

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

WEDNESDAY 11TH JUNE 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

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

Chairman: Councillor Anthony Finn
Vice Chairman: Councillor Sury Khatri

Councillors

John Marshall	Geof Cooke	Ammar Naqvi
Shimon Ryde	Reema Patel	Arjun Mittra
Daniel Seal	Kathy Levine	

Substitute Members

Caroline Stock	Gabriel Rozenberg	Lisa Rutter
Alison Moore	Paul Edwards	

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

Andrew Nathan – Head of Governance

Governance Services contact: Ash Tadjrishi 020 8359 2368 ash.tadjrishi@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Absence of Members	
2.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
3.	Public Questions and Comments (if any)	
4.	Members' Items (if any)	
5.	Final Outturn and Quarter Four Monitoring Report 2013/14	1 - 72
6.	NSL Parking Contract Performance Report	73 - 100
7.	Committee Forward Work Programme	101 - 108
8.	Any Other Items that the Chairman Decides are Urgent	
9.	Motion to Exclude the Press and Public	
10.	Any Other Exempt Items that the Chairman Decides are Urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Ash Tadjrishi 020 8359 2368 ash.tadjrishi@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

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


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

Do not stop to collect personal belongings

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

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

This page is intentionally left blank

	<p>AGENDA ITEM 5</p> <p>Performance and Contract Management Committee</p> <p>11 June 2014</p>
<p>Title</p>	<p>Quarter 4 Budget and Performance Monitoring 2013/14</p>
<p>Report of</p>	<p>Deputy Chief Operating Officer</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A – Performance Report Appendix B – Revenue Monitoring by Delivery Unit Appendix C – Capital Monitoring Programme Outturn by Programme Appendix D – Capital Programme Funding Adjustments Appendix E – Transformation Programme Appendix F – Prudential Indicator Compliance Appendix G - Investments outstanding as at 31 December 2013</p>
<p>Officer Contact Details</p>	<p>Paul Thorogood – Head of Finance, CSG Finance Service Paul.Thorogood@capita.co.uk</p> <p>Tom Pike – Head of Programmes and Resources, LBB Tom.Pike@barnet.gov.uk</p> <p>Claire Symonds – Commercial Director, LBB Claire.Symonds@barnet.gov.uk</p>

<h2>Summary</h2>
<p>This report contains the budget and performance information which previously was reported to Cabinet Resources Committee, Budget and Performance Overview and Scrutiny Committee and Contract Monitoring Overview and Scrutiny Committee.</p> <p>The majority of this report contains the contents previous reported to Cabinet Resources Committee and the Budget and Performance Overview and Scrutiny Committee. Additional information provides the delivery performance of both contracts and non-contracted services under paragraph 1.6. Additional overview on the contract performance, as</p>

previously provided to Contract Monitoring Overview and Scrutiny Committee, can be located in Appendix A at section 2.6.

The Council's historic performance can be accessed from www.barnet.gov.uk/performance, within this page there is also a link to the quarterly reporting explanatory note.

Corporate Plan

Barnet Corporate Plan sets the strategic objectives for 2013-2016 focusing on three main priority areas:

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

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

Successes and challenges

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

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

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

Customer experience

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

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

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

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

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

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

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

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

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

Delivery Performance

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

Successes:

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

Challenges

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

Contract monitoring

Detailed assessment of the contracts monitored through the quarterly monitoring report (Re, CSG, Barnet Homes and HB Public Law) are outlined in paragraph 1.6 (Delivery Performance) with an overview for each contract (including Your Choice Barnet) at Appendix A section 2.6. The full individual performance reports can be accessed from www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

Benchmarking

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

Programmes

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

Budget Outturn

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

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

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

Treasury Outturn

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

Recommendations

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

WHY THIS REPORT IS NEEDED

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

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

1.3 Successes and challenges

1.3.1 Successes

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

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

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

1.3.2 Challenges

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

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

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

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

1.4 Customer experience

Resident Perception Survey

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

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

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

The full survey results are available from [http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-2014/consult view](http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-2014/consult_view). During quarter 1 2014/15, Delivery Units will be analysing the specific results for their services and will report any required actions as part of their quarter 1 2014/15 performance reports.

Customer contact

Volume

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

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

Contact centre performance

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

Complaints, members' enquiries, and Freedom of Information

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

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

1.5 Performance against the Corporate Plan

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

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

The focus of Barnet for 2013-2016 is to remain an attractive and successful London borough where people want to live, become an enterprising place and support people that need it. Against the Corporate Plan strategic objectives performances on Barnet's measures of success are:

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

1.6 Delivery Performance

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

In addition to the Corporate Plan Indicators, Delivery Units each have a set of Key Performance Indicators (KPIs) to measure the success of the delivery of key services and Commissioning Priorities. The overall performance for quarter 4 is outlined below:

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

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

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

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

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

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

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

Some KPIs have reflected challenges within Delivery Units:

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

1.7 Benchmarking

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

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

1.8 Programmes

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

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

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

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

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

1.9 Revenue and Capital Outturn

1.9.1 2013/14 Revenue Monitoring

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

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

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

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

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

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

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

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

Table 2: General Fund Balances

£'000

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

1.9.3 Commentary for Budget Variances

Adults and Communities

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

Children's Education and Skills

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

Commissioning Group

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

HB Public Law

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

Barnet Group

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

Re

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

Central Expenses

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

1.9.4 Housing Revenue Account

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

Table 3: Housing Revenue Account Balances

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

1.9.5 Dedicated Schools Grant

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

Table 4: Dedicated Schools Grant Balances

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

1.9.6 School Balances

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

Table 5: School Balances

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

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

1.9.7 Provisions

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

As at the 31 March 2014 the Council held provisions of £10.515m.

Table 6: Provisions

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

1.9.8 Reserves

The Council has set aside specific amounts as reserves for future policy purposes or to cover contingencies. As at the 31 March 2014 the Council held reserves of £91.625m.

Table 7: Reserves

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

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

1.9.9 2013/14 Capital Monitoring

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

Table 8: Capital Programme Position

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

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

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

Table 9: 2013/14 Capital Outturn Analysis – Summary

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

Table 10: 2013/14 Capital Funding Changes

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

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

The main outturn slippage this quarter is as follows:

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

1.9.11 Agency Costs

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

Table 11 – Agency Costs for 2013/14

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

1.9.12 Transformation Programme

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

Wave 1

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

Wave 2

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

Judicial Review

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

1.10 Capital Budget 2014/15 Adjustments

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

Table 12 – Capital Programme in Year Additions and Deletions

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

1.11 Treasury Outturn

1.11.1 In compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 31 March 2014. The Prudential Indicators have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further details of compliance with prudential indicators are contained in Appendix F.

The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a limit which should not be breached. During the year to 31 March 2014 there were no breaches of the Authorised Limit and the Operational Boundary.

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

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

1.11.2 Investment Performance

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

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

1.11.3 Icelandic Bank Deposits

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

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

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

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

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

1.11.4 Debt Management

The total value of long term loans as at 31 March 2014 was £304.08m. There has been no external borrowing in the financial year. The average total cost of borrowing for the quarter ending 31 March 2014 was 3.89 per cent.

2. REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to allow the Council to meet the budget agreed by Council in 5 March 2013.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

5.1.4 Relevant Council strategies and policies include the following:

- Corporate Plan 2013-14;
- Medium Term Financial Strategy;
- Treasury Management Strategy;
- Debt Management Strategy;
- Insurance Strategy;
- Risk Management Strategy; and
- Capital, Assets and Property Strategy.

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

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

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

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

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

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

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.
- 5.3.3 The Council's Constitution, in Part 3, Responsibility for Functions, states in paragraph 4.6 the functions of the Cabinet Resources Committee including:
- a) Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
 - b) To write off debt;
 - c) To determine external or cross-boundary trading limit; and
 - d) Approval of schemes not in performance management plans but not outside the Council's budget or policy framework.
- 5.3.4 The Council's Constitution, Part 1, Financial Regulations Part 4 section 4.4.13 states the Chief Finance Officer will report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.
- 5.3.5 The Council's Constitution, Part 1, Financial Regulations Part 4 section 4.4.3 states virements can only be made after following the rules in the table below:

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

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

5.4 Risk Management

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

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

5.5 Equalities and Diversity

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

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

- groups
 - Fostering of good relations between people from different groups
- 5.5.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation. .
- 5.5.3 The council aims to adopt a proportionate approach to meeting the duty to pay due regard to equalities by:
- Trying to understand the diversity of our customers to improve our services
 - Considering the impact of our decisions on different groups to ensure they are fair
 - Mainstreaming equalities into business and financial planning and integrating equalities into everything we do.
 - Learning more about Barnet's diverse communities by engaging with them

This is also what we expect of our partners.

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

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

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

5.6 Consultation and Engagement

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

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

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

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

6. BACKGROUND PAPERS

- 6.1 Council, 5 March 2013 (Decision item 8.1.1) – approved the Council Budget and Council Tax 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>
- 6.2 Cabinet Resources Committee, 24 June 2013 (Decision item 7) – approved the Outturn Report 2012/13.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>
- 6.3 Cabinet Resources Committee 24 September 2013 (Decision item 6) – approved quarter 1 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7459&Ver=4>
- 6.4 Cabinet Resources Committee 16 December 2013 (Decision item 6) – approved quarter 2 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7461&Ver=4>
- 6.5 Cabinet Resources Committee 25 February 2014 (Decision item 11) – approved quarter 3 monitoring 2013/14.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7520&Ver=4>

1. Corporate performance overview

1.1 Corporate performance dashboard

The methodology for calculating these health ratings is explained in section 6 of this report.

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	Management Agreement/ Contract Performance
Adults and Communities	-0.5	439	219	4.5
Assurance	n/a	(41)	n/a	n/a
Children's Education and Skills	n/a	(190)	(7,106)	1.5
Family Service	3	(11)	(673)	2.5
Commissioning Group	n/a	318	(13,060)	n/a
Street Scene	1.5	24	(2,377)	6
Public Health	0	12	n/a	2.5
Barnet Group	0	(269)	(24)	15
Re	4.5	857	(9,348)	50
CSG	n/a	(124)	224	21
HB Public Law	n/a	207	n/a	8
Central Expenses	n/a	(1,342)	n/a	n/a
Totals¹	8.5	(120)	(32,044)	111

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

2. Whole council summary tables

2.1 Key finance indicators

Indicator	2013/14 Final Outturn	2013/14 (Position at 31/12/13)	Achieved /Trend
1 Revenue Expenditure			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m 15.95	12.20	
(ii) HRA Balances	£'m 14.83	15.23	
(iii) School Balances	£'m 15.19	14.76	
(b) Performance against Budget: Variations:			
(i) Overspends	£'m 30.76	8.76	
(ii) Underspends	£'m 30.88	5.12	
2 Capital Expenditure			
(i) Total Slippage	£'m 33.18	17.45	
3 Debt Management			
(i) Total Debt Outstanding over 30 days	£'m 16.84	8.15	
(i) Total Debt Outstanding over 12 months	£'m 3.1	1.63	
(iii) Council Tax - % paid	% 96.4	83.2	
4 Creditor Payment Performance			
(i) % of Creditors paid within 30 days	% 99.90	98.52	

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 by strategic objectives

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

Strategic Objective	Outcome*	RAG ratings				No expected to report	Percentage of Measures Achieved
		Green	Green amber	Red amber	Red		
Promoting responsible growth	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	2	-	1	1	4	71% (5 out of 7)
	To maintain the right environment for a strong and diverse local economy	2	-	-	-	2	
	To create better life chances for children and young people across the borough	1	-	-	-	1	
Support families and individuals that need it, promoting independence, learning and well being	To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health	1	-	-	1	2	50% (7 out of 14)
	To maintain the right environment for a strong and diverse local economy	1	-	-	1	2	
	To promote a healthy, active, independent and informed over 55 population in the borough, so that Barnet is a place that encourages and supports residents to age well	2	-	1	2	5	
Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work, and study	To promote family and community well-being and create engaged, cohesive and safe communities	2	-	1	1	4	43% (3 out of 7)
	To create better life chances for children and young people across the borough	1	-	-	-	1	
	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	2	1	-	2	5	
	To promote family and community well-being and create engaged, cohesive and safe communities	1	-	-	-	2	

2.4.1 Corporate Plan performance Indicators

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 - Mar 14	67.7%	75.0%	$\frac{4,280}{6,718}$	63.7%	15.1%	▼ 5.9%	70.4% LAPS Q3 2013/14 group average
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 13 - Mar 14	31.4%	30%	$\frac{1,306}{4,344}$	30.1%	0.2%	▼ 4.3%	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 13 - Mar 14	8.9%	8%	$\frac{564}{6,252}$	9%	12.8%	▲ 1.4%	Barnet comparator group average for 2012/13 = 8.98% (adjusted for outliers)
1004	Reduce the number of younger adults in residential and nursing care	01 March 2014	307	306	N/A	315	2.9%	▼ 2.6%	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 - Aug 13	82.6%	88.5%	$\frac{445}{539}$	82.6%	6.7%	↔ 0%	Barnet comparator group average for 2012/13 = 83.1%
1008	Increase in community confidence in police and the local authority dealing with crime and anti-social behaviour	Sep 2013	68%	78%	N/A	70%	10.3%	▲ 2.9%	No benchmarking available
1009	Reduce adult reoffending for those under probation supervision per 1000 caseload	Oct 12 - Sept 13	7%	7.2%	N/A	7.7%	6.5%	▼ 10%	London average for same period (1 Oct 2012 to 30 Sep 2013) is 7.92%
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Mar 13 - Feb 14	25.7	24.8	N/A	20.3	18.3%	▲ 21.2%	London average for same time (Mar 13 to Feb 14): 16.923

2. 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	As at quarter end	749	700	N/A	935	65.7%	▲ 54.9%	No benchmarking available
3005	Reduce the average time between a child entering care and moving in with its adoptive family, for adopted children (days)	2011-2014	679	639	N/A	590	7.7%	▲ 13%	639 Days gov.uk Barnet Baseline England 625 (2008 -2011)
3007	Decrease the number of referrals to social care to 368 per 10,000 of the under 18 population	Rolling Months	409	368	N/A	416	13%	▼ 1.7%	2012/13 520.7 England
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17	Rolling Months	357	428	N/A	337	21.3%	▲ 5.6%	London 487 England 460
3009	Increase the proportion of young offenders in education training or employment	Apr 13 - Dec 13	85.7%	75%	$\frac{77}{100}$	77%	2.7%	▼ 10.2%	London 65.3% National 58.4%

3. 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%	Oct 13 - Dec 13	35%	40%	$\frac{13,555}{35,321}$	38.4%	4.1%	▲ 9.8%	Ranked 10th out of 22 available London Borough submissions (Waste DataFlow extracted 16/04/2014)
4003	Launch 10 new 'Adopt a place' community schemes at different locations within the borough	Apr 13 - Mar 14	2	10	N/A	4	60%	▲ 100%	No benchmarking available - local indicator
4004 (A)	Increase transactions for parking bays (on-street) in Town centres	Jan 14 - Mar 14	414,730	381,100	N/A	419,926	10.2%	▲ 1.3%	No benchmarking available - local indicator
4004 (B)	Increase transactions for car parks in Town Centres	Jan 14 - Mar 14	71,274	67,900	N/A	70,867	4.4%	▼ 0.6%	No benchmarking available - local indicator

4. 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	Oct 13 - Dec 13	4.8%	6%	$\frac{53}{1,228}$	4.3%	28.3%	▲ 9.5%	This is better than the rate for England (12%), and London (5.2%)
2003	Increase the number of eligible people who receive an NHS Health Check to 9000	Oct 13 - Dec 13	2,423	2,000	N/A	918	54.1%	▼ 62.1%	The level offered and received in Barnet is worse than the London and England averages. (Offered: Barnet 1.9%, England 4.5% and London 5.6% Received: Barnet 1%, England 2.1% and London 2.3%)

5. Barnet Homes

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	549	500	N/A	471	5.8%	▲ 14.2%	Between Q2 and Q3 13/14, compared with all London Boroughs (including City of London), Barnet has improved its ranking from 30th to 28th. Across London there was a 1% decrease in households in EA whereas there was a 14% decrease for Barnet.
8001 (B)	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling Month	41.1	26	N/A	43.8	68.5%	▼ 6.6%	Since Q4 2013/14 the average has increased from 30.2 weeks.

6. Re

CPI NO	Indicator description	Period Covered	Previous outturn*	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ²
6002	Delivery of affordable housing completions	Jan 14 - Mar 14	90	0	N/A	161	N/A	▲ 78.9%	None available – local Barnet indicator
6003	Number of empty properties brought back into residential use	Jan 14 - Mar 14	569	25	N/A	624	2396%	▲ 9.7%	None available – local Barnet indicator
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public ³	Jan 14 - Mar 14	59.4%	90%	$\frac{545}{622}$	87.6%	2.6%	▲ 47.6%	None available – local Barnet indicator

² Many Indicators are Barnet specific. Re is currently working with the Authority to see whether there are external sources available for relevant benchmarking data that can be accessed and thus be incorporated into reporting from Q1 of the next 2014/15 financial year.

³ Contract KPI reference NM045 'Category 1 Defects Rectification Timescales completed on time.'

CPI NO	Indicator description	Period Covered	Previous outturn*	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking ²
NM022 (b)**	Annual Programme relating to Carriageway Resurfacing schemes	Jan 14 - Mar 14	100%	100%	$\frac{4}{4}$	100%	0%	↔ 0%	None available – local Barnet indicator
NM022 (c)**	Annual Programme relating to Footway Relay schemes	Jan 14 - Mar 14	100%	100%	$\frac{5}{5}$	100%	0%	↔ 0%	None available – local Barnet indicator

2.5 Delivery Performance- Key Performance Indicators

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

2.6 Contract Performance - Overview

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

Barnet Homes – 74% of targets met

17 of the 23 performance target were met, successes include:

- The level of rent collected is £1.2m more than last year. This has been achieved with fewer evictions for rent arrears .
- The numbers in Emergency Temporary Accommodation has reduced below 500 and is now on target. Homeless preventions have increased and Barnet Homes has procured more private rented sector accommodation for letting.
- The new Anti-Social Behaviour policy and procedure has resulted in an increase in customer satisfaction and a reduction in legal costs.

CSG – 96% of targets met

22 of the 23 performance target were met, successes include:

- Customer Service continued its strong performance with overall Customer Satisfaction levels across the channels rising to 70% in Q4 from 61% in Q3 based on the 15,203 customers completing the Govmetric survey rating the service as “Good”. This is despite a peak in calls in relation to Council Tax and Annual Billing and Schools admissions in March.
 - Collection levels for Council Tax Support have exceeded the Councils forecast of 70% with collection levels confirmed at 89.77% at the end of March, which is high in comparison to other Authorities and despite more tailored recovery approaches aimed at proactive debt management that recognises the regularly changing circumstances of effected customers.
 - Procurement savings of £1,070,000 have already been delivered from seven projects for the end of contract year 1 (September 2014) against a target of £1,040,051 and a further £2.35m progressing through the agreed three stage governance process. All projects have been fully scrutinised, approved and signed-off by the Councils Procurement Board.
- With regard to the additional Medium Term Financial savings (MTFS) Procurement projects, the contractual guarantee is £4,200,000 by the end of contract year 2 (August 2015). Nine projects have so far been identified to deliver this and they are expected to exceed the £4.2m target, these will be managed through the LB Barnet Procurement Board governance process.

HB Public Law – 90% of targets met

9 of the 10 performance target were met, successes include:

- HB Law successfully contested an appeal against a trading standards confiscation order of 2012. The Court of Appeal found that: The original sentence requiring payment of £109,970 was preserved (2 year sentence in default) and prevented either the reduction of the amount payable to the level of profit (£11,140) or the quashing of the order in its entirety. The judgment will further clarify the law on confiscation in favour of prosecuting authorities that seek to recover the maximum amount possible from a defendant’s assets where the activity is illegal from the outset.
- The restructure of Legal Admin and Assistants is complete. Recruitment to permanent vacancies will be undertaken in Q1 2014/15.
- HB Law has agreed a new Service Level Agreement with Regional Enterprise Ltd (Re) acting on behalf of the Council in delivering Planning, Highways and Regeneration in the London Borough of Barnet.

R^e – 93% of targets met

54 of the 58 performance targets were met, successes include:

- The Planning Service has delivered significant improvements in performance and enforcement action with the result that:
 - On speed of decision making the service has risen from 5th to 4th best performing overall in London (CLG Stats 31 Dec 13).
 - 2 buildings which were being used inappropriately as dwellings (i.e. ‘beds in sheds’) were demolished. This is the first time such action has been successfully undertaken in Barnet.

- Excellent progress in driving forward the Growth and Estate Regeneration programme including:
 - Official “Ground-breaking” ceremony to mark the start of building works; Phase 1 Dollis Valley Regeneration Scheme - 20 March.
 - Delivery of 39 new homes, including 38 affordable and 1 for private sale at Grahame Park; marking the completion of Phase 0.
 - Section 73 planning application to modify the Brent Cross Cricklewood scheme approved by Planning & Environment Committee 30 OJEU Prior Information Notice published; thus commencing the procurement of a Development Partner for Brent Cross South.
 - Planning consent secured for Phase 3 of Millbrook Park - Linden Homes at Mill Hill East.
- Regulatory Service has achieved the following key objectives over the quarter:
 - More houses in multiple-occupation (HMOs) have been licensed in the last 12 months than in any previous 12 month period since HMO licensing was introduced in 2006. Licensing supports the improvement of housing conditions for vulnerable persons.
 - Completion of the Winter Well Scheme (joint project with Barnet and Harrow Public Health). Outputs include borough wide advertising of the scheme, 16 homes improved, 93 health professionals and community representatives and 91 members of the public trained on Winter Well messages.

Your Choice Barnet – 72% of targets met

18 of the 25 performance targets were met, successes include:

- The services continue to be responsive to the needs of individuals. This has been evidenced through the provision of flexible services as peoples, assessed, needs increase and decrease accordingly
- The level of referrals from other local authorities and self-referrals have both significantly exceeded the annual target
- Service Utilisations have all exceeded the annual 95% target except BILS which has achieved 90%

2.7 Council project portfolio

The Council has four programme portfolios: the Transformation programme; the Capital programme, including school builds and refurbishment; the Regeneration programme; and a set of Delivery Unit Transformation programmes.

Portfolio	Red Status	Amber Status	Green Status	Comments
Transformation Programme	-	4	5	The Transformation Programme delivers in-flight transformation projects, including the development of a business case for the future of Sports and Physical Activity, the creation of a Registrars shared service and the transformation of CCTV through a new service model and refreshed technology. There are nine open projects which none are red-rated. CCTV project was amber rated due to the go-live date being delayed to ensure the final contract is ready for final sign off.
Capital Programme	2	10	16	The overall Capital programme is RAG rated Green with good progress being made. Over half of the 23 open projects are green rated. However there are two red-rated projects and a number of amber rated projects report challenges resulting in delays to the project. The Menorah Foundations project is now red rated due to a delay in works of approximately 11 weeks. Park and Street Cleansing Area Operations project has also deteriorated to a red RAG due to the delay in the submission of the planning application until after June 2014. The Depot Relocation project is now amber rated as progress has now been made and the relocation option being pursued is Pinkham Way. In the last quarter the most critical red rated project was Cophall Secondary School - this has moved to green as a revised programme has been agreed with works scheduled to complete in March 2015 with the school expanding capacity and using the permanent facilities from September 2015.
Regeneration	-	3	9	The Regeneration programme overall is RAG rated as Green, an improvement from last quarter (an amber RAG rating) as substantial progress is being made across all schemes. There are 12 open projects of which none are red-rated. The Grahame Park project has improved from amber to green rating as significant progress is being made on the scheme. In particular, contracts have been signed between LBB, Genesis and Barnet College and the Phase 0 extension has been completed. Considerable progress is being made with the Brent Cross project, in particular the Chancellor of the Exchequer has given support to the scheme and rail station via the budget announcement in early April and conducted a site visit. One project, Colindale, has moved from green to amber primarily as the council has no control of the pace of development on third party sites which could potentially lead to deviation from its aspirational milestones. Dollis Valley has improved from amber to green; the Phase 1 demolitions are now complete and the project is on track. The size and complexity of individual projects, and dependencies with external development partners has resulted in amber ratings for some of the projects.

Delivery Unit Transformation Programmes- LBB are developing a new set of Delivery Unit programmes including Children’s Transformation, Adults Transformation and Street Scene Transformation as well as themed programmes to improve customer experience and help the organisation work more effectively.

2.8 Key projects – corporate overview

Delivery Units have a number of change projects allocated to them for delivery (39, 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	-	1	5	6
Assurance	-	-	1	1
Education and Skills	-	-	-	-
Family Services	-	-	-	-
Commissioning Group	-	-	3	3
Street Scene	1	-	-	1
Public Health	-	2	8	10
HB Public Law	-	-	-	-
Barnet Group	1	1	8	10
Re	1	-	5	6
CSG	-	-	-	-
Totals	3	4	30	37

Re

Cremators – The cremator replacement programme is nearing completion, barring any further unforeseen works handover is due 2 May 2014. The unforeseen structural building issues have resulted in a time delay to the overall 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. However, this does not affect the level of guaranteed income but alters its timing.

Barnet Group

New Build – This project is red rated as Barnet Homes was unable to deliver the ambitious target of 20 new homes in 13/14 although it has made a start with the first 3 new Local Authority Homes which will be ready for occupation February 2014. The remaining programme is going through design and planning work. Barnet Homes currently has approval from LBB for 38 new homes and expects to meet this milestone by April 2016.

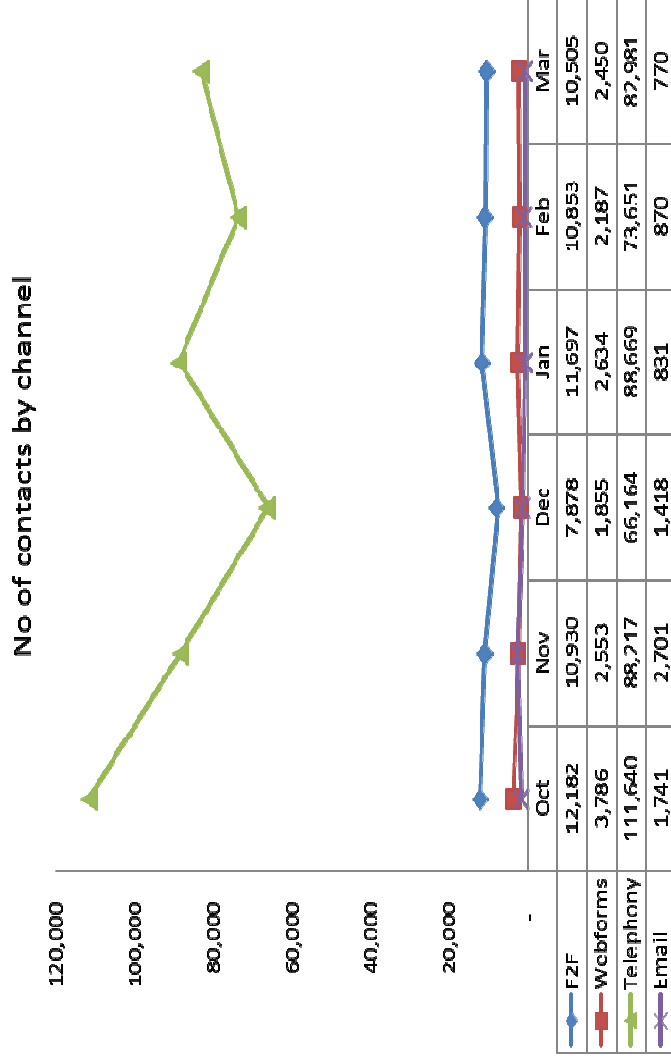
Street Scene

North London Waste Authority Procurement – The NLWA is developing plans for an alternative approach to the previous procurement, focusing initially on a residual waste strategy. This is to be considered by borough Members in September 2014. Initial tonnage modelling work to support this work has begun.

3. Customer Experience

Contact volumes by channel

In Quarter 4 there was a gradual decrease in interactions through all channels, but particularly email. Total contacts in quarter 3 (October to December) were 311,065, this level decreased in quarter 4 (January to March) to a total of 288,098 contacts – a 7% decrease.



Satisfaction with the contact centre and the website

Satisfaction with all access channels has increased, with the largest improvement seen in satisfaction with email, rising from 45% in quarter 3 to 69% satisfied in quarter 4. Overall satisfaction has increased from 64% in Quarter 3 to 73% in quarter 4.

Customer satisfaction with telephone channel is consistently very high – 88% for quarter 4, on a sample of 10,950 respondents (was 77% in quarter 3, on a sample of 9,677).

Channel	Total Surveys	% of total contact	quarter 4 % Satisfied	Quarter 3 % Satisfied	Change since quarter 3
Telephone	10,950	54%	88%	77%	▲11% pts
F2F	3,902	19%	67%	55%	▲12% pts
Email	632	3%	69%	45%	▲24% pts
Web*	4,878	24%	44%	38%	▲6% pts
Total	20,362		73%	64%	▲9% pts

Contact centre telephony

The proportion of calls to the contact centre answered within 20 seconds rose from 68% in Quarter 3 to 72% in Quarter 4, exceeding the 70% Quarter 4 target.

First contact resolution (FCR) via telephone has also been improving – reaching 49% at the end of Quarter 4 (March 2014) – a 5% points improvement from the start of Quarter 3 (October 2013).

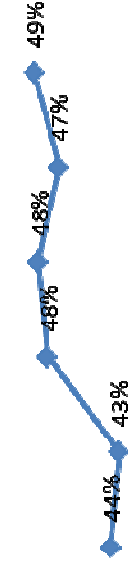
Volume CSG



Timeliness

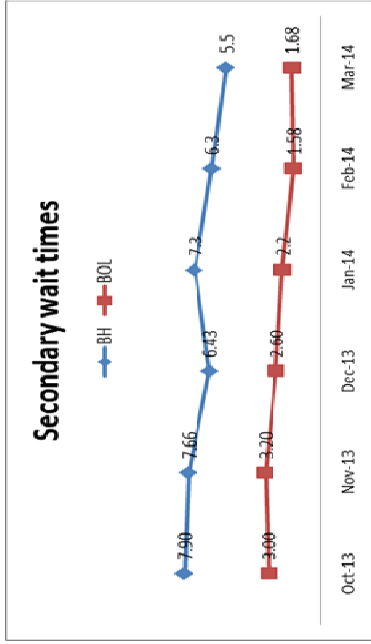
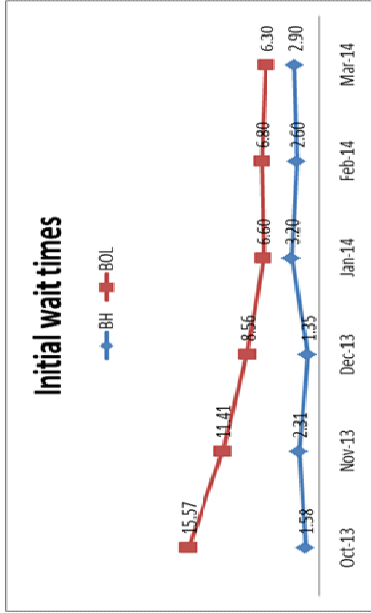
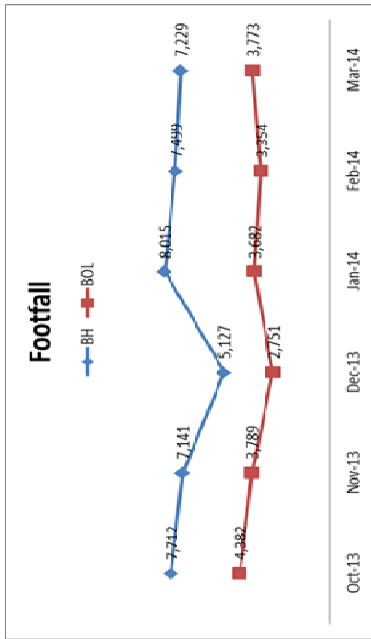


FCR



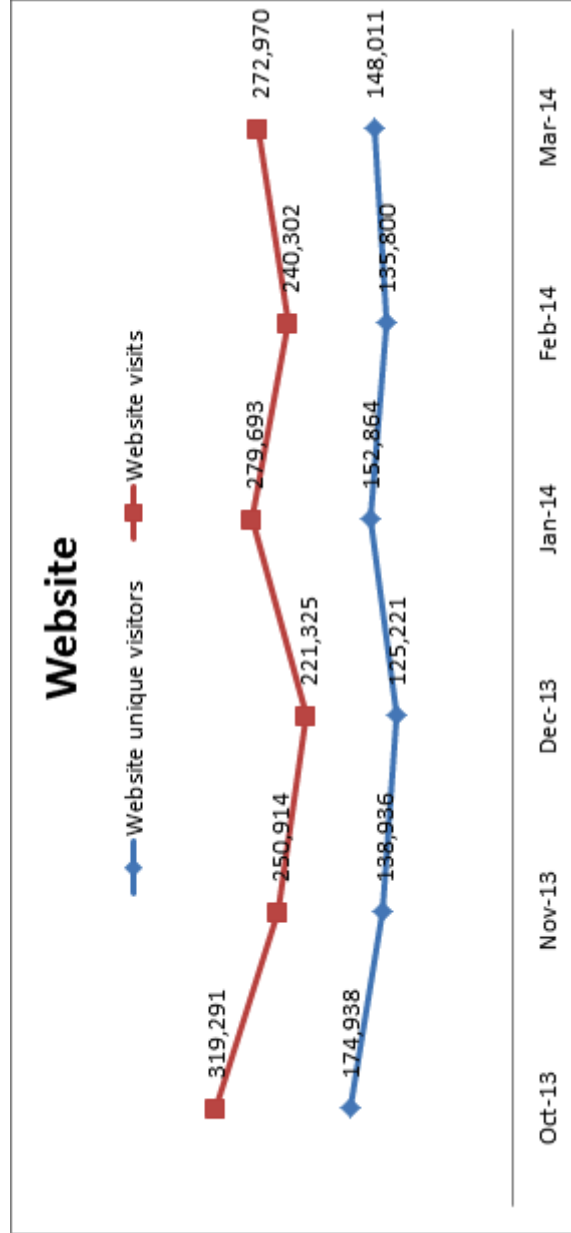
Face to face waiting times

The number of visits to Barnet House (BH) and Burnt Oak Library (BOL) increased in Quarter 4, compared with Quarter 3, but the average combined wait times for the two sites reduced, and came within targets. BH had an average initial wait time of 2.54 minutes in quarter 4 even though it handles twice as many visits as BOL, where the wait time is 6.34 minutes. The trend reverses for secondary wait times: 6.37 minutes at BH vs. 1.82 minutes at BOL (quarter 4 average). Overall, the wait times improved by 13.5% from December 2013 to March 2014.

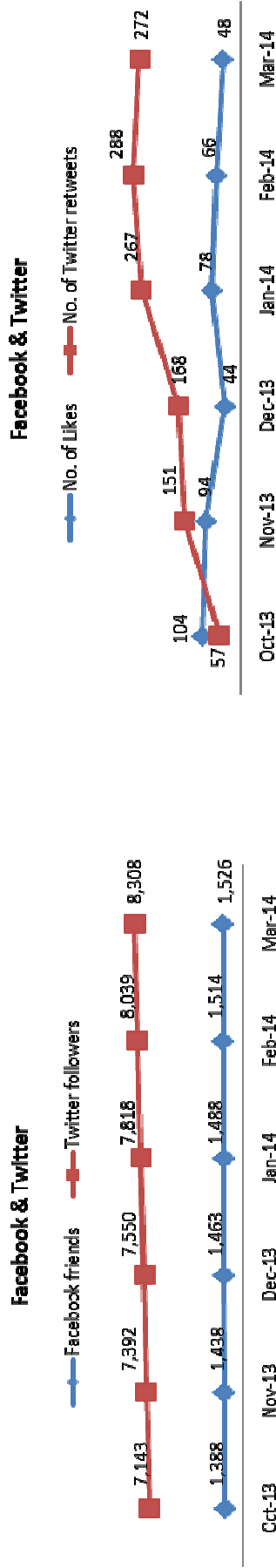


Website and social media

Other than the peak in October, there is no significant pattern to the volume of web visits over the last six months.

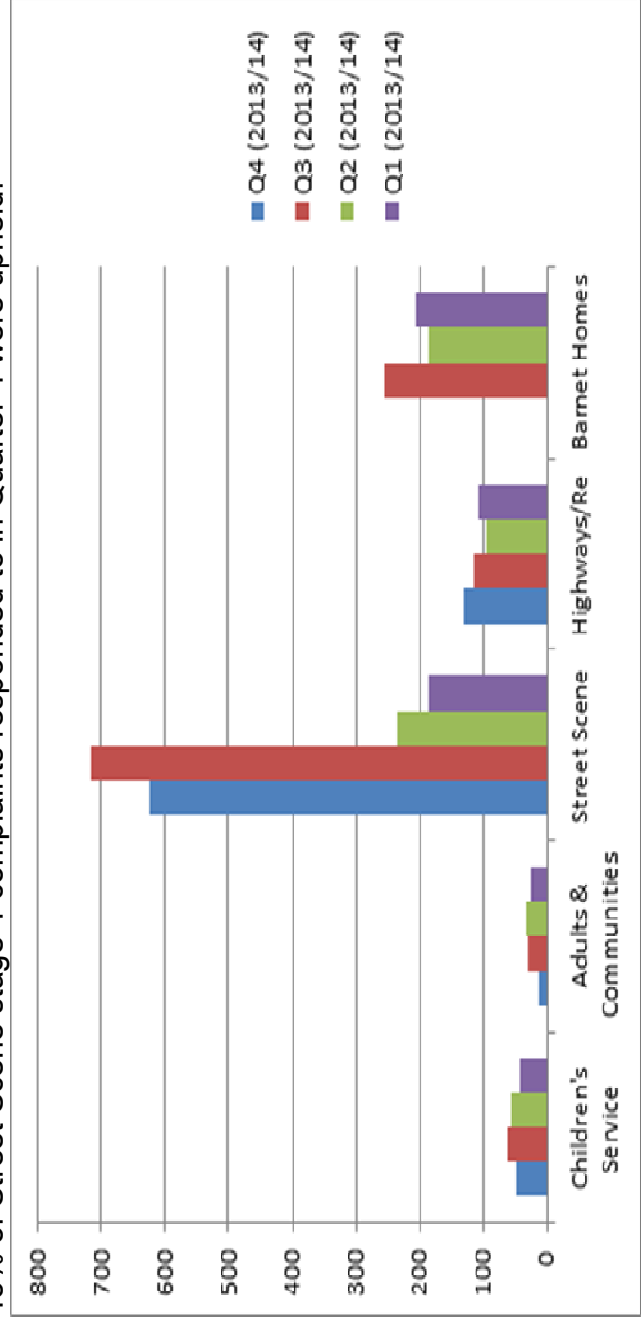


The number of contact from customers via social media is increasing and needs to be managed effectively - the number of Facebook friends, Twitter followers and re-tweets is increasing as shown below.



Customer complaints

The council received a much larger than usual number of complaints in Quarter 3 and 4, primarily due to the problems experienced launch of the new waste and recycling service in October 2013, the main areas for this being missed collections, assisted collections and bin deliveries. 43% of Street Scene stage 1 complaints responded to in Quarter 4 were upheld.



The chart below shows the number of complaints resolved per Quarter (rather than received). It shows the increased volume over the year, as well as the high proportion upheld (found in the customer's favour).

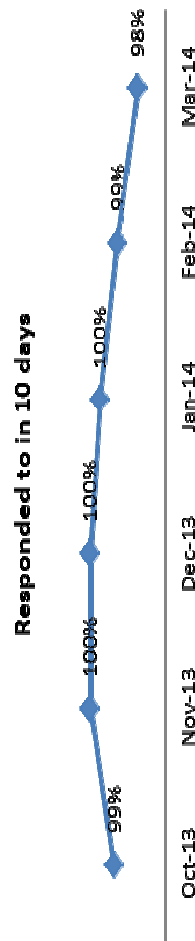
Stage	Q1			Q2			quarter 3			quarter 4			Total
	1	2	3	1	2	3	1	2	3	1	2	3*	
Not upheld	296	21	21	220	8	1	319	7	4	481	24	1	1,403
Partially upheld	48	1	0	99	0	1	171	6	0	171	7	1	505
Upheld	147	4	0	118	4	1	244	3	0	160	3	0	684
Totals	491	26	21	437	12	3	734	16	4	812	34	2	2,592
% Partially or fully Upheld	40%	19%	0%	50%	33%	67%	57%	56%	0%	41%	29%	50%	46%

Freedom of Information requests

The council continues to exceed its 90% target for responding within 20 working days, achieving 98.1% in Quarter 4. Response rate for the council as a whole for the 2013/2014 financial year stands at 98.9%.

Members Enquiries

Members' enquiries should be responded to within 10 days, and performance on this is consistently high, as the chart below shows.



4. Benchmarking- Value for Money Services

The Local Government Association (LGA) launched the update to the LG Inform benchmarking tool in July 2013. The public version was launched officially in December 2013 allowing the public to explore and compare Barnet data.



LG Inform- Improving services through information

LBB update of current performance

Based on extract of LG Inform public report on the 1 April 2014.

Overview

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



Education Services

Total revenue expenditure on education service per head of population (2012/13)	£715.20
Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2012/13)	70.1%
Permanent exclusions from primary schools as a % of pupils (2011/12)	0%
Proportion of population aged 16-64 qualified to at least level 2 of higher (2012)	75.1%

Children's Services

Total revenue expenditure of Children's services per head of population (0-17) (2012-13)	£536.32
Percentage of child protection cases which were reviewed within required timescales (2012/13)	100%
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2012/13)	8.4
Children looked after rate, per 10,000 children aged under 18 (2012/13)	37
Care leavers in suitable accommodation (2012/13)	95%
Care leavers in education, employment or training (2012/13)	62%

Adult's Services

Total revenue expenditure on Adult's services per head of population (2012/13)	£444.15
Social care-related quality of life (2012/13)	18.6
Overall satisfaction of people who use services with their care and support (2012/13)	64.5%
Delayed transfers of care from hospital per 100,000 populations (2012/13)	7.3

Housing Services	
Total revenue expenditure on Housing services (GFRA only) per head of population (2012/13)	£47.60
Time taken to process housing benefit/ council tax benefit new claims and change events (2012/13 Q4)	10
Vacant dwellings – all, as a percentage of all dwellings in the area (2011/12)	2.1%
Total households on the housing waiting list at 1 st April (2011)	815

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

Adult's Services: Social care-related quality of life (2012/13)

The LG Information report places Barnet in the 3rd quartile with a score of 18.6 (2012/13) across all unitary or county councils.

Within London (excl. City of London) Barnet is above the average score of 18.3 and is the 8th best performer for this indicator.

5. 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)	April 13 – March 14	6	7.2	-20%	▲	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance Reviews	% objectives set for eligible staff only	Apr 13 - Mar 14	100%				Next reported in Quarter 1 2014-15
Cost	Variance of total payroll to budget	Jan – Mar 14	+/- 5%	£145,196	2.2%	▲	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 31 March 2014	N/A	1.1%	N/A	▲	N/A : measure applicable to LBB only

As at 31 March 2014	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>
		Permanent	Fixed Term, Temporary, Seasonal			
	Occupied (FTE)	1,405	208.3	480	0	3
	Total Established Positions (FTE)	1,613.3	TOTAL	TOTAL	TOTAL	Total
Total excluding CSG and RE	2,002.17	1,702.93	1,613.3	480	0	3
						197.83

6. Methodology

3.1 Thresholds for awarding directorate-level health rating traffic lights

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

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

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

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

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

3.3 Method for producing individual performance indicator traffic light ratings

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

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)

This page is intentionally left blank

Directorate Revenue Breakdown

Adults and Communities

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Births Deaths & Marriages	(260)	(160)	-108	52	Income exceeded budgeted target however slightly less than previous forecast due to change in English language requirements implemented by the home office in October 2013. Overspend in relation to one off costs for system upgrades and additional staffing costs
Community Well-Being Trans & Res Team	464	525	499	(26)	
Community Safety	1,969	1,909	1,767	(142)	Underspend in relation to Community Safety budgets.
Prevention & Well Being	7,670	8,414	8,175	(239)	Underspend on repairs in leisure and early achievement of 14/15 savings due to contract re-negotiations.
Social Care Commissioning	1,279	1,581	1,622	41	Mainly due to agency staff working on specific delivery unit projects
Social Care Management (Adults)	1,281	396	392	(4)	
Care Quality	1,927	1,187	1,781	594	Mainly due to agency staff working on specific delivery unit projects
Integrated care - Learning Disabilities & Mental Health	41,938	41,966	43,007	1,041	Overspend on Residential Care and Community Based services particularly Mental Health due to significant growth in client numbers with complex needs. New OR responsibility under national guidance has added an additional pressure. These overspends are partly offset by underspends in Nursing Care and Mental Health Fairer Contributions.
Care Services - Older Adults - Physical Disabilities	39,573	41,075	40,210	(865)	In Older adults the main areas of underspend are Nursing, Homecare, Day Care, and residential care due to full year impact of the Merrivale changes plus reduction in number of block beds against the Fremantle contract. Physical Disability overspends on External Supported and Other Accommodation and Direct payments are offset by savings on external homecare payments due to reduction in homecare users. Underspend partly offset by EMI pressures particularly nursing, residential and direct payments.
Dir Adult Soc Serv & Health	184	187	174	(13)	
Total	96,025	97,080	97,519	439	

Assurance

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Assurance Management	561	564	556	(8)	
Governance	2,177	2,642	2,621	(21)	Underspend due to staff vacancies during intermittent periods in the year. Also an underspend in external Member development spend.
Internal Audit & CAFT	873	882	870	(12)	Underspend due to positive outcome from a good receipting central exercise and over recovery of income for internal audits.
Total	3,611	4,088	4,047	(41)	

Children's Education

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
E&S Management Team	0	197	215	18	Overspend due to interim support for the Transformation projects to be funded from underspends elsewhere.
Edu Partnership & Commercial Services	1,392	1,258	940	(318)	Underspend arises from careful management of uncommitted budgets and vacancies.
High Needs Support	8,052	8,112	8,222	110	Shortfall in Transport savings not fully achieved in this financial year.
Schools Direct Management	-	-	0	0	Underspend arises from careful management of uncommitted budgets and vacancies.
Children's Education	9,444	9,567	9,377	(190)	
Total (excluding SDM)	9,444	9,567	9,377	(190)	

Children's Family Service

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Management Team	791	481	472	(9)	Underspend mainly due to part year vacancies offset by WLA subscription.

Social Care Management	2,519	1,810	2,233	423	Overspend relates to legal fees and legal disbursements.
Assessment & Children in Need	5,794	6,111	5,995	(116)	Underspend mainly relates to in year staff vacancies. The disbanding of the ART team to develop the MASH has also created further vacancies. This is offset by an overspend in Direct Payments.
Childrens in Care & Provider services	20,157	21,712	22,059	347	Main variances are in external residential care due to demand and complexity of cases. There are also pressures in Remand services and Placement budgets overall.
Safeguarding & Quality Assurance	2,839	2,997	2,671	(326)	Underspend is mainly due to the under utilisation of the SWIF grant to maintain the overall pressure in Social Care.
Commissioning & business improvement	1,136	2,427	2,233	(194)	Underspends from staff vacancies
Family Support & Early Intervention	7,097	6,897	6,883	(14)	Underspend driven from staff vacancies and other in-year savings, offset by overspends in the stand alone Childrens Centres due to high admin costs and shortfall in income.
Youth & Community	8,071	8,091	7,969	(122)	Underspends from staff vacancies and re-negotiating better rates in existing contracts.
Total	48,404	50,526	50,515	(11)	

Commissioning Group					
----------------------------	--	--	--	--	--

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Strategic Commissioning Board and Lead Commissioners	2,464	1,752	1,693	(59)	This was due to income received from charging out the commissioners for their work on the HRA and SPA.
Commercial	536	766	1,061	295	Due to the interim structure as a result of the judiciary review, delaying the recruitment of permanent staff
Deputy Chief Operating Officer	3,995	4,732	4,809	77	
Commissioning Strategy	317	437	442	5	
Total	7,312	7,687	8,005	318	

Streetscene					
--------------------	--	--	--	--	--

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Street Scene Management Team	647	651	528	(123)	Underspend due to vacant posts.
Business Improvement	332	329	373	44	Overspend relates mainly to staffing costs
Mortuary	136	142	156	14	Overspend is mainly to the cost of repairs
Street Lighting	6,243	6,330	6,310	(20)	
Transport	(131)	(101)	(101)	-	
Highways Inspection/Maintenance	508	475	199	(276)	Underspend the result of a mild winter and surplus achievement of income
Parking	(747)	(578)	(388)	190	Underachievement on income due to the economic downturn in the take up of off street parking.
Parks, Street Cleaning & Grounds Maintenance	5,053	5,065	4,829	(236)	Underspend mainly due to higher than expected income, also credit received for goods received for a higher value in year.
Street Cleansing	4,236	4,132	4,055	(77)	Underspend is due to the transport savings and higher than expected income.
Waste	2,911	5,152	5,159	7	The overspend is due to the running costs of the refuse Service, offset by the overachievement of Trade Waste income
Recycling	3,186	991	1,492	501	Overspend relates mainly to the shortfall in recycling income.
Streetscene	22,374	22,588	22,612	24	
Special Parking Account	(7,475)	(7,544)	(7,544)	-	
Total	14,899	15,044	15,068	24	

Public Health					
----------------------	--	--	--	--	--

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Public Health	13,799	13,766	13,778	12	
Total	13,799	13,766	13,778	12	

HB Public Law					
----------------------	--	--	--	--	--

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Legal Services	1,908	1,932	2,139	207	Overspends in expenditure due to inflation award , additional hours and other unexpected in year running costs.
Total	1,908	1,932	2,139	207	56

Barnet Group					
---------------------	--	--	--	--	--

--	--	--	--	--	--

Description	Original Budget	Budget V1	Final Outturn	Variation	Comments
	£000	£000	£000	£000	
Barnet Group	2,937	4,304	4,035	(269)	Underpend due to higher than expected income on temporary accomodation
Total	2,937	4,304	4,035	(269)	
Re					
Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
RE Services	820	2,178	3,035	857	Variance is due to TUPE transfer alignment which includes the PIT team, Cems and Crems reorganisation and staff increments between TUPE list and transfer date. Highways and Cems and Crems income targets have not been achieved as at 31st March, these areas form part of the income guarantee and are not due to be achieved until 30th September (contract year-end).
Total	820	2,178	3,035	857	
CSG					
Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
CSG Services	24,178	24,697	24,573	(124)	Cabinet in June and July 2013 approved a draw down from the risk reserve in respect of the delay in savings from the CSG contract as a result of the judicial review, and the costs of the interim service agreement. The cost of CSG services since September 2013 has been in line with budget.
Total	24,178	24,697	24,573	(124)	
Central Expenses					
Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	223	(91)	Underspend on subscriptions for LGA and London Councils
Levies	28,460	28,460	27,468	(992)	NLWA & LPFA budget higher than actual and in year NLWA Refund
Central Contingency	13,245	4,872	4,752	(120)	
Rate Relief	3	3	-	(3)	Residual budget following Business rates retention adjustment
Capital Financing	21,470	21,316	21,316	-	
Early Retirement costs	5,428	5,428	5,427	(1)	
Local Area Agreement	-	105	91	(14)	
Car Leasing	2	2	(1)	(3)	
Corporate Fees & Charges	799	799	681	(118)	Underspend on audit fees
Miscellaneous Finance	16	804	804	-	
Total	69,737	62,103	60,761	(1,342)	
Dedicated Schools' Grant					
Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Childrens Social Care (DSG)	427	427	424	(3)	
Early Intervention & Prevention (DSG)	13,031	11,108	18,793	7,685	Take up on the 2 year old offer was lower than expected offset by the payments to 3 & 4 year olds.
Education (DSG)	(13,549)	(11,523)	(18,257)	(6,734)	There is an overall underspend in DSG of £1.3m which has been transferred to Reserves and is reflected here. There is also overspend which relates to the complexity of cases in special independent schools and on provision for 3 and 4 year olds. This is offset by underspends arising from surplus accruals in 2011-13 SEN inter-authority recoupments.
Schools Funding DSG	-	-	(948)	(948)	School Funding (grants) is collected here and is offset against payments made to schools. Net balance is £0.
Total	(91)	12	12	-	The overall underspend in DSG is £1.3m which has been transferred to Reserves
Housing Revenue Account					
Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
LBB Retained	175	175	64	(111)	Underspend on Salaries
HRA Regeneration	1,126	1,126	372	(754)	Higher than expected recovery from Developers

HRA Other Income and Expenditure (net)	(556)	(556)	261	817	Shortfall on HRA dwelling rents & HRA tenants service charges income
Support Service recharges	576	576	671	95	Higher than expected final recharges to the HRA
Interest on Balances	(80)	(80)	(127)	(47)	Higher than expected HRA Interest
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-	
Total	-	-	-	-	

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure(incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
Adults and Communities					
SWIFT		65	78	13	
CCTV Installation		429	635	206	At December's Cabinet Resources Committee, the committee approved an additional £972k of capital to be used to pay for the complete capital costs of the upgrade to the new network
PSS Community capacity Grant		60	60	-	
Adults and Communities		554	773	219	
Children's Education					
	Modernisation Prim & Sec	3,386	2,531	(855)	Project delays, however works can only be carried out in school holidays, therefore profiling of projects due to start in easter/summer breaks.
Schools Modernisation & Access Improvement Programmes		3,386	2,531	(855)	
Temporary Expansions - Allocated	Temporary Expansions - Allocated	960	893	(67)	Final invoices to be received at beginning of next financial year, as well as retention payments due in 14/15
Temporary Expansions -Unallocated	Temporary Expansions - Unallocated	0	16	16	
Urgent Primary Places - Perm	Broadfields (Perm)	84	77	(7)	
	Mill Hill East	6,261	6,876	615	Accelerated spend in line with project construction
	Orion Primary/ blessed Dominic	9,702	9,127	(575)	Variance caused by a slippage in the ICT installation, due to BT works not being completed when expected. Also a 3 week delay to the completion of the external works.
	Moss hall Infants and Juniors	3,504	2,994	(510)	Unexpected delay due to exceptional weather conditions
	Brunswick Park	2,839	2,471	(368)	Unexpected delay due to exceptional weather conditions
	Menorah Foundation	1,080	398	(682)	Contractor has entered receivership leading to an 11wk delay. Possible further delay while Project Manager sources suitable alternative contractor to carry out works.
	St Mary's and St Johns	2,000	1,783	(217)	Invoice received late, therefore payment due in 14/15
	Martin Primary	2,778	2,598	(180)	Variance caused by construction slipping a further 2 weeks in the last month, meaning construction is now 3 weeks behind due mainly to exceptional poor weather.
	Oakleigh School	1,818	1,818	-	
	Holly Park, Deansbrook, Beis Yakov	1,000	627	(373)	Invoice received late, therefore payment due in 14/15
	St Joseph's RC Junior & St Joseph's RC Infants School	300	53	(247)	Variance against budget as consultants fees due to be charged next year
	Osidge Primary School	150	45	(105)	Variance against budget as consultants fees due to be charged next year
	Wren Academy	300	18	(282)	Variance against budget as consultants fees due to be charged next year
	London Academy	200	80	(120)	Variance against budget as consultants fees due to be charged next year
	Unallocated	50	46	(4)	
Urgent Primary Places		33,026	29,920	(3,106)	
	Wave 1 - Whittings Hill	61	47	(14)	
	Wave 1 - Northway/Fairway	215	0	(215)	All retention currently being held until defects dealt with.
Primary Schools Capital Investment Programme		276	47	(229)	
East Barnet & Project Fairday		102	21	(81)	Expenditure was expected in 13/14 now due in next financial year
East Barnet Schools Rebuild		102	21	(81)	
Christ's College		3,153	2,808	(345)	Project delay's of approx. 5 weeks, profile of funding to be reviewed in next financial year

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure(incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
	Copthall	1,344	267	(1,077)	Project delay's of approx. 5 weeks, profile of funding to be reviewed in next financial year
	Compton	2,633	1,610	(1,023)	Project delay's of approx. 5 weeks, profile of funding to be reviewed in next financial year
	Oak Lodge Special School	200	73	(127)	Variance against budget due to consultants fees expected to be charged next FY
	General Schools Organisations	7,330	4,758	(2,572)	
	Primary Capital Programme (DfES Primary Pathfinder)	222	53	(169)	Variance due to retention not being released to the contractor as yet due to ongoing issues with the building not yet resolved.
	Targeted Capital 14-19 SEN	14	14	-	
	TCF - Kitchen & Dining	113	20	(93)	Variance due to the installation slipping to the first week in April. Adverse weather meant contractor's were unable to complete in the February half term.
	Other Schemes	349	87	(262)	
	Children's Education	44,469	37,364	(7,105)	
	Children's Families Service				
	Short Breaks	455	63	(392)	Profiling of works - review to be complete in 14/15
	E Financial	109	108	(1)	
	Education Systems	15	-	(15)	
	Early Intervention System	100	55	(45)	
	Implementation of libraries Strategy	457	410	(47)	
	2 year old offer	274	201	(73)	Profiling of works - review to be complete in 14/15
	Children's Families Service	1,410	837	(573)	
	Children's Services	45,879	38,201	(7,678)	
	Locally controlled VA programme	4285	4285	-	
	Capital Schemes Managed by Schools	4285	4285	-	
	Total - Capital Schemes Managed by Schools	4285	4285	-	
	Rg Delivery Unit				
	Structural Maintenance of Bridges	-	-	-	
	Enabling Works	56	52	(4)	The two Enabling projects must be viewed in conjunction with each other & are allocated across financial years
	Enabling Works 2011-12	5	-	(5)	The two Enabling projects must be viewed in conjunction with each other & are allocated across financial years
	Schools programme	8	-	(8)	Spend located below in the Local Implementation Plan 2014/15 section
	Principle road maintenance	513	513	-	No Comment required
	Corridors, Neighbourhoods and Supporting Measures	619	619	-	No Comment required
	Local Implementation Plan	4,655	3,173	(1,482)	Substantial spend expected - TfL VOWD to confirm. Yearly funding but typically 18 month reconciliation
	Local Implementation Plan 2014/15	-	-	-	Substantial spend expected - TfL VOWD to confirm. Yearly funding but typically 18 month reconciliation
	Major Schemes	143	5	(138)	Substantial spend expected - TfL VOWD to confirm. Yearly funding but typically 18 month reconciliation

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure(incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
Highways - TfL		5,999	4,362	(1,637)	
	2010/11 allocation	109	2	(107)	Some elements to be contained within OLF outturn. Others not yet progressed - to be reprofiled
Traffic Management	2007-8 Pursley Road Allocation	61	20	(41)	Unspent to be reprofiled in dialogue with developers
	Reconstruction of Railway Bridges	425	-	(425)	Retention funds not released. Slip forward put forward at Provisional not reflected in OutTurn budget
	Controlled Parking Zones	16	3	(13)	Reprofile in conjunction with Colindale Station Interchange, Colindale CPZ Parking Review, Public Transportation Improvements and Colindale CPZ Parking Review. Programme to be confirmed to take into account development progress and ward member/committee interests . Work expected 2014/15 FY
Colindale Development Area	Colindale Station interchange	45	-	(45)	Reprofile in conjunction with Colindale Station Interchange, Colindale CPZ Parking Review, Public Transportation Improvements and Colindale CPZ Parking Review. Programme to be confirmed to take into account development progress and ward member/committee interests . Work expected 2014/15 FY
	New scheme to be approved (Public Transportation Improvements)	320	-	(320)	TBC
	New scheme to be approved (Public Transportation Improvements)	99	7	(92)	TBC
New Pedestrian Improvements programme		261	-	(261)	S106 Agreement for pedestrian improvements on Aerodrome Road being implemented first half of 2014
	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	14	-	(14)	Reprofile in conjunction with Colindale Station Interchange, Colindale CPZ Parking Review, Public Transportation Improvements and Colindale CPZ Parking Review. Programme to be confirmed to take into account development progress and ward member/committee interests . Work expected 2014/15 FY
Highways Investment	2010/11 HIP Programme	507	19	(488)	S106 MU to be discussed with the university and reprofiled - expected to be undertaken 2014/15 FY. Some aspects delivered in previous years from various contributions additional spend anticipated current FY 2014/15
Carriageway and Footways	Annual Programme	900	910	10	Partial accelerated spend
	Capitalisation of planned maintenance	-	-	-	
Travel Plan Implementation		147	46	(101)	TBC
Outstanding Transport Commitments on completed schemes		3	-	(3)	Residual retention funds
	CCTV Projects Retention	76	-	(76)	Retention funds not released. Slip forward put forward at Provisional not reflected in Out Turn budget
	Carriageway and Footway (Phase 2)	1,000	558	(442)	Anticipated spend would take place across two FY Completion anticipated May 2014
	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	350	110	(240)	Fees income distorts projected figure
	Pavements	1,800	2,009	209	No Comment required
	Pavements (phase 2)	3,000	1,121	(1,879)	Anticipated spend would take place across two FY Completion anticipated May 2014
Saracens		161	121	(40)	Stadium related initiatives on-going as required eg. parking signage LAS and Travel Plan Monitoring. Substantial completion expected 2014/15 FY
Drainage		381	-	(381)	Lack of specialist resources prevent progress.
Highways - non-TfL		9,675	4,926	(4,749)	
Road Traffic Act - Controlled Parking Zones	2009/10 Programme	-	-	-	
Road Traffic Act - Controlled Parking Zones	2011/12 Programme	210	109	(101)	Spend on-going as relates to a number of individual contributions.
	Parking	112	85	(27)	Residual spend allocated for completion in FY 2014/15 subject to Client approval

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure (incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
Parking		322	194	(128)	
Total Environment		15,996	9,482	(6,514)	
General Fund Regeneration		348	170	(178)	The budget was retained in case of any unexpected capital expenses at the four priority estate regeneration schemes. The full provision was not required during 2013/4 but is expected to be needed in 2014/5.
Mill Hill East		48	32	(16)	Underspend due to efficiencies and no external cost procured
Graham Park Regeneration	Infrastructure improvements	483	423	(60)	Slippage due to Delays in procurement
Outer London Fund - Cricklewood		1,638	977	(661)	Project delivery of public realm works, including paving and shopfront improvements, is currently on-going. According to contract terms, some of the contractors may not invoice the council until works are completed. It is expected that all underspend will be paid to the appropriate parties within the first two quarters of 2014/15.
Outer London Fund - North Finchley		1,159	404	(755)	Project delivery is still on-going on a number of light touch refurbishment, signage/wayfinding elements, and the final elements public realm works. Contractors will invoice the Council upon completion of works. It is expected that all underspend will be paid to the appropriate parties within the first two quarters of 2014/15.
General Fund Regeneration		3,676	2,006	(1,670)	
Disabled Facilities Grant	Mandatory	2,022	1,870	(152)	Some of the DFG adaptations that were in progress were not able to be completed in time for payment within 2013/14. In addition, some approved DFG's did not start as they are subject to a start date which is convenient to and agreed with the client.
Disabled Facilities Projects		2,022	1,870	(152)	
Hendon Cemetery & Crematorium Enhancement		670	627	(43)	The variance is as a result of programme slippage of approximately 8 weeks which has resulted in payments expected in year 2013/14 slipping to year 2014/2015.
Empty Properties		900	14	(886)	Funding earmarked for purchase of 22 Edgworth Avenue and 18 Richmond Gardens. Payments held up by attempted Judicial Review and subsequent referral to the Court of Appeal.
DECC - Fuel Provety		100	17	(83)	The take up of the funding for DECC has been extremely low despite letters being sent out to 745 properties in Band G and F of the Energy Performance Certificate. The return rate for qualifying households was 0.9%. A programme is now underway to target rental properties.
Other Projects		1,670	658	(1,012)	
Hostel Refurbishment Programme		-	-	-	
Housing		-	-	-	
Total Housing - General Fund		7,368	4,534	(2,834)	
Total Re Delivery Unit		23,364	14,016	(9,348)	
Commissioning Group					
	GIS	2	2	-	
Modernising the Way We Work		92	112	20	
Depot relocation		400	372	(28)	
CSG Transformation		16,118	5,416	(10,702)	Review of the CSG Transformation contract resulted in full ownership of hardware remaining with Capita including the risk should it fail. Therefore these assets could not be included in the Council's balance sheet but treated as an operating lease.
Re Transformation		1,700	-	(1,700)	Review of the Re Transformation contract resulted in full ownership of hardware remaining with Capita including the risk should it fail. Therefore these assets could not be included in the Council's balance sheet but treated as an operating lease.
Community Centre		50	97	47	

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure(incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
Asset Management		1,512	815	(697)	Projects incomplete arising from restricted access to properties requiring surveys.
Commissioning Group		19,874	6,814	(13,060)	
CSG Delivery Unit					
Energy Efficiency Measures		17	14	(3)	
IS Refresh		-	227	227	Residual software development costs for works completed before transfer to CSG. As the Council has control over the software then these assets continue to be recognised as the Council's assets.
Asset Management		-	-	-	
CSG Delivery Unit		17	241	224	
Street Scene					
Improvements to six of the Borough's Park		18	5	(13)	
Old Court House - public toilets		20	-	(20)	
Park Infrastructure		360	69	(291)	
Parks & Open Spaces and Tree Planting	Kara Way Pocket Park	137	15	(122)	
Parks & Open Spaces and Tree Planting	Copthall Pitch & Car Park Project	28	-	(28)	
Parks & Open Spaces and Tree Planting	Childshill Park - FOG Priority Project	50	-	(50)	
Parks & Open Spaces and Tree Planting	Hendon Park FOG Play Area Project	52	-	(52)	
Parks & Open Spaces and Tree Planting	Installation of new boundary fencing at Old Court House 385c	10	-	(10)	
Parks & Open Spaces and Tree Planting	Edwarebury Park Tennis Courts refurbishment 237a £7982.96 + 240b £12850	21	-	(21)	
Parks & Open Spaces and Tree Planting	Street Trees Edgware Town Centre 259c.	3	3	-	
Parks & Open Spaces and Tree Planting	Refurbishment of tennis courts & installation of fencing 262b	30	-	(30)	
Parks & Open Spaces and Tree Planting	New play equipmnet Watling Park 351a	20	-	(20)	
Parks & Open Spaces and Tree Planting	Tree planting Beverly Gardens	2	-	(2)	
Greenspaces		751	92	(659)	
	Waste etc	10,856	9,649	(1,207)	JA: reprofiled to purchase Street Scene fleet vehicles currently under lease with GoPlant(This forms part of the LBB/GPL mutual exit strategy agreement programme)
	Cleansing	60	62	(82)	2 overspend funded by RCCO. Journal already completed
	Weekly Collection Support Scheme	1,318	456	(862)	
	Autumn/Spring Clean and Equipment	650	1,011	361	Addition to programme of £331.5k & overspend funded by RCCO. Journal already completed
Waste		12,884	11,178	(1,706)	
Parking Machines		147	135	(12)	
Parking		147	135	(12)	
Fuel Storage Tank		-	-	-	
Fuel Storage		-	-	-	

Capital Programme Description	Sub-Description	Current 2013-14 Budget (incl. Slippage and Substitutions)	2013-14 Actual Expenditure (incl. Accruals)	Variance from Current 2013-14 Budget	Explanation if variance Under/Over £50,000
Total Street Scene		13,782	11,405	(2,377)	
Barnet Group					
Hostel Refurbishment Programme		2	2	-	Delays in procuring contractor for the resurfacing of the roadway at The croft.
Alexandra Road		568	544	(24)	The underspend is due to the fact that there were no land assembly costs, which had been budgeted for.
Housing		570	546	(24)	
Total Barnet Group		570	546	(24)	
Total Capital Programme (Excluding HRA)		108,325	76,281	(32,044)	
Housing - HRA					
Major Works (excl Granv Rd)		6,164	10,203	4,039	Major Works packages includes invoiced works from other budget heading e.g Francis Court window replacement also included heating and extractor fan replacement. Ramsey Close also includes heating and electrical works.
Granville Road		92	100	8	
Regeneration		5,636	669	(4,967)	West Hendon Communal rededs not carried out and underspend on roof access works. Poor Mitie performance on boiler installations created significant underspend. Environmental works at Grahame Park not carried out due to procurement issues.
Misc - Repairs		2,303	2,547	244	Overspend managed due to underspend against other budget heads.
M&E/ GAS		11,697	10,662	(1,035)	Some M&E works have been coded to Major Works package projects (see note above)
Voids and Lettings		1,966	2,523	557	Variance due to a significant increase in the number of voids requiring full rewire. Also void quantity has increased due to trade downs following benefit reforms and increased works to larger properties.
Hostel Refurbishment Programme		-	-	-	
New Affordable Homes		242	261	19	The overspend is as a result of an accelerated programme of surveys and planning application brought forward.
Housing - HRA		28,100	26,965	(1,135)	
Total Housing - HRA		28,100	26,965	(1,135)	
Total Capital Programme (Including schemes managed by schools)		136,425	103,246	(33,179)	

In year additions and deletions 2013/14

Directorate	Year	Capital Programme	Funding Type	Amount £'000
Adults and Communities	2013/14	CCTV Installation	Revenue & Reserve Contributions	156
Children's Education	2013/14	Targeted Capital 14-19 SEN	Capital Receipts	0
Children's Education	2013/14	Primary Capital Programme (DES Primary Pathfinder)	Capital Receipts	0
Re Delivery Unit	2013/14	Schools programme	Grants	(1)
Re Delivery Unit	2013/14	Schools programme	Grants	(7)
Re Delivery Unit	2013/14	Principle road maintenance	Grants	0
Re Delivery Unit	2013/14	Corridors, Neighbourhoods and Supporting Measures	Grants	1
Re Delivery Unit	2013/14	Pavements	Revenue & Reserve Contributions	9
Re Delivery Unit	2013/14	Pavements (phase 2)	Revenue & Reserve Contributions	(9)
Re Delivery Unit	2013/14	Disabled Facilities Grant Mandatory	Grants	5
Re Delivery Unit	2013/14	Disabled Facilities Grant Mandatory	Revenue & Reserve Contributions	42
Commissioning Group	2013/14	Modernising the Way We Work	Capital Receipts	3
Commissioning Group	2013/14	Modernising the Way We Work	Revenue & Reserve Contributions	17
Commissioning Group	2013/14	CSG Transformation	Revenue & Reserve Contributions	(10,702)
Commissioning Group	2013/14	Re Transformation	Revenue & Reserve Contributions	(1,700)
CSG Delivery Unit	2013/14	Arts Depot Lift	Capital Receipts	0
CSG Delivery Unit	2013/14	Energy Efficiency Measures	Capital Receipts	(3)
CSG Delivery Unit	2013/14	IS Refresh	Revenue & Reserve Contributions	227
Street Scene	2013/14	Cleansing	Revenue & Reserve Contributions	2
Street Scene	2013/14	Autumn/Spring Clean and Equipment	Revenue & Reserve Contributions	361
Housing - HRA	2013/14	Major Works (excl Granv Rd)	Revenue & Reserve Contributions	4,039
Housing - HRA	2013/14	Granville Road	Revenue & Reserve Contributions	8
Housing - HRA	2013/14	Regeneration	Revenue & Reserve Contributions	(4,847)
Housing - HRA	2013/14	Misc - Repairs	Revenue & Reserve Contributions	244
Housing - HRA	2013/14	Voids and Lettings	Revenue & Reserve Contributions	556
Street Scene	2013/14	Weekly Collection Support Scheme	Grants	(204)
		Total		(11,801)

In year additions and deletions 2014/15

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

This page is intentionally left blank

Wave 1 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 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			266,570	(5,537)
Contingency allocated for Wave 1 variances	1,503,481						-	(1,503,481)
NSCSO/DRS Mobilisation	1,253,257			125,850	1,261,188		1,387,038	133,781
Total	11,581,562	2,241,753	4,119,515	4,057,887	1,261,188	-	11,680,343	98,781

Cumulative spend

2,241,753

6,361,267

10,419,155

11,680,343

Wave 2 Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
Closed Projects								
CSO Transformation	1,422,000			1,302,876	38,593		1,341,469	(80,531)
Information Management System	565,190		148,729	392,785	27,276		568,789	3,599
Structures	1,147,000		127,138	1,019,609	21,059		1,167,806	20,806
Open Projects								
Programme Management Office	1,353,000			1,071,993	221,968		1,293,961	(59,039)
Early Intervention	510,000		77,825	126,992	95,035	192,569	492,421	(17,579)
CCTV	277,063			52,096	191,612		243,708	(33,355)
Health & Social Care Integration	100,000		38,881	7,197	21,948		68,026	(31,974)
Review of the Mortuary Service	70,000				25,415		25,415	(44,585)
Review of the Registrars Service	199,645			27,560	81,845	4,000	113,405	(86,240)
Safer Communities	287,300		39,765	125,347	4,337	117,851	287,300	0
Strategic Review of Sports & Leisure Activity	303,400		48,445	90,171	122,396	42,389	303,400	0
Waste & Recycling - (Phase 1)	1,788,668		110,612	141,804	1,573,103		1,825,519	36,851
Greenstreets & Wave Stretch Targets	153,332					153,332	153,332	(0)
Children's SEN and Complex Needs	610,000				263,436	346,564	610,000	0
Children's Transformation Programme	499,000				490,285	8,715	499,000	0
Priority Spending Review	250,000				248,322	1,679	250,001	1
Adults Transformation Programme	200,000				64,160	135,840	200,000	0
Childrens Transformation Scoping	24,300					24,300	24,300	0
Parking Improvement	246,000				150,506	90,695	241,201	(4,799)
Connecting with Barnet - improving customer experience	58,000				17,785	58,000	75,785	17,785
Contingency - Wave 2	13,000					13,000	13,000	0
Total	10,076,898	0	591,395	4,358,430	3,659,080	1,188,934	9,797,838	(279,060)
Cumulative spend		-	591,395	4,949,825	8,608,905	9,797,838		

Other Projects	Total Budget	2010/11 Outturn £	2011/12 Outturn £	2012/13 Outturn £	2013/14 Outturn £	2014/15 Projected Outturn £	Total Projected Spend £	Variance £
Judicial Review	609,143			226,986	356,788		583,774	(25,369)

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

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

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

Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 31/03/14	% Fixed Rate Borrowing as at 31/03/14	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

This page is intentionally left blank

DEPOSITS OUTSTANDING AS AT 31 MARCH 2014 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
Local Authorities					£
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
					44,500,000
Money Market Funds					
2000011251	Aviva	26-Apr-13		0.38	17,200,000
2000011284	Goldman Sachs	27-Mar-14		0.38	10,900,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	17,000,000
					45,100,000
Money Market Funds Non specified					
2000112434	Federated Prime Rate Cash	15-May-13	15-May-14	0.70	10,000,000
UK Banks & Building Societies					
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.40	12,500,000
2000011476	BARCLAYS COMMERCIAL BANK	07-Feb-14	CALL A/C	0.50	25,000,000
2000011378	CO-OPERATIVE Bank	31-Mar-14	overnight reserve	0.38	163,000
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
2000011479	LLOYDS BANK PLC	03-Mar-14	03-Sep-14	0.70	10,000,000
2000011480	LLOYDS BANK PLC	03-Mar-14	03-May-14	0.60	2,500,000
2000011481	NATIONWIDE BUILD. SOC.	21-Mar-14	20-Mar-15	0.81	5,000,000
					77,663,000
Non UK Banks & UK Building Societies					
None					
				Average rate of return	0.48
					177,263,000

This page is intentionally left blank

	<p>AGENDA ITEM 6</p> <h2 style="text-align: center;">Performance and Contract Management Committee</h2> <h3 style="text-align: center;">11 June 2014</h3>
<p style="text-align: right;">Title</p>	<p>NSL Contract Performance and other parking related issues</p>
<p style="text-align: right;">Report of</p>	<p>Housing and Environment Lead Commissioner</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 - Schedule of KPIs Appendix 2 – Summary of KPI achievement Appendix 3 – Breakdown of Income Appendix 4 – Numbers of PCN’s Issued Appendix 5 – PATAS Appeal outcomes</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Paul Bragg - Infrastructure and Parking Manager, Street Scene 0208 359 7305 Paul.bragg@barnet.gov.uk</p>

<h2>Summary</h2>
<p>The Contract Monitoring Overview and Scrutiny Committee requested at their meeting of 17 March 2014 a report on the performance of the parking contract and specifically the performance of NSL and detail in relation to parking income and also to provide an update in relation to the maintenance of signs and lines.</p> <p>The following was specifically requested:</p> <ol style="list-style-type: none"> 1. Performance of the NSL contract to date against the agreed KPI’s 2. An update on the payment mechanism against the KPI’s 3. Income over the lifetime of the contract for Pay by Phone, permits, scratch cards, card only pay and display machines and PCN’s (both projected and received) 4. An update on the tender for the parking IT system 5. An update on signs and lines investment (has the programme of works been completed as per the deadline/when will it be completed, how has the programme performed against budget) 6. Information on the total number of tickets issued/appealed/successfully appealed

This report provides the information requested and as such provides an overview in relation to the performance of NSL, activity in relation to signs and lines maintenance and a detailed breakdown of the various elements which contribute towards the parking income.

Recommendations

- 1. That the Committee consider the information contained within this report and make appropriate comments and recommendations to the Housing and Environment Lead Commissioner**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Contract Management and Overview and Scrutiny Committee resolved at its meeting held on 17 March 2014 that this committee receive a report in relation to parking performance and specifically listed seven areas it required to be included in the report. These are as listed in the summary above and are dealt with individually below:

Performance of NSL to date against the Key Performance Indicators (KPI's)

The parking contract has 15 KPI's (Appendix 1) which are rolled out over the first 26 months of the contract and these are monitored and reported on a monthly basis.

The contract commenced in May 2012 and as such not all of the KPI's have been measured since contract commencement. The table below shows the arrangements over the first 26 month period.

Months	3-12	13-25	26 on
Target number of indicators to be met.	6	11	15
1.2 Appendix 1	<u>must include:</u> KPI 2 KPI 3 KPI 9 KPI 10 KPI 11 KPI 15	<u>must include:</u> Target KPIs for months 3 – 12 and KPI 1 KPI 4 KPI 5 KPI 6 KPI 7	<u>must include:</u> All 15 KPIs

shows a detailed table of each KPI and Appendix 2 provides a summary of performance and as such achievement or otherwise of each of the KPI's on a monthly basis.

In summary the performance of NSL has improved over time. There have been a number of issues arising including a slow start, which is generally expected during the transition of a new contract and there have been problems encountered with the existing parking IT system Civica CE, which has unfortunately been a contributory factor to some performance failures over the first two years.

The Payment Mechanism against the KPI's

The Payment Mechanism identifies the performance payments that are due to the contractor as and when performance meets the suite of KPI targets. Therefore the overall performance of NSL has financial implications (both in terms of increases and deductions) dependent on whether KPI's have been fully met. The payment mechanism is therefore designed as a remedy under the contract for poor performance but equally acts as a reward for good performance and as such it provides a good incentive for the contractor to perform well.

Appendix 1 provides the detail of each KPI and identifies the levels of tolerance within which NSL must operate for each KPI.

NSL must submit monthly reports of its performance against each of the KPI's. These reports are scrutinised by the Councils parking client team and the performance report is discussed and the performance position agreed at monthly performance review meetings.

The contract makes allowance for issues arising which may adversely impact on NSL's ability to provide services in accordance with the KPI's and where this can be demonstrated NSL is entitled to apply for relief against KPI failure in these circumstances. This has been necessary on a number of occasions due to problems encountered with the Civica CE parking system.

Appendix 2 provides a summary of KPI achievement and the impact this has had on the payments made to NSL since the commencement of the contract.

Income over the lifetime of the contract including Pay by Phone, permits, scratch cards, card only pay and display machines and PCN's (both projected and received)

Appendix 3 shows a breakdown of the income received during the financial years 2012/13 and 2013/14. It is broken down to show each element that makes up the totals in relation to the various payment methods for paid for parking on-street and off-street (car parks).

In summary it can be seen that the Special Parking Account (SPA) income generally has increased with the only area decreasing being the Permit

income. However, this was to be expected due to the lowering of the permit charges following the outcome of the Judicial Review. In real terms the income for permits in 2013/14 would be comparable with the income received in 2012/13.

The other area of underachievement when compared to the budget is related to off-street (car parks) paid for parking which returned a shortfall of around £226,000, however this is in line with the income achieved over the last 6 year period, which would indicate that the budget is set at a level which would require all spaces to be fully utilised.

An update on the parking IT system

The contract with NSL identified a requirement for NSL to commission a new specialist parking IT system at the point the existing contract between the council and Civica expired. The contract with Civica expired at the end of March 2014 and as such the new system commissioned by NSL replaced the Civica system from 1 April 2014. The new system is the Imperial Civil Enforcement System (ICES).

Due to the extent of the current and historical data held in the Civica system it was recognised that the transfer of this data would be a major exercise which would take time to complete. It was also recognised that there were some specific risks related to the data transfer, including the loss and/or corruption of the data. Due to this being a major exercise with risks attached it was set up as a specific project with a dedicated project manager assigned to manage and monitor the project on behalf of the Council. The service provider NSL and the new system provider ICES also put in place a dedicated project manager to interact with the council's project manager.

The parking system is divided into two main areas: Penalty Charge Notices (PCN's) and Permits. The data transfer of each element had been evaluated in terms of timescale and hence the number of days of system downtime required for each.

The project was complicated by the fact that despite the inevitable downtime the parking service still needed to function whilst the systems data transfer was taking place and therefore it was necessary to put in place some manual workarounds whilst the systems were unavailable.

The enforcement operation, in respect to the issuing of PCN's was impacted to a less extent than the permits as the permit element downtime was longer than that required for PCN's. This did lead to a number of challenges in terms of the efficiency of the manual workarounds and the backlog of permit applications building up.

It was complicated by the need for all parking service staff to be trained in the use of the new system and further complicated by the Customer and Service Group staff who deal with the permit application processing transferring from NLBP to Coventry, with all staff being newly recruited and as such needing to be trained on both the process and the new system.

Despite the challenges faced it is believed that the project was a success with the system downtime being within the original project programme and the number of complaints received being relatively low in comparison to the volume of activity conducted in that period. Where concerns were brought to the project team's attention swift action was taken to resolve the issues. Clearly backlogs built up during the downtime period and despite this having the potential to lead to processing falling outside of statutory timescales there were no problems encountered in this respect.

As at 23/5/14 the PCN processing backlog has been completely eliminated and the permit processing backlog has also been reduced significantly over the previous two week period such that it is almost back to numbers that could be considered as expected to be encountered in business as usual.

An update on signs and lines investment

At the commencement of the NSL contract in May 2012, NSL conducted a borough wide survey of CPZ locations in order to identify the condition of the signs and lines. This culminated in a schedule of signs and lines defects being created.

During the 2012/13 financial year an order was issued to the Councils Highway term maintenance contractor Volker Highways to complete a programme of works to rectify the schedule of lining defects identified by NSL. This work amounted to £98,545 worth of line marking work being undertaken by the contractor. The Highways Direct Labour Organisation (DLO) was commissioned to carry out the rectification of the sign defects. The value of this work cannot be specifically identified as it was recorded against all signing work completed throughout the year.

Also during the same financial year Volker Highways completed lining work to the value of £139,399, however a large proportion of this work would have been in connection with resurfacing schemes and safety schemes implemented.

A further detailed signs and lines survey was conducted by NSL in June 2013 and again a large schedule of signs and lines defects was provided.

Following receipt of this schedule a further order was issued to Volker Highways again to complete all of the lining defects. Unfortunately the contractor did not resource this programme as required and when resources were deployed they were not engaged on a permanent basis and progress was constantly disrupted by poor weather conditions. This culminated in only £72,000 worth of works being completed before the winter weather put a halt to the programme. Due to this default by the contractor only £22,000 was paid against the schedule of works completed.

At the point the weather improved the Volker contract was due to terminate and as such the remaining schedule of works was allocated to the new highway maintenance contractor F.M. Conway.

At the time of writing this report F.M. Conway have dedicated lining marking gangs working in the borough and this will continue (weather permitting) until the full schedule of works is completed. It is envisaged that the value of works to be completed by F.M. Conway will amount to around £100,000 and that this schedule of works will be completed by the end of July 2014.

There is an ongoing requirement that as the NSL Civil enforcement Officers (CEO's) go about their day to day duties that they will record all further defects and report these on a weekly basis to the parking client team. As these are received they are added to the current schedule of works. Once that schedule of works is completed the contractor will be instructed on a weekly basis with an expectation that they will have resources deployed to complete necessary repairs within a week.

Number of PCN's issued, appealed and the outcome of the appeals

Appendix 4 provides a schedule of the number of PCN's issued throughout the 2013/14 financial year.

In comparison with previous years this is the second highest number of PCN's issued in any financial year.

Appendix 5 provides details in relation to the number of PCN appeals dealt with by the Parking and Traffic Appeals Service (PATAS) and the outcome in relation to these throughout the 2013/14 financial year.

It is recognised that the outcome of appeals over this period of time is poor as more appeals are lost than won. This is therefore an area which will be prioritised in order that this position is improved. In order to achieve this additional resources are being recruited to allow a concentrated effort in this area with a view that it will reverse the current position whilst also driving down the cost of the appeals process.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

5.1.1 Ensuring efficient parking service provision is complimentary to supporting the aims and objectives of the Corporate Plan 2013/16 and in particular the priority outcomes of:

- Promoting responsible growth, development and success across the borough
- Improve the satisfaction of residents and business with the London Borough of Barnet as a place to live, work and study

5.1.2 The parking service is essential to supporting the Councils priority to "maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough" whilst at the same time supporting the statutory duties under the Network Management Duty of "improving traffic flow and reducing congestion"

5.1.3 The future success of the borough depends on effective transport networks and as such taking appropriate measures through effective parking design and enforcement will positively impact on improving traffic flow and reducing congestion, both of which enhances Barnet's reputation as a good place to work and live and as a result will have a positive contribution towards improving the satisfaction of residents.

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

5.2.1 As has been described above the sums payable to the parking service provider NSL will ultimately depend on the level of performance. The payment mechanism has been designed to incentivise good performance and where performance is poor there will be financial implications for the service provider such that in the worst case situation they would receive payment at a level which would be below their cost of operating the service. If this worst case scenario were to occur there are also other provisions within the contract which would enable further escalation, especially if the poor performance was to extend over a number of months.

5.2.2 The procurement of the new IT system had already been accommodated within the parking enforcement contract with NSL. The new system provides some enhancements over the previous system whilst also providing a decrease in on-going annual costs over the previous system.

5.2.3 The income in respect to permits has reduced following the outcome of the Judicial Review decision which was made during July 2013 and this has resulted in the expected budget shortfall in the 2013/14 financial year.

5.2.4 Following a borough wide Town Centre review a number of changes have been made in parking provision including reduced charges, the introduction of free parking in some locations and the introduction of card only pay and display machines. This has had a positive impact on increasing parking transactions and as a result means that more people are visiting the

boroughs various town centres and thus helping to support local traders and business. Despite the reduced charges and free parking the impact on income has been offset by the increase in transactions.

- 5.2.5 There remains a high level of parking non-compliance within the borough. It is the intention of the Council to improve this situation and as a result the enforcement activity has increased in an attempt to discourage poor driver behaviour with regard to parking non-compliantly. Therefore additional shifts have been introduced by NSL in agreement with the Council to ensure that the restrictions which exist within the borough are enforced throughout the times of the restrictions. This has therefore increased the costs of enforcement.
- 5.2.6 Since the commencement of the parking enforcement contract with NSL they have carried out two borough wide signs and lines surveys. The extent of signs and lines defects identified from these surveys has identified that there is a shortfall in the budget allocated for signs and lines maintenance. However, despite this it has been recognised that the maintenance work is necessary in order to ensure that the restrictions can be clearly understood by the public and as such the council have commissioned a contractor to carry out a large programme of signs and lines maintenance work in both 2012/13 and 2013/14 financial years which has exceeded the budget allocation.
- 5.2.7 It is recognised that the performance in relation to appeals outcomes is in need of considerable improvement and in order to address this issue arrangements are in place to extend the resources within the parking client team to allow more focussed attention on this issue. Although this will, in the short term, increase the costs it is anticipated that it will lead to an improvement in appeal outcomes and as such will reduce the costs the council currently incurs in the appeals process.

5.3 Legal and Constitutional References

- 5.3.1 The Council as Highway Authority has the necessary powers by virtue of section 46A of the Road Traffic Regulation Act (RTRA) to vary charges at, and regulation of, designated parking places. In doing so it must follow the procedure set down in Part V of the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 to amend the existing Traffic Management Orders accordingly.
- 5.3.2 The Traffic Management Act 2004 places an obligation on authorities to ensure the expeditious movement of traffic on their road network. Authorities are required to make arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the duty.
- 5.3.3 Council's charging powers are regulated by the general duty on Authorities under section 122 of the RTRA to have so far as practicable having regard to the matters specified in subsection (2) to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities on and off the highway.

- 5.3.4 The position taken by the Council needs to be compliant with its legal duties set out in "Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions".
- 5.3.5 In accordance with that guidance Councils should develop a detailed parking policy which aims to increase compliance with parking restrictions through clear, well designed, legal and enforced parking controls. It should provide a means by which the authority can effectively deliver the wider transport strategies and objectives and not be focussed on a way of raising revenue.
- 5.3.6 Such a policy should be developed in consultation with the public ensuring that people understand and respect the need for parking restrictions and enforcement and develop an understanding of how they assist in keeping traffic moving and roads safe.

5.4 Risk Management

- 5.4.1 The implementation and enforcement of parking controls and appropriate tariff structures helps ensure the effective use of the borough's road network and compliance with statutory requirements.
- 5.4.2 Without investing in additional resources to tackle and improve the appeal outcomes there is a danger that the councils reputation will be damaged and costs will be incurred which should otherwise be avoided.
- 5.4.3 Effective enforcement requires appropriate resources to be deployed to enforce and hence encourage improved parking behaviours and hence compliance with restrictions. Failure to ensure that resources are effectively deployed may lead to increased non-compliance and a negative impact on the ability for the Council to comply with its statutory duties.
- 5.4.4 Following the outcome of the Judicial Review in relation to parking permits and visitor vouchers the Council accepted the outcome and has reduced the on-going charges accordingly and has made arrangements to refund those residents who have paid for permits and visitor vouchers at the higher rate.

5.5 Equalities and Diversity

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

5.5.2 The parking service is currently working on a new draft parking policy which will be widely consulted on in due course. This policy will contain Equality Impact Assessments.

5.5.3 The parking service carries out regular reviews of parking restrictions and is reactive to requests as they are received. It specifically reviews the effectiveness of existing Controlled Parking Zones (CPZ's), both proactively and in response to public comments and regularly conducts consultations on any proposed changes in relation to parking controls, in accordance with statutory requirements.

5.6 Consultation and Engagement

5.6.1 As described above in section 5.5 regular consultation takes place, much of which is required in order to comply with statutory requirements.

5.6.2 A number of stakeholder focus groups were carried out during 2013 with attendees representing all those who are impacted by the parking service to ensure that the feedback obtained was fully representative.

6. BACKGROUND PAPERS

6.1 Cabinet Resources Committee, 14 December 2011, Award of Contract – Parking Enforcement and Related Services – the Committee resolved to award a five year parking enforcement and related services contract, with an option to extend for a further two years, to NSL Ltd.

6.2 Contract Monitoring Overview and Scrutiny Committee 18 June 2013 considered a report titled Parking Service Performance.

6.3 Contract Monitoring Overview and Scrutiny Committee 17 March 2014 resolved that the Performance and Contract Management Committee receive a report on the NSL contract with specific areas agreed to be included in that report. This report is in response to that request.

KPIs

Measurement Summary	Details	Information Sources
<p>KPI 1 Coverage of Patrol requirements and responsiveness to enforcement requests</p> <p>The Schedule of Enforcement Patrols will be agreed between the Service Provider and the Council and may be subject to variation from time to time.</p> <p>There is a tolerance level of 10%, which is likely to be adjusted during the life of the Contract.</p> <p>The Service Provider should note that the Council may limit any perceived levels of over-patrolling, e.g. to compensate for under-patrolling.</p>	<p>The Schedule of Enforcement Patrols will be agreed between the Service Provider and the Council. The Service Provider will be expected to meet at least 90% of the scheduled patrols for each individual road or car park, unless previously agreed with the Council.</p> <p>The Service Provider will carry out all patrols according to the Specification (Schedule 2) and check all vehicles in the road, identifying contraventions and issuing PCNs according to Council Guidelines.</p> <p>The Service Provider will self-assess their performance and report to the Council who will then inspect and verify the information.</p> <p>Note – visits to streets that are broken by detours into adjoining streets count as one visit. There must be a distinct time difference between visits. In cases where two or more CEOs are present in one street, this will count as one visit.</p> <p>It is acknowledged that CEOs may walk through part of beats that are not allocated</p>	<p>The Service Provider will self-monitor and provide the Council with a report of the patrols met.</p> <p>The Council may access information from the I.T. system to verify the Service Provider's report.</p> <p>GPS tracking facilities will collate information and confirm that the logged patrols agree with the actual patrols performed.</p>

Measurement Summary	Details	Information Sources
<p>KPI 2 The volume and effectiveness of input resources</p> <p>The Service Provider should note that the Council may limit any perceived levels of over-deployment, e.g. to compensate for under-deployment.</p> <p>There is a tolerance level of 5% which is likely to be adjusted during the life of the Contract.</p>	<p>to them when travelling to their allocated beats and they must enforce on those beats against any vehicles that are found in contravention. However, merely walking through such a beat does not constitute a visit to that beat for statistical purposes.</p> <p>Enforcement requests sent to the Service Provider will be recorded by the Council.</p> <p>The Service Provider will keep records of deployment requests and response times.</p> <p>The minimum number of effectively deployed CEOs and the percentage of deployed/employed hours will be as set out in the Contract Plan included in the Service Provider's tender submission. To satisfy the KPI, the ratio between the deployed and employed hours must be as set out in the Contract Plan. The Service Provider will self-assess their performance and report to the Council who will then verify the information.</p> <p>Effectiveness will be assessed by activity levels to include:</p> <ul style="list-style-type: none"> • Street Visits • Vehicles logs • PCNs issued • Fault reports • Abandoned vehicle reports 	<p>The Service Provider will self-monitor and provide the Council with a report of the number of CEOs deployed and their effectiveness. This must also include the percentage of deployed hours against employed hours and the amount of overtime worked by individual CEOs, showing a breakdown of effectiveness.</p> <p>The number of deployed CEOs will be obtained from the I.T. system based on the number of CEOs who have logged into a hand held computer and completed a full shift. This information will be used to verify the Service Provider's report, in addition to details recorded in CEOs hand written pocket-books (if applicable).</p>

Measurement Summary	Details	Information Sources
	The Service Provider will be expected to meet 95% of the agreed activity levels.	

Good Quality, Motivated and Informed staff

Measurement Summary	Details	Information Sources
<p>KPI 3 Initial CEO training and accreditation (BPA/City & Guilds certificate)</p> <p>Initial processing staff training and accreditation (BPA/City & Guilds certificate)</p> <p>There is a zero tolerance level associated with this KPI.</p>	<p>This element of the KPI is considered achieved when all CEOs meet the training requirements (as per the specification, including training in local modules). The Service Provider shall provide copies of all training related certificates to the Council. The Service Provider shall confirm that a module has been completed in providing information on the Council's policies. No CEO shall commence work duties until the training has been certified.</p> <p>This element of the KPI is considered achieved when all processing staff meet the training requirements (as per the specification, including training in local modules). The Service Provider shall confirm that a module has been completed in providing information on the Council's policies.</p>	<p>The Service Provider shall provide copies of all training related certificates to the Council and a monthly update of which CEOs have been accredited. No CEO shall commence work duties until the training has been certified and agreed with the Council's Representative.</p>
<p>KPI 4 Regular assessments and delivery of on-going training</p> <p>There is a zero tolerance level associated with</p>	<p>A performance management plan will need to be set at the beginning of each year and the Service Provider will be required to demonstrate how this is achieved. An individual assessment format shall be</p>	<p>The Service Provider shall provide copies of all training related certificates and assessments to the Council at monthly meetings. The assessments shall be evaluated against the agreed format and all</p>

Measurement Summary	Details	Information Sources
<p>this KPI.</p>	<p>agreed between the Service Provider and the Council. This KPI will be considered met once all staff in post have received their assessments in the agreed format and timescale and have received the required ongoing training. At the request of the Council details of staff assessments and training shall be provided by the Service Provider.</p>	<p>certificates shall be checked to substantiate they are to the required standard.</p>
<p><u>KPI 5</u> Staff Retention There is a tolerance level of 5% which is likely to be adjusted during the life of the Contract.</p>	<p>The Service Provider will be required to ensure that staff turnover shall not exceed an annual mean of 10%. This will include all staff employed on the contract including CEOs, processing and administrative staff and the Contract Manager.</p>	<p>The Service Provider will submit reports showing the employees in post at the end of each month and the level of staff turnover.</p>
<p><u>KPI 6</u> The level of complaints & complaints handling The Council receives an average of 150 customer complaints related to the Parking Service annually. The Service Provider will be required to maintain the volume of complaints below this level. There is a tolerance level of 5% on both the level of complaints and the complaint handling, which is likely to be adjusted during the life of the Contract. A Customer Complaint is defined as a complaint by a Customer regarding an aspect of the Service Provider's performance</p>	<p>Any written complaints received by the Service Provider about a member of staff must be investigated and the Service Provider is expected to respond to at least 95% of these within ten (10) working days. A copy of the complaint and the reply must be sent to the Council's Representative. Any written complaint about a CEO received by the Council will be copied to the Service Provider. An acceptable level of complaints will be agreed between the Service Provider and the Council's Representative and the Council will expect this level to remain within an agreed percentage tolerance</p>	<p>The Service Provider must keep records of all complaints. The Service Provider may be required to produce information to assist in monitoring this indicator. Resolution will be defined as achieved if no further correspondence relating to the complaint is received by either the Service provider or the Council directly.</p>

Measurement Summary	Details	Information Sources
<p>where there is evidence of one of the following:</p> <ul style="list-style-type: none"> • the provision of incorrect information; or • failures to take account of relevant matters in coming to a decision; or • offensive/insensitive behaviour; or <p>failure to respond to the customer, by the Service Provider or its Personnel, where the Customer has made a complaint to the Council, the Service Provider, their local ward Councillor or the Local Government Ombudsman (stage 2 complaint), because the Service Provider has not responded appropriately to the Customer under the terms of the Council's complaints procedure for the Schemes.</p>	<p>during the life of the contract. The Council will expect resolution to be achieved using the 'right first time' methodology.</p>	

Issue of Good Quality PCNs

The definition of a good quality PCN is one which has not been cancelled for any one of the reasons listed below (Details column).

Measurement Summary	Details	Information Sources
<p>KPI 7 PCNs cancelled due to CEO Error</p> <p>The Service Provider will be required to ensure that PCNs cancelled as a result of a CEO error are minimised and actively work towards decreasing this value</p>	<p>The Service Provider will be expected to meet a standard such that no more than 3% of all PCNs issued are cancelled due to a CEO error as a result of:</p> <ul style="list-style-type: none"> • Incorrect factual information (e.g. street name/location error, no record of VRM or VEL). • Input error on handheld computer (HHC) or 	<p>The Service Provider will provide the Council with performance information. This information will be compared with data sourced from the I.T. system.</p>

Measurement Summary	Details	Information Sources
<p>annually. There is a tolerance level of 1% which is likely to be adjusted during the life of the Contract.</p>	<p>pocket book</p> <ul style="list-style-type: none"> • Failure to provide appropriate diagrams (where applicable) • Illegible or poor quality supplementary evidence • PCN cancelled as a result of misconduct or a result of proven/upheld complaint against a member of the Service Providers staff (does not include benefit of doubt cases). • Incorrect issue of PCN, i.e. failure to issue according to Council guidelines. 	
<p>KPI 8 Void Tickets The Service Provider will be required to ensure that voided PCNs are minimised and actively work towards decreasing this value annually. There is a tolerance level of 1% which is likely to be adjusted during the life of the Contract.</p>	<p>The Service Provider will be expected to meet a standard such that no more than 3% of all PCNs issued are voided due to CEO action or request after printing.</p> <ul style="list-style-type: none"> • A PCN will not be classified as a void if the CEO issues a substitute PCN. 	See above

Other Services.

The measurements listed below relate to the provision of efficient and effective services.

Measurement Summary	Details	Information Sources
<p>KPI 9 Processing Services There is a zero tolerance level for this indicator.</p> <p>KPI 10 Response Services There is a tolerance level of 1% which is likely to be adjusted during the life of the Contract.</p> <p>The Council's Representative may assess individual instances of failure based on the effect on the PCN processing operation, e.g. whether or not the failure to reply properly to a challenge has resulted in the loss of a PCN at appeal or cancellation at the representations stage.</p>	<ul style="list-style-type: none"> • Failures to log, scan, process or correctly allocate any correspondence within the required timescales. • Failure to issue/re-issue a bus lane PCN • Failure to despatch any other statutory/recovery documentation within the required timescales; including Orders for Recovery and Warrants of Execution. • Failure to issue Bus Lane Penalty Charge Notices within the required timescales. • The conversion of captured contraventions from the automated incident capture system must be maintained at current capture rates of approximately 90%. If the Service Provider determines that compliance has resulted in a decrease in incident capture and the resulting PCNs, this must be flagged at the monthly meetings so that the conversion rate could be adjusted or the Council may seek to relocate the relevant camera. • Failure to take the required action to update the IT system as required, or to record case details correctly, within the appropriate timescales. <p>The question of whether a Penalty Charge cancellation is due to "Service Provider Error" shall be determined by reference to a list of reason codes for Penalty Charge cancellation corresponding to</p>	<p>Performance information will be provided by the Service Provider.</p> <p>The Council will input into the assessment of this indicator based on the responses to challenges where it receives complaints, representations, appeals and witness statements.</p> <p>The Council will also use the IT system to identify cases where the Service Provider fails to scan relevant documentation onto the associated case or has failed to follow the statutory process.</p> <p>Performance information will be provided by Service Provider.</p> <p>The Council will input into the assessment of this indicator based on the responses to challenges where it receives complaints, representations, appeals and witness statements.</p>

	<p>the reasons set out but not be limited to below, and as may be further determined by the Council from time to time.</p> <ul style="list-style-type: none"> • Failure to respond to both statutory and non statutory correspondence within specified timescales. • Failure to respond accurately and fully to challenges and other non-statutory correspondence within the required timescales. • Failure to process Representations and Appeals within required timescales or accurately • Appeals non-contested or refused due to poor or incorrect Representation response; or • Failure on the Service Provider and their subcontractors to deliver a compliant statutory and customer service to the PCN recipient. <p>The Service Provider will be expected to meet a standard such that no more than 1% of all PCNs issued are cancelled as a result of an error made by the Service Provider.</p>	
<p>KPI 11 Banking and Financial There is a zero tolerance level for this indicator (except the last item where a tolerance level may be agreed) although individual failures may be considered on their own merits.</p>	<p>The Service Provider will maintain the weekly collection rate in line with budget expectations as well as maintain the industry average for the recovery of a PCN at £45 and work to increase the value of this recovery rate for the duration of this contract. This element of the KPI will be considered met if monthly revenue summary information demonstrates that agreed activity levels are being met across all work streams.</p> <ul style="list-style-type: none"> • Failure to account for monies taken on behalf 	<p>Performance information will be provided by Service Provider.</p> <p>The Council will also agree activity levels with the Service Provider at the monthly meetings and monitor information using the IT and SAP systems.</p> <p>Note – notwithstanding the requirements of this KPI, where any errors in banking have incurred a financial loss to the Council, the amount lost will be deducted from the</p>

	<p>of the Council. Failure to provide the necessary level of facilities for cashless payment as outlined in the specification.</p> <ul style="list-style-type: none"> • Late/delayed banking of monies unless otherwise agreed with the Council's Representative. • Failure to carry out adequate reconciliation of monies and/or errors in banking and accounting processes, (Tenderers are invited to suggest a tolerance level for this item). 	<p>performance payment.</p>
<p><u>KPI 12</u> Lines and Signs Maintenance</p> <p>This indicator relates to the maintenance of lines and signs as outlined in the specification.</p>	<ul style="list-style-type: none"> • Failure to report defects or to attend to any reported defect and effect the necessary repair within the required timescales. • Cases where a PCN has been cancelled as a result of a defect with either lines or signs must have an associated works order to rectify the defect. 	<p>Performance information will be provided by Service Provider.</p> <p>The Council may verify this information from its own observations, representations and appeals data.</p> <p>The Council will also use information provided at the monthly meetings to confirm whether remedial work has taken place against all instances of repair requests and/or identification.</p>
<p><u>KPI 13</u> Abandoned Vehicles</p>	<ul style="list-style-type: none"> • The Service Provider is to report all suspected abandoned or nuisance vehicles, observed during enforcement patrols. A description of an "abandoned or nuisance vehicle" is to be agreed between the Council and the Service Provider. • The Service Provider is to report how many vehicles have been removed after investigation. 	<p>The Service Provider will self-monitor and provide the Council with a report of the number of abandoned or nuisance vehicles that they have reported and removed.</p> <p>The Council may use information relating to complaints about this service to assess this KPI.</p>
<p><u>KPI 14</u> Other</p>	<ul style="list-style-type: none"> • Failure to provide information required to deal with FOI requests within an agreed timescale. • Breaches of the Data Protection Act by the 	<p>This indicator will be monitored by the Service Provider through quality checks and by the Council through monitoring of</p>

	<p>Service Provider or a member of the Service Provider's staff.</p> <ul style="list-style-type: none"> • Compliance with Health & Safety legislation, Council policies and procedures. • Equalities Act 	<p>complaints.</p> <p>The Service provider will also be required to provide such relevant information that may be required at the monthly meetings as agreed with the Council.</p>
<p>KPI 15 Cashless Service There is a tolerance of 5% on elements of this service <u>not</u> associated with financial management and service availability.</p>	<p>The Service Provider will be required to provide a cashless parking system for on and off street parking.</p> <p>As it is the intention of the Council to remove all Pay and Display machines, the Service Provider will also be required to offer an alternative payment mechanism.</p> <ul style="list-style-type: none"> • Payments taken on behalf of the Council must be banked within 48 hours in a format agreed with the Council. • The Service Provider will provide reports to the Council on a weekly basis in a format agreed with the Council. This will include but is not limited to the number of transactions, charges related to additional services, VAT (including VAT on services) and service availability. • The Service Provider will ensure that service information is available to service users in a manner that complies with relevant legislation, the Council's priorities and the design principles of the One Barnet Programme. 	<p>This indicator will be monitored by the Service Provider through quality checks and by the Council through weekly monitoring of reports provided by the Service Provider.</p> <p>The Council will require access to any relevant reporting system to verify such reports from the Service Provider and to undertake any additional reporting that may be required to monitor this contract.</p> <p>The Council will also undertake associated risk audit activity to verify transaction data.</p>

Summary of KPI achievement

Appendix 2

2012/13

Month	KPI's Met (yes/no)	Failed KPI	Bits Due	Bit Payment Value
May-13	n/a		2	£8,079.26
Jun-13	n/a		2	£8,079.26
Jul-13	No	KPI10	1	£4,039.63
Aug-13	No	KPI10	0	£0.00
Sep-13	No	KPI10	-2	-£8,079.26
Oct-13	Yes		0	£0.00
Nov-13	No	KPI9	-2	-£8,079.26
Dec-13	Yes		0	£0.00
Jan-14	Yes		1	£4,039.63
Feb-14	No	KPI10	0	£0.00
Mar-14	Yes		1	£4,039.63
Total				£12,118.89

2013/14

Month	KPI's Met (yes/no)	Failed KPI	Bits Due	Bit Payment Value
Starting point			1	
Apr-13	Concession Agreed		1	£4,039.63
May-13	Concession Agreed		1	£4,039.63
Jun-13	Concession Agreed		1	£4,039.63
Jul-13	Relief Granted		2	£8,079.26
Aug-13	Relief Granted		3	£12,118.89
Sep-13	Relief Granted		4	£16,158.52
Oct-13	No	KPI10	3	£12,118.89
Nov-13	Relief Granted		4	£16,158.52
Dec-13	Relief Granted		5	£20,198.15
Jan-14	Relief Granted		6	£24,237.78
Feb-14	Relief Granted		6	£24,237.78
Mar-14	Relief Granted		6	£24,237.78
Total				£169,664.46

This page is intentionally left blank

Breakdown of Income

Appendix 3

	2013-14 Income		2012-13 Income	
	Budget	Achieved	Budget	Achieved
PaybyPhone On Street		2,851,994		2,860,542
Scratch Card Vouchers		49,616		58,711
P&D Card Machines on Street		116,821		0
Pay Point On Street		14,484		26,429
	3,080,000	3,032,915	3,080,000	2,945,682

PaybyPhone Off Street		579,313		613,243
P&D Card Machines on Street		89,473		3,765
`		12,607		17,027
Lodge Lane CP Rent		37,050		33,150
	944,560	718,443	944,560	667,185

Permits	1,980,000	1,587,632	1,980,000	*3,073,836
Suspension	200,000	193,594	200,000	
	2,180,000	1,781,226	2,180,000	3,073,836

PCN's	6,546,010	**7,104,701	6,334,735	5,003,385
Bus Lanes	675,000	909,718	1,065,000	831,492
	7,221,010	8,014,419	7,399,735	5,834,877

Total	13,425,570	13,547,003	13,604,295	12,521,580
--------------	-------------------	-------------------	-------------------	-------------------

* Permit income received in 2012/13 was at the higher rate which due to a Judicial review has been reversed and a reserve of £2.4m has been set aside to fund any refunds.

** PCN income is higher than budget due to the level of non-compliance in the borough being high and the additional enforcement activity conducted in an attempt to encourage improved levels of compliance. That has culminated in higher costs due to additional resources being deployed to tackle this compliancy issue.

This page is intentionally left blank

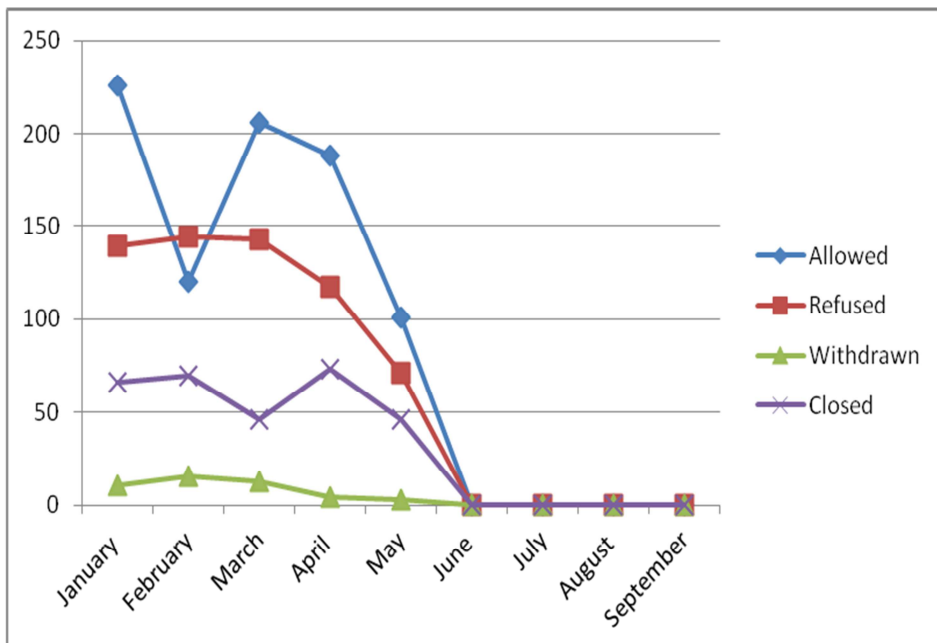
Numbers of PCNs Issued**Appendix 4**

PCNs Issued (By Week)	2012/2013 Actual PCNs (On street)	2012/2013 Actual PCNs (CCTV)	2013/2014 Actual PCNs (On street)	2013/2014 Actual PCNs (CCTV)
1	3443	218	2321	352
2	2879	352	2647	524
3	2684	202	3142	299
4	2546	2	3317	258
5	2428	55	3457	270
6	2243	243	2926	307
7	2917	369	3384	429
8	2946	209	2976	316
9	3011	251	2845	301
10	2682	151	3159	519
11	2875	634	3129	258
12	3160	366	3054	283
13	3037	418	3299	283
14	3280	389	3181	326
15	3500	445	3199	333
16	3475	329	3105	310
17	3090	333	3015	303
18	3151	322	2899	351
19	2976	263	2929	293
20	3033	264	2995	328
21	2674	312	2841	281
22	2671	305	3160	314
23	2922	370	2752	460
24	3280	370	2724	276
25	2930	321	3059	290
26	3080	344	3021	277
27	3228	340	3240	307
28	3158	369	3155	297
29	3164	323	3145	369
30	3282	374	3169	307
31	3247	366	3038	353
32	3343	401	3147	386
33	3544	340	2985	383
34	3465	275	3285	322
35	3312	379	3502	323
36	3465	280	2949	313
37	3163	284	3020	288
38	2885	192	2776	329
39	1915	328	1879	402

40	2636	399	2200	381
41	2892	272	2659	354
42	1962	173	2861	254
43	1999	150	2646	298
44	2642	191	2742	255
45	2426	259	2563	345
46	2284	278	2551	312
47	2895	246	2406	252
48	2696	258	2902	210
49	2623	235	2673	288
50	2751	239	2558	278
51	2530	286	2904	261
52	2606	284	965	169
Total	151026	15358	150456	16577

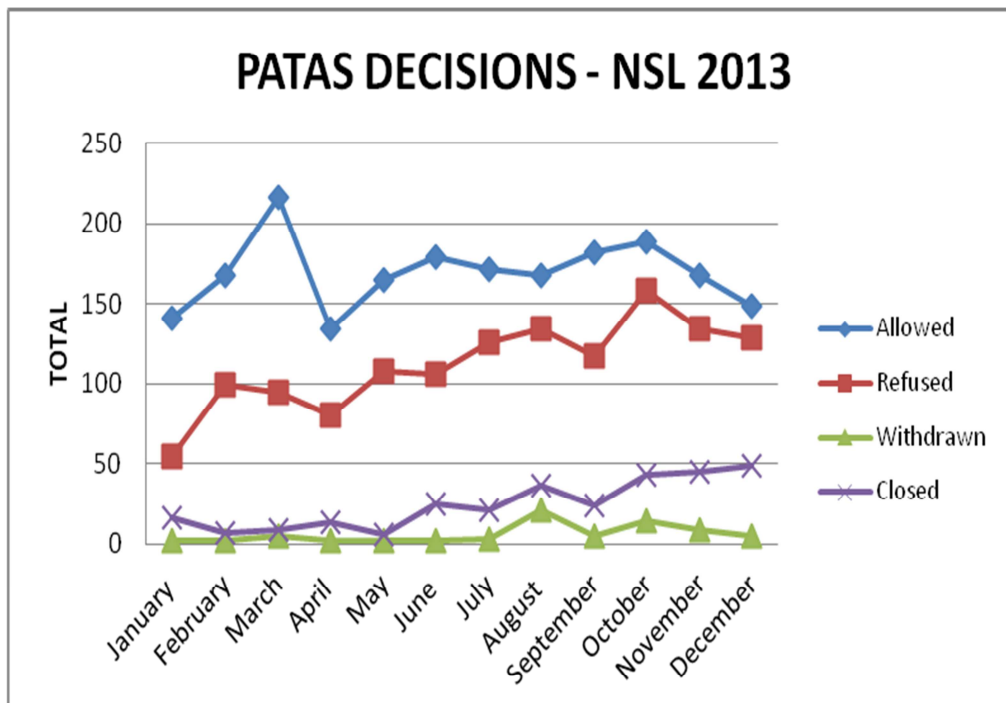
PATAS DECISION - NSL 2014

Month	Allowed	Refused	Withdrawn	Closed	Total
January	226	139	11	66	442
February	120	144	16	70	350
March	206	143	13	46	408
April	188	117	4	73	382
May	101	71	3	46	221
June	0	0	0	0	0
July	0	0	0	0	0
August	0	0	0	0	0
September	0	0	0	0	0



PATAS DECISION - NSL 2013

Month	Allowed	Refused	Withdrawn	Closed	Total
January	141	54	2	16	213
February	168	99	2	7	276
March	216	94	5	9	324
April	134	80	2	13	229
May	165	108	2	6	281
June	179	106	2	25	312
July	172	126	3	21	322
August	168	134	21	36	359
September	182	117	5	24	328
October	189	158	14	43	404
November	168	134	9	45	356
December	149	129	5	49	332
Total	2031	1339	72	294	3736



	AGENDA ITEM 7
	<p>Performance & Contract Management Committee</p> <p>11 June 2014</p>
Title	Performance & Contract Management Committee Work Programme
Report of	John Hooton, Deputy Chief Operating Officer Claire Symonds, Commercial Director
Wards	All
Status	Public
Enclosures	Appendix A - Committee Work Programme June 2014 to May 2015
Officer Contact Details	Ash Tadjrishi - Governance Service Officer ash.tadjrishi@barnet.gov.uk 020 8359 2368

Summary

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

Recommendations

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

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

This page is intentionally left blank

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

Contact: Ash Tadjirishi 020 8359 2368

Subject	Decision requested	Report Of	Contributing Officer(s)
11 June 2014			
Final Outturn and Quarter Four Monitoring Report 2013/14	To approve the Final Outturn and Quarter Four Performance Report 2013/14 including Treasury Management Outturn	Deputy Chief Operating Officer	
NSL Contract Performance	To receive a performance report on the NSL contract including an update on payment mechanism and signs & lines. (Referral from Contract Monitoring OSC 17 March 2014)	Housing and Environment Lead Commissioner	
23 July 2014			
1 September 2014			
Quarter 1 Monitoring Performance Report 2014/15	To review and approve the Quarter 1 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	
Contract Management	To approve a Strategic Outline Case for changes to the Managing Agent function to deliver better commercial value (contract management)	Chief Executive	
11 November 2014			

Subject	Decision requested	Report Of	Contributing Officer(s)
Quarter 2 Monitoring Report 2014/15	To review and approve consider the Quarter 2 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	
11 February 2015			
Quarter 3 Monitoring Report 2014/15	To review and approve the Quarter 3 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	
The Barnet Group Ltd Performance Report, April - September 2014			
12 May 2015			
Quarter Four and Year End 2014/15 Monitoring Report	To approve the Final Outturn and Quarter Four Performance Report 2014/15 including Treasury Management Outturn	Deputy Chief Operating Officer	
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy	Assurance Director	

This page is intentionally left blank