy). Although this is below the national average there is a risk of this figure increasing during the housing market down turn.

35,000 (1.1%) of London's private and public sector homes have been empty for more than 6 months. In the private sector, these are often properties that are caught in protracted legal disputes, abandoned or derelict, or are where the owner does not intend to or has insufficient incentive or resources to bring the empty property back into use. Returning such properties to use is challenging and expensive, often requiring enforcement action and/or significant investment to make them habitable (Page 65 of the original Mayors Housing Strategy).

## 5. Borough Profile and Housing Need

Covering 86.7 square km, Barnet covers a large geographical area stretching from Chipping Barnet in the North to Cricklewood in the South, and from Edgware in the West to Brunswick Park in the East. Barnet is a very attractive place to live and work, with large amounts of high quality greenbelt land, parks and open spaces, popular and high performing schools and good transport links. There are pockets of deprivation, particularly in the west of the borough which provide the focus for our regeneration plans.

According to the Housing Strategy Statistical Appendix 2011-12 HSSA 2011-12) the total number of dwellings in the Borough was 138,453. However, this number is smaller than the actual number of households due to Houses in Multiple Occupation (HMOs), the number of which is estimated to be 4,973 bringing the total up to in excess of 143,426. The stock and tenure profile of the Borough are as follows:



As at the 1<sup>st</sup> April 2011, an estimated 6,429 dwellings were considered to have a category 1 hazard<sup>[1]</sup> present 6,194 of those dwellings being within private housing (HSSA 2011-12).

There is an ever-increasing pressure to provide affordable housing in the Borough. The growth in the local population, newly-formed households and existing households in need of appropriate accommodation and the high price of properties in the Borough contribute to pressures on the affordable end of the housing market. There are a number of regeneration initiatives in the Borough, which include development of new housing.

As of October 2012 there were 2,329 homeless households placed in temporary accommodation in the Borough, broken down by property size this was as follows:

Property Size	No of households
1-bed	617
2-bed	987

3-bed	596
4-bed	106
5-bed	21
6-bed	2
Total	2329

The number of households recorded for which housing provision needs to be made stands at 16,103 (HSSA 2011-12).

As at the 1<sup>st</sup> April 2012 there were 3,260 dwelling vacant in the borough the majority of which (2,708) were private sector dwellings vacant in the Borough. A total of 1,676 of those private sector dwellings had been vacant for more than six months (HSSA 2011-12).

Bringing such properties back into use is an important part of the Councils and the Mayor of London's Strategies for meeting housing need, improving quality of life and developing a sustainable community.

## 6. Previous Performance

Barnet Council has had an intermittent Empty Property Programme over the past three years due to low levels of funding for Empty Property Grants since 31<sup>st</sup> March 2011.

The Council's performance for the period, 1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2013 can be summarised as follows:

Total number of properties brought back into residential Use.	415
Properties renovated and occupied by homeless persons through nomination rights.	11
Properties Demolished following Council involvement	7
Properties Approved by CRC for Compulsory Purchase	24

Due to the reduced size of the programme the majority of the activity has been around the provision of informal advice and dealing reactively with service requests regarding empty properties causing problems.

A significant amount of work has also been undertaken to ensure that the databases held by Council Tax and Environmental Health are fully up to date and accurate. An Empty Property Survey has been completed annually for the past three years of all properties recorded as long term empty on the Council Tax database. As of 1<sup>st</sup> April 2013, 1,314 long term empty properties were recorded on the Environmental Health Empty Property Database. Of these 60% have been prioritised for action by the Council and 219 are considered a high to medium priority.

## 7. The Strategy

It is normal for an area to have a number of properties that are empty for short periods of time as a result of housing churn and it can be seen as an indicator of a healthy housing market. These properties will be brought back into use as a natural part of the market and do not require any intervention from the Council.

However some properties will not naturally come back into use and over time can start to cause the problems outlined above. It is these properties that the strategy is targeted at whilst also aiming to provide assistance to owners who are keen to occupy their properties but need some additional guidance and support in doing so.

In order to develop a successful strategy the reasons why the property may have fallen and remained empty must be considered. Within Barnet the reasons include:

- simple abandonment and/or neglect by owners
- the owner being in long term care
- properties bought as a capital investment in a rising market (which is now stagnant)
- or a simple inability to bring the property back into use (financial or through capability).

This strategy is aimed at bringing long-term vacant properties, including vacant sites and redundant commercial premises (that have the potential for either conversion or redevelopment for housing purposes), back into beneficial use.

The strategy has three key priority outcomes:

### **Priority Outcome 1: Increase the Housing Provision in Barnet with Nomination Rights**

This strategy feeds into the following Corporate Strategy Priority Outcomes:

***Priority Outcome 1: To maintain a well designed, attractive and accessible place, with sustainable infrastructure across the borough.***

*Reduce the number of households placed in emergency accommodation to 500.*

***Priority Outcome 2: To maintain the right environment for a strong and diverse local economy.***

*Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks*

The Council will work with Barnet Homes and/or an alternative Social Housing provider approved by the Council to develop a seamless service to compliant landlords applying for Empty Property Financial Assistance

### **How We Will Make This Happen**

We will work with Barnet Homes and/or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council, to ensure that:

- accepting Empty Property Financial Assistance and letting to Barnet Homes is a commercially viable option for landlords in the current economic climate
- a seamless service for administering Empty Property Financial Assistance and letting the property is provided to landlords.

### **How We Will Measure Success**

- Procedures are in place to enable seamless administration of Empty Property Financial Assistance.
- Empty property grant budget committed in line with the criteria laid down in the Financial Assistance Policy.
- 90% of landlords in receipt of Empty Property Financial Assistance scoring the Council 8 out of 10 or above in a satisfaction survey.
- Work with Barnet Homes to assess the suitability of/and develop where found to be viable a scheme for renovating and letting properties where the prospective landlord does not have immediate access to funds.
- Empty Dwelling Management Procedure in place

### **Priority Outcome 2: Provision of a Targeted, Legally Compliant Empty Property Team**

The Private Sector Housing Team will provide both a reactive and proactive service in relation to empty properties. The reactive service will respond to complaints about problems being caused by empty properties e.g. accumulations, vermin, squatters etc. These cases usually involve enforcement action during the initial stages to deal with the matter that triggered the complaint.

Due to the number of properties on the database the Council are unable to take action against all the properties recorded. These properties will be targeted using the risk assessment method outlined below.

Generally the Council will begin by offering advice, guidance and financial incentives. Where the owners are receptive to this no enforcement action will generally be required. Where this is not successful the Council will move onto



enforcement against the owner to require the property to meet a minimum standard and be brought back into use. At all stages the process will be in line with the current Environmental Health Enforcement Policy and as such will be fair and equitable. The owners of the empty properties will be given reasonable opportunity to bring the property back into use. Using a range of options is much more successful in bringing these properties back into use rather than using a one size fits all approach.

The possible enforcement actions are summarised below:

- **Compulsory Purchase Order (CPO)**  
Compulsory Purchase Orders allow Local Housing Authorities to apply to the Secretary of State to compulsorily purchase properties.
- **Empty Dwelling Management Order (EDMO)**  
Empty Dwelling Management Orders allow councils to secure occupation and proper management of privately owned houses and flats that have been empty for a minimum of 6 months. To start the process the local authority must apply to the Residential Property Tribunal (RPT) for an interim management order.
- **Enforced Sale Procedure**  
Enforced sales allow local authorities to force the sale of a property to recover debts. The debts will usually be for work undertaken in default of the owner or for Council Tax debt. Debts may be secured either against a property.

Where possible the Council will also seek to maximise the potential returns in relation to the New Homes Bonus.

### **How We Will Make This Happen**

- Develop procedures to enable seamless delivery of all enforcement options.
- Ensure that all properties at risk of illegal entry are secure to reduce the risk of squatting.
- Work with NSCSO in relation to Council Tax to maximise the opportunities for securing New Homes Bonus in relation to empty properties.

### **How We Will Measure Success**

- A minimum of 100 long term (empty for 6 months or more) empty properties brought back into use
- Officers are 95% compliant on an audit of compliance with the Environmental Health Enforcement Policy.
- All non secure empty properties to be secured against unauthorised entry within 48 hours of notice expiration



- Increase in the amount of New Homes Bonus received linked with bringing empty properties back into residential use.

### **Priority Outcome 3: Ensuring that the Properties Causing the Most Problems are Targeted.**

In order to effectively tackle empty properties an accurate and up to date database is essential.

The Council has taken the opportunity provided by Central Government to design its own Council Tax Support Scheme and has decided to remove the discount previously given to long term empty properties and increase it to 150% for properties which have been empty for at least two years. There will therefore be no incentive for 'self-reporting' and it is therefore vital that an accurate database is kept of empty properties.

The database will not just be a list of addresses of empty properties, but all properties within it will be risk assessed for their potential impact (based upon length of time empty, state of repair, potential negative impact on the surrounding area and any previous enforcement action). The database will also allow the Council to measure the impact of the Empty Property Strategy.

In order for the scheme to be successful the profile of empty properties both internally and externally must be raised. By increasing the profile of empty property work internally it is anticipated that it will increase the number reported to the Private Sector Housing Team.

Raising awareness within the community is also vital and this will be done by using for example Members, London Landlord Accreditation Scheme News Letter, the Police, the Landlords Forum, estate agents and other property professionals.

### **How We Will Make This Happen**

- Up to date Empty Property Database with all properties on the data base inspected and risk assessed
- Work programme designed around targeting the highest risk properties first
- Use a combination of working with other departments/organisations and raising awareness in the community to ensure that properties continue to be identified, added to the database and prioritised.
- Set up an Empty Property Steering Group involving Council departments and commissioned functions to meet quarterly and prioritise problematic properties for enforcement action.

- Website reviewed for accessibility and ease of use and improvements implemented where appropriate.
- Comprehensive advertising undertaken of the Empty Property Service
- Explore opportunities for more extensive customer feedback to improve accessibility and quality of the service.
- Identify any areas of the borough with a particularly high density of empty properties

### **How We Will Measure Success**

- Annual empty property survey to review and refresh the data on the Empty Property Database.
- Empty Property Steering Group set up and used to agree the properties to be targeted with quarterly meetings implemented.
- Increase in the number of hits on the empty property web pages
- Communication strategy developed, implemented and effectiveness measured.
- Use the Council's Graphical Information Systems (GIS) to map the location of long term empty properties in the borough, and identify any hot spots
- Identify and actively target the top three owners of long term empty properties in the borough

## 7. The Action Plan

No.	Priority Outcome	Measure of Success	12-13 Baseline (where available)	Timescale	Accountable Owner	Data source <sup>1</sup>
1.1	Increase the Housing Provision in Barnet with Nomination Rights	Procedures are in place to enable seamless administration of Empty Property Financial Assistance.	N/A	July 2013	Belinda Livesey Private Sector Housing Manager	Formal procedures in place
1.2		Empty property grant budget committed in line with the criteria laid down in the Financial Assistance Policy.	None in 2012/13	End of March 2014	Belinda Livesey Private Sector Housing Manager	Idox Acolaid GR
1.3		90% of landlords in receipt of Empty Property Financial Assistance scoring the Council 8 out of 10 or above in a satisfaction survey.	N/A	Annual Target	Belinda Livesey Private Sector Housing Manager	Idox Acolaid GR

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<sup>1</sup> State where data associated with this indicator is stored

No.	Priority Outcome	Measure of Success	12-13 Baseline (where available)	Timescale	Accountable Owner	Data source <sup>2</sup>
1.4		Work with Barnet Homes to assess the suitability of/and develop where found to be viable a scheme for renovating and letting properties where the prospective landlords does not have immediate access to funds.	N/A	July 2013	Belinda Livesey Private Sector Housing Manager	Scheme in place where found to be viable.
		Empty Dwelling Management Procedure in place	N/A	July 2013	Belinda Livesey Private Sector Housing Manager	Formal procedures in place
2.1	Provision of a Targeted, Legally Compliant Empty Property Team	Procedures in place to enable seamless delivery of all enforcement options.	N/A	July 2013	Belinda Livesey Private Sector Housing Manager	Formal procedures in place

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<sup>2</sup> State where data associated with this indicator is stored

No.	Priority Outcome	Measure of Success	12-13 Baseline (where available)	Timescale	Accountable Owner	Data source <sup>3</sup>	Data source
2.3		Officers are 95% compliant on an audit of compliance with the Environmental Health Enforcement Policy.	N/A As New Team	Annual target	Belinda Livesey Private Sector Housing Manager	5% sample of Idox Acolaid NV cases	
2.4		95% of non secure empty properties to be secured against unauthorised entry within 48 hours of notice expiration	N/A As New Target	Annual target	Belinda Livesey Private Sector Housing Manager	Idox Acolaid NV	
2.5		Work with Council Tax to maximise the opportunities for increasing the New Homes Bonus received linked with bringing empty properties back into residential use. Current process reviewed and improvements implemented.	N/A	Annual target	Belinda Livesey Private Sector Housing Manager/Council Tax	Council Tax HCA Statistical return.	
3.1	<b>Ensuring that the Properties Causing the Most Problems are Targeted.</b>	Subject to funding being available an annual empty property survey undertaken to review and refresh the data on the Empty Property Data Base.	Survey completed in September 2013 and revised data passed to Council Tax in October 2013	October 2013	Belinda Livesey Private Sector Housing Manager/Maxine Kirby Council Tax	Idox Acolaid NV	

<sup>3</sup> State where data associated with this indicator is stored

<sup>4</sup> State where data associated with this indicator is stored

<b>No.</b>	<b>Priority Outcome</b>	<b>Measure of Success</b>	<b>12-13 Baseline (where available)</b>	<b>Timescale</b>	<b>Accountable Owner</b>	<b>Data source<sup>5</sup></b>
3.2		Empty Property Steering Group set up with quarterly meetings completed. Agreement reached on properties to be targeted.	N/A	Quarterly meetings undertaken	Belinda Livesey Private Sector Housing Manager	4 sets of minutes
3.3		Increase in customers self serving.	169 26th March 2013- 25 <sup>th</sup> April 2013	May 2013 Baseline identified July 2013 Site review/modification complete	Belinda Livesey Private Sector Housing Manager	Increase in the number of hits on the empty property web pages. Data provided by LBB webmaster
3.4		Communication strategy developed, implemented and effectiveness measured to ensure that residents are aware of the empty property service and property owners are aware of the financial assistance available	N/A	October 2013	Belinda Livesey Private Sector Housing Manager	Effectiveness of strategy measured and documented.

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<sup>5</sup> State where data associated with this indicator is stored

<b>No.</b>	<b>Priority Outcome</b>	<b>Measure of Success</b>	<b>12-13 Baseline (where available)</b>	<b>Timescale</b>	<b>Accountable Owner</b>	<b>Data source<sup>6</sup></b>
3.5		Map the location of long term empty properties in the borough, identify any hot spots and target them where appropriate.	N/A	July 2013	Belinda Livesey Private Sector Housing Manager	Idox Acolaid NV
3.6		Identify and actively target the top three owners of long term empty properties in the borough	N/A	July 2013	Belinda Livesey Private Sector Housing Manager/Maxine Kirby Council Tax	Council Tax data base

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<sup>6</sup> State where data associated with this indicator is stored

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## APPENDIX 2 – PROPOSED AMMENDMENTS TO THE PRIVATE SECTOR HOUSING FINANCIAL ASSISTANCE POLICY

Existing Empty Property Assistance Reference	Existing Empty Property Assistance Criteria	Proposed Amendments to the Empty Property Assistance Criteria
3.3	<p>Budget permitting, assistance is available from the council for bringing long-term empty residential properties in the Borough back into use under the Regulatory Reform (Housing Assistance) Order 2002.</p> <p>Empty property assistance during the 2011-2012 financial year was funded by the North London Housing Sub Region. Barnet's funding allocation for 2012-13 is up to a maximum of £600,000 which is drawn down upon spend.</p> <p>Following the initial letter offering the Empty Property Grant the offer will remain open for a maximum of 6 months. After this time the offer will be withdrawn.</p> <p>There are currently two types of Empty Property assistance available:</p> <ul style="list-style-type: none"> <li>• assistance for prospective owner-occupiers</li> </ul>	<p>Budget permitting, assistance is available from the Council for bringing long-term empty residential properties in the Borough back into use under the Regulatory Reform (Housing Assistance) Order 2002.</p> <p>Following the initial letter offering Empty Property Financial Assistance, the offer will remain open for a maximum of six months. After this time the offer of grant would normally be withdrawn.</p> <p>Four types of Empty Property Financial Assistance are available:</p> <ul style="list-style-type: none"> <li>• assistance for prospective owner-occupiers (in long term care)</li> <li>• assistance for prospective owners – occupiers (key workers)</li> <li>• assistance for prospective landlords</li> <li>• assistance for prospective landlords (where work is undertaken by agreement with LBB or an alternative agreed provider)</li> </ul>

	<ul style="list-style-type: none"> <li>assistance for prospective landlords</li> </ul>	
3.3.1	<p><b>Empty Properties – Assistance for owner-occupiers</b></p> <p>The council may offer assistance to owner-occupiers who wish to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> <li>the property has been empty for 12 months or more;</li> <li>the applicant is in long term care and due to disrepair is unable to return to their property;</li> <li>the applicant owns the freehold of the property and is responsible for all structural repairs or the applicant has a lease with at least 10 years to run and any required freeholder permission for the proposed works is obtained;</li> <li>the property does not meet the Decent Homes Standard. The property must be decent at the end of the works.</li> </ul> <p>The maximum assistance for owner-occupiers is £12,000 subject to a reasonable cost assessment and is capped at 50% of the</p>	<p><b>Empty Properties – Assistance for Owner-Occupiers (in Long Term Care)</b></p> <p>The Council may offer assistance to owner-occupiers who wish to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> <li>the applicant is in long term care and due to disrepair is unable to return to their property;</li> </ul> <p><b>Empty Properties – Assistance for Owner Occupiers (Key Workers)</b></p> <p>The Council may offer financial assistance to key workers where:</p> <ul style="list-style-type: none"> <li>the purchase price of the property was £500,000 or less.</li> <li>the applicant owns no other properties.</li> </ul> <p><i>A Key Worker is defined as a Public Sector Employee who is considered to provide an essential service.</i></p> <p><b>Specific Conditions for Both Types of Owner Occupier Assistance</b></p> <ul style="list-style-type: none"> <li>the property has been empty for 6 months or more</li> <li>the applicant owns the freehold of the property and is responsible for all structural repairs, or the applicant has a lease with at least 8 years to run and any required freeholder permission for the</li> </ul>

	<p>reasonable cost of the works. The applicant's eligibility will be determined by a means test using the formula or method dictated by the Housing Renewal Grants Regulations 1996 (as amended).</p> <p>Works must be started within 3 months, completed within 9 months of grant approval and meet the Decent Homes standard on completion. The property must be occupied on completion.</p>	<ul style="list-style-type: none"> <li>▪ proposed works is obtained</li> <li>▪ the property does not meet the Decent Homes Standard.</li> <li>▪ the applicant has Planning Permission for the proposed works or an Established Use Certificate</li> <li>▪ the applicant has no outstanding debts to the Council e.g. Council tax arrears</li> <li>▪ applicants who wish to convert a larger property into flats, and move into one of the units will be entitled to a Landlord's Financial Assistance for the work (see below)</li> <li>▪ the property must remain occupied by the applicant or immediate family. This is not time limited.</li> <li>▪ the maximum assistance for owner-occupiers is £20,000, subject to a reasonable cost assessment. The applicant's eligibility will be determined by a means test using the formula or method dictated by the Housing Renewal Grants Regulations 1996 (as amended).</li> <li>▪ the property shall be occupied within 1 month of completion of the work</li> <li>▪ a charge is registered against the property so that if the property is sold, or the deeds are transferred, the grant must be re-paid. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the grant must be repaid. If any of the conditions are contravened following the completion of the works then the full sum will have to be repaid to the Council. This is not time limited.</li> </ul> <p>The Council has the discretion to pay 50% of the money up front e.g. where works to properties have stalled due to a lack of funds.</p>
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3.3.2	<p><b>Empty Properties – Assistance for landlords</b></p> <p>The council may offer assistance to landlords to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> <li>• the property has been empty for 12 months or more;</li> <li>• the applicant is the owner or leaseholder of the property and is responsible for all structural repairs;</li> <li>• the property does not meet the Decent Homes Standard;</li> <li>• the applicant intends to rent out the property for three years either through the Council's Home Choice Scheme or a Private Sector Leasing Scheme to house people in housing need nominated by the Council;</li> <li>• the applicant has any required planning permission for the proposed works or an established use certificate;</li> <li>• the applicant has any required freeholder permission for the proposed works;</li> <li>• the applicant and owner have no outstanding debts to the Council e.g. Council tax arrears.</li> </ul>	<p><b>Empty Properties – Assistance for Prospective Landlords</b></p> <p>This assistance may be used for work to:</p> <ul style="list-style-type: none"> <li>○ bring a residential property up to the Decent Homes standard and/or,</li> <li>○ conversion of the property into self contained flats and/or,</li> <li>○ demolition and rebuild (providing there is an increase in the units of available housing) or,</li> <li>○ assisting with the purchase of a long term empty property or,</li> <li>○ conversion of a commercial unit into residential accommodation.</li> </ul> <p>The council may offer assistance to landlords to return empty properties to housing use in the following circumstances:</p> <ul style="list-style-type: none"> <li>• the property has been empty for 6 months or more</li> <li>• the applicant is/will be the owner or leaseholder of the property and is responsible for all structural repairs</li> <li>• the property does not meet the Decent Homes Standard</li> <li>• the applicant intends to, (and the property is acceptable) to rent out the property for a minimum of three years to Barnet Homes or an alternative Social Housing provider approved by the Council, to house people in housing need nominated by the Council</li> <li>• the applicant has any required Planning Permission for the proposed works or an Established Use Certificate (including Building Regulation Approval)</li> <li>• the applicant has any required freeholder permission for the proposed works</li> <li>• the landlord is a "fit and proper person" as defined under section</li> </ul>
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<p>The maximum sums for landlord assistance reflect the current demand for properties that are suitable for the needs of those that apply for Council Housing and meet the priority banding system (usually band 1) and are shown in the following table:</p> <table><tr><th>Number of Bedrooms</th><th>Maximum Grant</th></tr><tr><td>1</td><td>£4,000</td></tr><tr><td>2</td><td>£8,000</td></tr><tr><td>3+</td><td>£12,000</td></tr></table> <p>Applicants are required to fund 50% of the reasonable cost of the works and improvement of the property up to the maximum sums shown above. The maximum sums are inclusive of any VAT incurred by the applicant, so for example if the total cost of the work is £6,000 in a one bed property the grant will be £3,000, if the cost of the work is £20,000 in the same property the grant would be capped at £4,000.</p> <p>Landlord assistance is available subject to</p>	Number of Bedrooms	Maximum Grant	1	£4,000	2	£8,000	3+	£12,000	<p>66(2) of the Housing Act 2004 this includes not contravening any provision of the law relating to housing or landlord and tenant law.</p> <p>The maximum sums for landlord assistance are shown in the following table. This policy provides the discretion to reduce the “Maximum Assistance” through an Officer Agreed Delegated Powers Report where demand outweighs the budget available.</p> <table><tr><th>Number of Bedrooms</th><th>Maximum Assistance</th><th>Early Bird incentive paid where a full Application is * See below</th><th>If the property is available before 31st March 2014. * See below</th></tr><tr><td>1</td><td>£15,000</td><td>£1,500</td><td rowspan="3">Provision of annual Gas Safety record for the 3 years of letting to Barnet Homes</td></tr><tr><td>2</td><td>£20,000</td><td>£2,000</td></tr><tr><td>3+</td><td>£25,000</td><td>£2,500</td></tr></table> <p>This policy provides the discretion to add top ups to the grant to promote the scheme, or where landlords work closely with the Council. This can include but is not limited to:</p> <ul style="list-style-type: none"><li>○ an Early Bird Incentive (applying before a certain date),</li><li>○ a Certificate Service (for example where the Council will provide Energy Performance, Gas Safe Certificate and Electrical Condition Report)</li></ul>	Number of Bedrooms	Maximum Assistance	Early Bird incentive paid where a full Application is * See below	If the property is available before 31st March 2014. * See below	1	£15,000	£1,500	Provision of annual Gas Safety record for the 3 years of letting to Barnet Homes	2	£20,000	£2,000	3+	£25,000	£2,500
Number of Bedrooms	Maximum Grant																						
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2	£8,000																						
3+	£12,000																						
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2	£20,000	£2,000																					
3+	£25,000	£2,500																					

	<p>certain conditions. The sum is registered as a charge against the property and if any of the conditions are contravened during a period of three years following the completion of the works then the full sum will have to be repaid to the Council:</p> <ul style="list-style-type: none"> <li>• a certificate of availability for letting, stating that the current owner will let all dwellings for three years from the date of completion of the grant-aided works;</li> <li>• the property must meet the decent homes standard and the Council's energy efficiency and security standard on completion of the works;</li> <li>• applicants are required to convert or improve the property to the London Borough of Barnet's accommodation standards;</li> <li>• the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the grant can be paid;</li> <li>• all works listed on the specification of works and all units within the property must be completed before the final payments can be made;</li> <li>• final payments are subject to</li> </ul>	<ul style="list-style-type: none"> <li>◦ A Loyalty Scheme for landlords signing up for extended nomination rights</li> </ul> <p>Applicants can apply for up to a maximum of 6 units per property. Additional units may be agreed at the discretion of the Private Sector Housing Manager.</p> <p><b>Empty Properties – Assistance for Prospective Landlords (where work is undertaken by agreement by LBB or alternative agreed by LBB)</b></p> <p>This policy provides the discretion to provide this financial assistance if it is found to be viable following an assessment of the business case. The Council is currently investigating the practicalities of this option. The service would enable landlords without access to funds up front, willing to let the property through Barnet Homes, or an alternative agreed provider to agree to LBB or alternative agreed by LBB completing the necessary works. The owner would need to agree formally to any costs not covered by the Financial Assistance plus an administrative fee being accrued back through the rental income.</p> <p>The property must be let to Barnet Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council for three years or until the assistance plus fee has been repaid, whichever is the longer.</p> <p><b>Empty Properties – Assistance for Prospective Landlords- Specific Conditions</b></p> <ul style="list-style-type: none"> <li>• the property must be let for a minimum of three years to Barnet</li> </ul>
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	<p>confirmation from the Home Choice Scheme or the Private Sector Leasing Scheme that the works meet the standards agreed;</p> <ul style="list-style-type: none"> <li>the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made. For more information call 020 7974 1970;</li> <li>works should be started within 3 months and completed within 9 months of approval. To claim the payment a copy of the builder's final account with all relevant certificates e.g. building control, gas/electrical certificates, roof/damp guarantees etc should be provided on completion. The property must meet the Decent Homes standard on completion.</li> <li>the Landlord should be a fit and proper person as defined under the Housing Act 2004 and not subject to any enforcement action</li> </ul>	<p>Homes or an alternative Social Housing provider approved by the Council to house people in housing need nominated by the Council.</p> <ul style="list-style-type: none"> <li>applicants are required to convert or improve the property to Barnet Homes Property Standards (or an alternative agreed by LBB) and the Decent Homes Standard</li> <li>the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the assistance can be paid</li> <li>all works listed on the specification of works and all units within the property must be completed before the final payments can be made</li> <li>final payments are subject to confirmation from Barnet Homes (or an alternative agreed by LBB) that the works meet the standards agreed</li> <li>the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made</li> <li>works should be started within 3 months and completed within 9 months of approval</li> <li>to claim the payments a copy of the builder's final account with all relevant certificates e.g. building control, gas/electrical certificates, roof/damp guarantees etc must be provided on completion.</li> <li>the property shall be occupied within 1 month of completion of the work</li> <li>applicants are required to fund 25% of the reasonable cost of the works and improvement of the property up to the maximum sums shown above so for example, if the total cost of the work is £20,000 in a two bed property, the assistance will be £15,000. The</li> </ul>
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		<ul style="list-style-type: none"> <li>maximum sums are inclusive of any VAT incurred by the applicant, a charge is registered against the property so that if the property is sold, or the deeds are transferred, the financial assistance must be re-paid. In addition, if the property is allowed to fall vacant unreasonably, for a period of 6 months or more, the financial assistance must be repaid. If any of the conditions are contravened following the completion of the works then the full sum will have to be repaid to the Council</li> </ul> <p>The Council has the discretion to pay 50% of the money up front e.g. where works to properties have stalled due to a lack of funds.</p>
<b>3.3.3</b>	<p><b>Empty Property - Top Up</b></p> <p>Homes and Communities Agency (HCA) top up grant is an additional funding of up to £13,000 per empty property to support the main empty homes programme. The grant is a top up to properties which require extensive works.</p> <p>Additional conditions are applicable which are defined by the HCA,</p> <ul style="list-style-type: none"> <li>The property must have been empty for at least 2 years.</li> <li>The owner must be willing to enter into an agreement for a period of 5 years to rent the property back to the Council through our Private Sector Leasing</li> </ul>	<p><b>Empty Property – Top Up</b></p> <p>Homes and Communities Agency (HCA) top up grant is an additional funding of up to £13,000 per empty property to support the main Empty Homes Programme. It is limited to a minimum of 14 properties (9x2 bed and 5x 3 bed). On completion they must be let at 80% of the prevailing market rates.</p> <p>A condition of this funding is that the property is let to the Council for a minimum of 5 years and landlords will be expected to enter into a legally binding agreement with the Council. This could be in the form of a lease and/or registered Local Land Charge.</p> <p>In addition to the criteria listed for “Empty Properties Assistance for Prospective Landlords”, this funding may be used to :</p> <ul style="list-style-type: none"> <li>bring a residential property up to the Decent Homes standard</li> </ul>



	<ul style="list-style-type: none"> <li>• scheme. Any funding provided will be matched by the owner and it will only cover reasonable costs.</li> <li>• The grant is payable upon completion of the works and the property must as a minimum meet the Decent Homes Standard, the HCA's Design and Quality Standards 2007 and where possible the Design and Quality Standards for temporary social housing from the HCA.</li> </ul>	<p>and/or,</p> <ul style="list-style-type: none"> <li>○ conversion of the property into self contained flats</li> </ul> <p>This funding may also be used where the <b>Empty Properties – Assistance for Prospective Landlords</b> has been put towards the cost of purchasing a long term empty property.</p> <p>The “Top Up” can be used to cover the remaining 25% of the landlords match funding element.</p> <p>The “Top Up” element is a grant and as such is not repayable although it will be reclaimed if the landlord terminates the lease within the initial five year period and/or the above conditions are not complied with. It is repayable on a pro-rata basis.</p> <p>Additional funding is currently being applied for from the Homes and Community Agency. This policy provides the discretion to use any new funding secured from this or any alternative funding streams in line with the funding criteria and in addition to the financial assistance provided through this policy. It will not be used as an alternative to the proposals contained in this policy.</p>
<b>4.3</b>	<p><b>Empty Properties Assistance</b></p> <p>Where Empty Property Assistance is provided a charge is registered against the property so that if the property is sold, or the deeds are transferred within this time, the grant must be re-paid. In addition, if the property is allowed to fall vacant unreasonably, for a period of more</p>	<p><b>Included above.</b></p>

	<p>than 6 months, the grant must be repaid. In relation to all Empty Property Assistance:</p> <ul style="list-style-type: none"> <li>• a Certificate of Availability for Letting, stating that the current owner will let all dwellings for three years from the date of completion of the grant-aided works;</li> <li>• the property must meet the decent homes standard, the Council's energy efficiency and security standard on completion of the works and maintained for ten years thereafter;</li> <li>• applicants are required to convert or improve the property to the London Borough of Barnet's accommodation standards;</li> <li>• the property (and its fixtures, fittings and furniture) must be fully insured. The Council will require a copy of the current insurance certificate to be provided before the grant can be paid;</li> <li>• all works listed on the specification of works and all units within the property must be completed before the final payments can be made;</li> <li>• final payments are subject to confirmation from the Home Choice Scheme or the Private Sector Leasing Scheme that the works meet the</li> </ul>	
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	<ul style="list-style-type: none"> <li>standards agreed; the owner (or agent, if any) must be accredited under the London Landlords Accreditation Scheme before final payment can be made. For more information call 020 7974 1970. works should be started within 3 months and completed within 9 months of approval.</li> </ul>	
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# **Local Authority Action on Empty Homes**

## **What can Local Authorities do to owners who keep their property empty?**

### **Compulsory Purchase Orders (CPOs)**

Serving compulsory purchase orders (CPOs) on empty properties may be justified where there appears to be no other chance of a suitable property being used as a home. Before a CPO is confirmed, the Local Authorities will have to show that they have taken steps to encourage the owner to bring the property into acceptable use. They will also need to show that their reasons for making a CPO justify interfering with your human rights or those of anyone else with an interest in the property.

### **Housing Act 1985, section 17**

This Act gives Local Authorities the power to take over land, houses or other properties to increase the number of houses available or improve the quality of the housing stock. The main uses of this power are to get land for housing. This includes bringing empty properties back into use as homes, and improving substandard ones. Where control of a property is gained through this power, Local Authorities will usually sell it to:

- a private-sector developer
- an owner-occupier or
- a registered social landlord

### **Town and Country Planning Act 1990, section 226**

The powers in section 226 are intended to help Local Authorities which have planning powers to take control of the land they need to put in place their community strategies and local development documents. These planning powers are wide enough to allow the take over land for redevelopment.

### **Enforced sales procedures**

Law of Property Act 1925, where the Local Authority has issued and enforced a charge against a property, they have all the legal rights of a mortgage lender under the Law & Property Act 1925. The Local Authority may have issued a charge against the property because the owner did not:

- obey the terms of a statutory notice issued or
- pay Council Tax or other debts owed to the Local Authority.

### **Dangerous or dilapidated Buildings or structures**

Building Act 1984, sections 77 & 78 . Local Authorities can order owners to make property safe or allow them to take emergency action to make it safe.

### **Statutory nuisance (statutory nuisance or premises which can affect health)**

Environmental Protection Act, 1990, Section 80 (link) Building Act 1984, Section 76. Local Authorities can order owners to make their property safe or allow them to take emergency action to make the building safe.

### Unsecured properties

These are empty properties that are not secure so they can be broken into, vandalised, set on fire and so on. Under the Local Government (Miscellaneous Provisions) Act 1982, Section 29 Local Authorities can order owners to:

- make the property secure or allow the Local Authority to board it up in an emergency or
- allow the Local Authority to fence off the property.

### Empty Dwelling Management Orders (EDMOs)

The Housing Act 2004 allows Local Authorities to take out an empty dwelling management order (EDMO) to make sure that the empty property is used for housing. The Local Authority can make EDMOs on properties that have been empty for at least six months. There are two types of EDMO – interim and final. An interim EDMO lasts 12 months but a final EDMO can last up to seven, 14 or 21 years.

An EDMO allows the Local Authority to:

- ‘step into the shoes’ of owners of unoccupied buildings and
- make sure that empty properties are occupied and managed properly.

The Local Authority will bring the property back into use but will not own it. They can take any costs to improve the property from the rents they receive when they let the property.

The Housing Act 2004 gives the Local Authority new powers to make sure that properties are safe and suitable to live in. The powers may also apply to empty properties. These changes came into force in April 2006. For more information, see the [Housing Act 2004](#).

- Powers of entry – these allow the Local Authorities to enter a property to inspect it if the owner refuses to let them in (The Local Authority has to give at least 24 hours’ notice). If a Local Authority officer is prevented from getting in, the Local Authority may get a warrant to enter from the courts. This allows them to force their way in if they have to.
- Power to require information – The Local Authority can serve notices asking for certain information, for example, about who owns a property. This allows the Local Authority to act to improve the property using the other powers described.
- Hazard-awareness notices – these will make sure that the person responsible is aware of a danger and the need to carry out repairs or alterations ([Housing Act 2004](#)).
- Power to serve notices – the Local Authority can serve improvement notices when work needs to be done to improve living conditions for occupiers or neighbours. The work the Local Authority specifies, depends on the conditions they find and what the law allows them to do.
- Powers to enter a property and carry out work (emergency remedial action) – if work is not carried out to the standard specified by a notice, the Local Authority has the option of doing the work and charging for it.
- Power to take over managing properties – there are a number of reasons why the Local Authority may do this, including not being able to issue a licence or if a property has been empty for a long time ([Housing Act 2004](#)).
- Power to close a property (prohibition order) – The Local Authority would issue this notice only after they had carried out a detailed assessment to decide the best course of action to deal with a seriously substandard property. The Local Authority might close a property where improvements are too expensive or the condition of the property is too bad to repair. The notice would mean that nobody could live in the property. ([Housing Act 2004](#)).
- Power to order a property to be demolished or an area is cleared – this is done in similar circumstances to closing a property.

## AGENDA ITEM 9

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Meeting	Budget and Performance Overview and Scrutiny Committee
Date	13 March 2014
Subject	<b>Budget &amp; Performance Overview &amp; Scrutiny Committee Forward Work Programme 2013/14</b>
Report of	Scrutiny Office
Summary	This report outlines the Committee's work programme for 2013/14

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

## **1. RECOMMENDATION**

- 1.1 That the Committee note the items included in the 2013/14 work programme of the Budget & Performance Overview & Scrutiny Committee (Appendix A).**
- 1.2 That the Committee refer any outstanding, or additional, items to be considered at the earliest opportunity on the relevant successor committee work programmes.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 None.

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

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

## **4. RISK MANAGEMENT ISSUES**

- 4.1 None.

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

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
  - The Council's leadership role in relation to diversity and inclusiveness; and
  - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

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

- 6.1 None in the context of this report.



## **7. LEGAL ISSUES**

- 7.1 None in the context of this report.

## **8 CONSTITUTIONAL POWERS**

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

## **9. BACKGROUND INFORMATION**

- 9.1 The Budget and Performance Overview and Scrutiny Committee's Work Programme 2013/14 indicates items of business previously considered by the Committee and forthcoming items.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.
- 9.4 This being the final meeting of the Budget & Performance OSC, any outstanding or additional items should be considered for referral to the relevant successor committee under the new governance system commencing from June 2014.

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

- 10.1 None.

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

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

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member / Officer</b>	<b>Author</b>
<b>20 June 2013</b>			
Quarter Four and Year End 2012/13 Financial and Corporate Performance	The Committee to review Quarter Four and Year End 2012/13 Corporate Performance and Finance	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
<b>16 September 2013</b>			
Quarter One Finance and Corporate Performance	The Committee to consider the Quarter One Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
Parking Pilot Schemes	The Committee to consider a report on findings arising from the parking pilot schemes in North Finchley, Edgware and High Barnet	Cabinet Member for Environment	Director for Place
Review of Capital Programme	The have requested to review a report which provides an update on the Capital Programme	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer / Commercial Director
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member / Officer</b>	<b>Author</b>
<b>26 November 2013 (Budget Scrutiny)</b>			
Business Planning	The Committee to consider the Executive's budget and Medium Term Financial Strategy proposals for the period 2014/15 – 2016/17.	Deputy Leader and Cabinet Member for Resources and Performance	Chief Operating Officer
<b>9 December 2013</b>			
Quarter Two Finance and Corporate Performance	The Committee to consider the Quarter Two Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance
One Barnet – Waste and Street Scene	The Committee has requested to receive a report on the implementation of new waste offer and forward look at potential stretch projects	Cabinet Member for Environment	Director for Place
One Barnet – Sport and Physical Activity Review	The Committee has requested to receive a progress report on the Sport and Physical Activity Review project	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
One Barnet Programme Highlight Report	The Committee to consider the One Barnet Programme Highlight report	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
<b>13 March 2014</b>			
Quarter Three Finance and Corporate Performance	The Committee to consider the Quarter Three Finance and Corporate Performance Reports.	Deputy Leader and Cabinet Member for Resources and Performance	Finance & Corporate Performance

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member / Officer</b>	<b>Author</b>
One Barnet Programme Highlight Report	The Committee to consider a final highlight report on the One Barnet Programme (including Outline Business Case for Registration and Nationality Service)	Cabinet Member for Customer Access and Partnerships	Head of Programme and Resources
Empty Properties Task and Finish Group	The Committee to consider the report of the Empty Properties Task and Finish Group	Task and Finish Group Chairman	Scrutiny Office
<b>TBC - Long List</b>			
Libraries - Outline Proposals for Childs Hill & Grahame Park Libraries	The Committee to consider outline proposals for Childs Hill and Grahame Park libraries.	Cabinet Member for Customer Access and Partnerships	Children's Service
Mill Hill Depot Relocation	The Committee have requested an update on the Mill Hill Depot Relocation project and the financial implications of the delay	Deputy Leader and Cabinet Member for Resources and Performance	Commercial Director
Parking Pilot Schemes	The Committee to consider a report on the findings arising from the parking pilot schemes in Edgware and High Barnet.	Cabinet Member for Environment	Re. Ltd.