

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

MONDAY 1ST SEPTEMBER, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX

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

Chairman: Councillor Anthony Finn

Vice Chairman: Councillor Sury Khatri

Councillors

Geof Cooke
Alison Cornelius
Kathy Levine

John Marshall
Arjun Mittra
Ammar Naqvi
Reema Patel

Shimon Ryde
Daniel Seal

Substitute Members

Councillor Paul Edwards
Councillor Dr. Devra Kay

Councillor Alison Moore
Councillor Caroline Stock

Councillor Gabriel
Rozenberg
Councillor Lisa Rutter

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

Andrew Nathan – Head of Governance

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Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	1 - 2
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Quarter 1 Monitoring Performance Report 2014/15	3 - 76
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Decisions of the Performance and Contract Management Committee

23 July 2014

Members Present:

AGENDA ITEM 1

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

Councillor John Marshall
Councillor Shimon Ryde
Councillor Daniel Seal
Councillor Geof Cooke
Councillor Reema Patel

Councillor Kathy Levine
Councillor Ammar Naqvi
Councillor Arjun Mittra
Councillor Alison Cornelius

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED – That the Minutes of the meeting held on 11 June 2014 be approved as a correct record.

2. ABSENCE OF MEMBERS

Apologies for lateness were received from Councillor Daniel Seal.

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

Members declared the following interests:

Councillor	Agenda Item	Interest
John Marshall	8 – Performance Report from Barnet Homes	Non pecuniary interest as Councillor Marshall is a Council appointed Director of Barnet Homes
Arjun Mittra	8 – Performance Report from Barnet Homes	Non pecuniary interest as Councillor Miitra's mother has a tenancy with the Council (Note: General dispensation already granted by Council).

4. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

5. MEMBERS' ITEM - BRIEFING PAPER ON PERFORMANCE OF CUSTOMER AND SUPPORT GROUP (CSG) SINCE GO-LIVE

The Chief Operating Officer introduced the report. The report was considered together with Agenda Item 7 – Update on Telephony Issues.

RESOLVED – That the Committee notes the report provided in respect of performance of the Customer and Support Group.

6. APPENDIX A– PUBLIC HEALTH QUARTER 4 2013/14 REPORT

The Director of Joint Public Health Service introduced the report.

Councillors Alison Cornelius and Arjun Mittra mentioned that they had been on the Task and Finish Group for health checks.

RESOLVED – That the Committee notes the 2013/14 quarter 4 performance report for the joint Public Health Service.

7. UPDATE ON TELEPHONY ISSUES

The Director of Commercial and Customer Services and also the Operations and Commercial Director Customer and Support Group (CSG) introduced the report. The report was considered together with the Members' Item – Briefing Paper on Performance of Customer and Support Group (CSG) since go-live.

RESOLVED – That the Committee notes the report provided in respect of CSG telephony.

8. PERFORMANCE REPORT FROM BARNET HOMES

The Chief Executive of The Barnet Group introduced the report.

RESOLVED – That the Committee notes the 2013/14 Q4 performance report for Barnet Homes.


9. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the report and requested that a report on School HR be included in the Work Programme for the September 2014 meeting.

10. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

There were none.

The meeting finished at 9.50 pm

	<p>AGENDA ITEM 7</p> <p>Performance and Contract Management Committee</p> <p>01 September 2014</p>
<p>Title</p>	<p>Quarter 1 Budget and Performance Monitoring 2014/15</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 (including performance methodology) 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 30 June 2014 Appendix H – Average Time in Temporary Accommodation</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>

Summary

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

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

Delivery of the Council's Corporate Plan

The Corporate Plan sets the strategic objectives for 2013-2016 focusing on three main priority areas, and with targets in place to encourage improvement.

There are a number of successes to report from Quarter 1 of 2014/15, including: an increasing proportion of household waste sent for reuse, recycling and composting (to 41.9%); an increase in the number of private rented sector lettings for those in need of housing (from 62 to 106 lettings); successful completion of all programmed works on roads and footpaths resurfacing and maintenance work; and the performance of customer contact services remained largely stable during a time of major change.

Of the Corporate Plan Indicators (CPIs) that reported in Quarter 1, 45% were rated as green, 20% green amber, 5% red amber (representing positive progress towards the target or close proximity to the target). 30% of Corporate Plan Indicators were rated as red. Specific challenges are highlighted below in section 1.4.2. These challenges include a lower number of additional Early Years places than the target; achieving an increased number of health checks (1,430) but remaining below the target (2,000), and being below target for on and off-street parking transactions.

Customer experience

Customer Services continued to deliver strong performance, with high call volumes and services relocating and transferring to the new contact centre. The service answered 97% of all calls compared to just 90% at the commencement of the Customer Services Group (CSG) contract in September 2013.

Customer satisfaction across all channels (telephones, face to face, web, and email) has remained at 68%, a slight decrease of 1% against Quarter 4 2013/14.

The proportion of calls answered in 20 seconds increased from 72 % in Quarter 4 2013/14 to 78% Quarter 1 2014/15.

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 1.8 (Delivery Performance) with an overview for each contract (including Your Choice Barnet) at Appendix A section 2.6. The full individual performance reports can be accessed from www.barnet.gov.uk/performance with the most recent quarter at www.barnet.gov.uk/currentperformance.

Key challenges

There were a number of key challenges in Quarter 1 2014/15 that require the council to

deliver high level improvement plans: The creation of Delivery Unit workforce plans to be produced to the end of 2015/16; to deliver the Parking improvement plan, including consultation on a draft policy considered by Environment Committee in July 2014; the Street Scene budget position remains a challenge, largely due to pressures related to the Special Parking Account; and regarding the Depot relocation, the timescales for provision of the Council's depot are tight and present a challenge to the delivery timetable.

Delivery performance

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

Benchmarking

The Council reviews our performance against other local authorities using the Local Government Association benchmarking tool. This data shows that Barnet is above the benchmark across 94% of the relevant service areas. The Revenue Account analysis of Council's planned spend over 2014/15 illustrates Barnet is continuing to provide below London unitised cost services across 8 of the 9 services.

Programmes

The Council has a number of projects to deliver savings, changes and improvements to services (the Transformation programme), Regeneration and Capital projects – including the delivery of new schools and school places. The Transformation programme is reporting as Green. The Sport and Physical Activity project submitted an Outline Business Case to committee in July, the Education and Skills project is on target to develop a business case for committee in September. The Health and Social Care Integration project is identified as Amber, owing to the timescales for a detailed business case for committee in October.

The Capital programme is RAG rated Green with the vast majority of the 30 projects Green rated. However, the Depot Relocation project is still rated as Red. The Menorah Foundations project has deteriorated to a Red rating as the original contractor went into administration and negotiations are continuing with a substitute contractor.

The Regeneration programme overall is RAG rated as Green with good progress being made, particularly with the Grahame Park and Brent Cross projects.

Budget outturn

The projected year-end revenue variance at Quarter 1 2014/15 is £2.672m. £1.688 of this projection relates to projected overspend in Street Scene. The projected overspend within Street Scene of £1.688, 12.0% of the Delivery Unit budget (£14.040m). The overspend is predominantly as a consequence of forecasted Special Parking Account outturn.

The Quarter 1 2014/15 forecast expenditure on the Council's capital programme is £127.640m. This is a movement of £21.463m against the latest approved budget of £149.103m. There is a slippage of £21.987 during Quarter 1 2014/15.

The Children's Education and Skills programme has slipped by £11.245m. This is primarily due to The Wren and London Academy projects, totalling £9.339m. The HRA programme has slipped by £4.243m. This is largely due to the New Affordable Homes programme as

part of the Housing Revenue Account, amounting to £4.000m.

Treasury Outturn

The Council has been compliant throughout Quarter 1 2014/15 with the set Prudential Indicators and has not breached its Affordable Borrowing Limit.

Investment Performance

At the end of Quarter 1 2014/15, deposits totalled £230.05m, achieving an average annual rate of return of 0.70 per cent – above the London Interbank Bid Rate of 0.39 per cent.

Recommendations

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

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

- 2. The Committee is asked to note the Quarter 1 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.14.**

- 3. The Committee is asked to note the Agency Costs for the Quarter 1 2014/15 as detailed in paragraph 1.15.**

- 4. The Committee is asked to note the Transformation Programme position as at the 30 June 2014 as detailed in paragraph 1.16.**

- 5. The Committee is asked to note the Treasury position outlined in paragraph 1.17.**

- 6. The Committee is asked to note the projected £21.987m capital slippage of the outturn at Quarter 1 2014/15, as outlined in Appendix C.**

- 7. The Committee is asked to note the additional information requested at committee on the 23 July 2014; the average time in Emergency Temporary Accommodation, as set out in Appendix H.**

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 available from www.barnet.gov.uk/currentperformance

1.3 Key challenges

There were a number of key challenges in Quarter 1 2014/15 that require the council to implement or continue to deliver improvement actions:

- Street Scene budget and parking services: The forecasted overspend for Street Scene is largely related to the Special Parking Account position, and was also a pressure in 2013/14. The parking improvement project is underway to improve parking systems and information; a parking policy was developed for committee to review in July 2014.
- Depot relocation: the timescales for provision of the council's depot are tight and there is a significant risk to the delivery timetable.
- Workforce Planning: the council requires Delivery Units to finalise their workforce plans by the end of 2014/15.

1.4 Corporate Plan successes and challenges

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

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

1.4.1 Successes

There are a number of successes across Barnet for Quarter 1 2014/15, these have been highlighted as:

- The percentage of **household waste sent for reuse, recycling** and composting increased to 41.9% achieving the targeted level for Quarter 4 2013/14.
- The number of **households placed in emergency accommodation remained below 500** with 486. Overall Barnet's overall ranking against London improved from 28th in Quarter 3 to 23rd in Quarter 4 2013/14.
- The **level of domestic burglary** continued to decrease from 20.27 (March 2013 to February 2014) to 19.81 per 1,000 households during June 2013 to May 2014.
- The number of **first time entrants to Youth Justice System** remains below the target of 357 with an outturn of 337 in April to June 2014. The Youth Offending Service has also received a positive inspection result.

- There has been a 71% increase in the **number of private rented sector lettings achieved** from 62 in Quarter 4 2013/14 to 106 in Quarter 1 2014/15.
- At the last meeting of the Performance and Contract Management Committee, a comprehensive report on the performance of **CSG** was presented which included a number of successes – mostly across customer services performance and the 2nd fastest production of financial statements for 2013/14. Full details can be seen at Item 5a: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7869&Ver=4>

1.4.2 Challenges

There are some performance issues that required the implementation of an improvement plan following Quarter 1 2014/15:

- The number of **early years places made available** were 726 - over 30% lower than the target of 1,051. The number of places being made available is currently meeting demand.
- There were 1,430 **health checks received by eligible adults** against a target of 2,000. Provisional data for April to June 2014 indicates that over 2,600 health checks were carried out in the period, against a target of 1,150 – this will be confirmed in Quarter 2 2014/15 reporting.
- Projects to positively reduce the **Council's absence levels** have not occurred during Quarter 1 2014/15; however, the overall level of absence has reduced.
- The **baselining of policies by Re** has been further delayed following a 6 month extension.
- At the last meeting of the Performance and Contract Management Committee, a comprehensive report on the performance of **CSG** was presented which included a number of challenges - most of which were resolved in quarter or shortly following. Full details can be seen at Item 5a: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=7869&Ver=4>

The following challenges are those that are emerging or have continued to decline in Quarter 1 2014/15:

- The level of usage for **both on and off-street parking were lower than expected** in Quarter 1 2014/15 with 398,849 (5% below expectations) parking bay transactions and 66,728 (17% below) on-street transactions.
- **Community confidence in police and the local authority dealing with crime and anti-social behaviour** is 68% against a 78% target.
- Overall **satisfaction levels for recycling and refuse service** increased from 74% to 76% in the spring 2014 residents' perception survey, although the outturn remains 5% below target.

1.5 Customer experience

Resident Perception Survey

The most recent Spring Residents Perception Survey results were reported to the Performance and Contract Management Committee in Quarter 4 2013/14. Overall the Residents Perception Survey showed that Barnet are significantly above the national average for satisfaction of the local area and the way the council runs things.

The full survey results are available from http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-2014/consult_view. During Quarter 1 2014/15, Delivery Units analysed the specific results for their services and have reported information as part of their Quarter 1 2014/15 performance reports. Details are available from the individual reports at www.barnet.gov.uk/currentperformance

Q1 Customer Experience report

Customer Services continued to deliver strong performance, with high call volumes and services relocating and transferring to the new contact centre. The service answered 97% of all calls compared to just 90% at the commencement of the Customer Services Group (CSG) contract in September 2013.

Customer satisfaction across all channels (telephones, face to face, web, and email) has remained at 68%, a slight decrease of 1% against Quarter 4 2013/14.

The proportion of calls answered in 20 seconds increased from 72% in Quarter 4 2013/14 to 78% Quarter 1 2014/15. Performance of the Council's service centres for 'Face to Face' service remained steady, with the waiting time for a resident to speak with an advisor down to 3 minutes against a target of 6.5 minutes.

1.6 Performance against the Corporate Plan

Table 1 below provides a breakdown of the RAG rating of the Corporate Plan Indicators, expected to report in quarter 1, by each Delivery Unit.

Table 1: Corporate Plan Indicator by Delivery Unit

Delivery Unit	Total no. of Corporate Plan indicators	No. of indicators expected to report in Quarter 1 2014/15	RAG ratings				Positive/neutral Direction of Travel	Negative Direction of Travel
			Green	Green amber	Red amber	Red		
Adults and Communities	10	6	3	1	1	1	2	4
Children's Education and Skills	6	0	-	-	-	-	-	-
Family Services	5	4 ¹	1	-	-	2	1	2
Commissioning Group	1	1	-	1	-	-	1	-
Street Scene	5	4	1	1	-	2	2	2
Public Health	5	1	-	-	-	1	1	-
Barnet Homes	2	2	2	-	-	-	1	1
R ^e	7	5 ²	2	1	-	-	4	1
Total	41	23	9 (45%)	4 (20%)	1 (5%)	6 (30%)	12	10

Of the Corporate Plan Indicators (CPIs) that reported in Quarter 1, the balance of met and missed targets was 45% were rated as green, 20% green amber, 5% red amber (representing positive progress towards the target or close proximity to the target). 30% of Corporate Plan Indicators were rated as red.

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

- Promoting responsible growth, development and success across the borough at 25% success rate.
- Support families and individuals that need it- promoting independence, learning and well-being has met 63% 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 50% of success measures being met.

See section 2.4 of Appendix A for full detail.

¹ Family Services reported three indicators, one of which is a monitoring indicator and no RAG has been applied.

² Re reported five indicators, two of which are monitoring indicators until year end therefore no RAG has been applied in Quarter 1.

1.7 Commissioning Priorities

For 2014/15, Lead Commissioners have defined a set of five commissioning priorities for each Delivery Unit. Lead Commissioners and Delivery Units have agreed a RAG rating for each Commissioning Priority. Table 2 outlines the RAG rating for the Commissioning Priorities by area:

Table 2: Commissioning Priorities by Lead Commissioner

Lead Commissioner	RAG ratings			Direction of Travel [^]	
	Green	Amber	Red	Positive/ neutral DoT	Negative DoT
Later Life (Adults and Communities)	2	3	-	N/A	N/A
Schools, Skills and Learning (Children's Education and Skills)	2	3	-	N/A	N/A
Family & Community Wellbeing (Family Services)	1	4	-	N/A	N/A
Environment (Street Scene)	1	4	-	N/A	N/A
Public Health (Public Health) ³	N/A	N/A	N/A	N/A	N/A
Total	6 (30%)	14 (70%)	-	N/A	N/A

[^] this is the first time Commissioning Priorities have been RAG rated, from Quarter 2 2014/15 a Direction of Travel will be monitored.

A total of 6 out of 20 Commissioning Priorities were achieved a green rating in Quarter 1 2014/15. Of the indicators that reported, 30% of the RAG ratings were Green with the remainder (70%) rated as Amber (indicating improvement required).

Later Life (Adults and Communities)

There are 3 out of 5 commissioning priorities rating amber in Quarter 1 2014/15; delivery of **health and social care integration** including through the **Better care fund**; ensuring the **sufficiency and quality of the social care delivery workforce** and; delivery of the **new vision for adult social care** including changes to the model for Older People, Learning Difficulties, Mental Health and carers. There are concerns in relation to the production of detailed specifications for business cases on health and social care integration and delayed mobilisation of the social care delivery workforce project.

³ Public Health has reported against year-end for Quarter 4 2013/14 due to a time lag in the data. Commissioning Priorities will be reported from Quarter 2 2014/15.

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

There are 3 out of 5 commissioning priorities that have missed the target in Quarter 1 2014/15; ensure Local Authority monitoring and challenge of **all schools is robust and focussed to drive a rise in attainment**; challenge schools to **raise attainment of vulnerable pupils particularly those on free school meals (FSM) and looked after children** and; develop an **alternative model of delivery** to deliver medium term financial strategy (MTFS) savings. The issues faced by the Delivery Unit include a higher than expected number of schools rated as inadequate or requiring improvement, and the need to narrow the attainment gap for primary children on FSM and improvement secondary attainment for looked after children. The delivery of an alternative model is Amber as it is not possible to determine the impact on savings until a delivery model has been chosen.

Family & Community Wellbeing (Family Services)

There are 4 out of 5 commissioning priorities that have missed the target in Quarter 1 2014/15; ensure best practice is **'inspection ready' for social care, youth offending and children's centres**, ensure **safeguarding arrangements are effective and robust**; through the transformation programme, **review and re-model social care, placements and permanence**; determine the **future of early intervention services** and; ensure the MTFS implications for Family Services at the end of the priorities and spending review period will leave **sufficient budget to meet the council's thresholds for quality and safety**. The challenges faced by the Delivery Unit include that all of the MTFS savings for 2015/16 required through placements will not be delivered within timescales- the delivery unit have re-profiled the timescales, the design phase of children's service is underway and resourcing is yet to be put in place, and a full analysis of savings up to 2019/20 is yet to be completed.

Environment (Street Scene)

Four out of five commissioning priorities were rated Amber in Quarter 1 2014/15; reduce the **volume of waste presented for collection and sent to landfill** and increase the **efficiency of collection and disposal services**; increase **resident satisfaction with the parking service** and establish **coherent, co-ordinated customer facing service offer** with a clear accessible effectively communicated policy basis; **sustain borough cleanliness** and; **enhance passenger transport service delivery offer**, customer experience, coherence of service offer and reduce costs. The following activities are underway to deal with commissioning priorities that require improvement, the waste futures project scoping is underway to deal with waste, a draft parking policy was approved by the Environment Committee in July for public consultation and a new parking system has been launched, a Clean Borough Strategy is being refreshed and resources will be identified. In order to enhance the passenger transport service Children's and Street Scene will work together to agree a set of target and priorities to measure performance.

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

1.8 Delivery Performance

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 delivery performance for Quarter 1 2014/15 for each Delivery Unit is outlined in Table 3 below:

Table 3: Delivery Performance Indicators by Delivery Unit

Delivery Unit	RAG ratings				Direction of Travel*		No. of Indicators reported
	Green	Green amber	Red amber	Red	Positive/neutral DoT	Negative DoT	
Adults and Communities	4	-	-	2	4	2	6
Children's Education and Skills	2	2	-	1	4	-	6 ⁴
Family Services	KPIs reported as part of Commissioning Priority Indicators.						
Street Scene	KPIs reported as part of internal contract monitoring and Commissioning Priority Indicators.						
Public Health	4	-	-	2	5	1	6
Barnet Homes	8	1	1	2	6	6	12
R ^e	47	1	2	2	36	16	59 ⁵
CSG	18	-	-	3	15	6	22
HB Public Law	13	-	-	-	7	1	14 ⁶
Total	96 (83.5%)	4 (3.5%)	3 (2.6%)	12 (10.4%)	77	32	125

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

The table above illustrates that of the Delivery Performance Indicators expected to report in Quarter 1 2014/15 – a large majority of indicators met their target (83.5%).

The Council uses an escalation approach which highlights where there are performance challenges within Delivery Units, whether an internal or external

⁴ One indicator is not RAG rated as a target is yet to be agreed.

⁵ Various KPIs have an annual target therefore were not RAG rated this quarter; monitoring only.

⁶ One indicator is not RAG rated as a target is yet to be agreed.

Delivery Unit. This approach ensures that the areas are subject to challenge and action planning. This approach is also used to highlight the successes across the Council.

There are a number of successes across Barnet Delivery Unit KPIs for Quarter 1 2014/15, these have been highlighted as:

- The percentage of **16 year olds recorded in education and training** was 98.2% at 30 April 2014.
- Barnet were **above the England average for the percentage of opiate drug users successfully leaving drug treatment** and not representing to treatment within 6 months achieving 9.4% compared to 8.4% in the previous period.
- In Barnet Homes, **all estates in Barnet were rated as satisfactory or good.**
- In April to June 2014, 100% of **complaints relating to drainage malfunction and/or flooding events** were responded to on time, a 7 percentage points increase from Quarter 4 2013/14.
- There has been an **increase in the percentage of community based packages with full person-centred support plans** from 86% to 93%, meeting the 90% target for the quarter.

1.9 Benchmarking

Local Authorities review and compare performance with other council's through benchmarking of common performance indicators. The Headline Report of the Local Government Association (LGA) public benchmarking tool – LG Inform – ranks Barnet across 18 service indicators. Barnet was above benchmark in all but one indicator (17 out of 18 indicators – 94%)⁷.

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. See appendix A, section 4 for full detail.

The Revenue Account 2014/15 release from the Department for Communities and Local Government – which outlines the budget allocation against broad service areas – was recently published. This release illustrates that when compared on a like-for-like⁸ basis Barnet provides lower cost services than the London average.

1.10 Programmes

The Council has a number of programmes and projects to deliver savings, changes and improvements to services. Regeneration and Capital projects – including the delivery of new schools and school places. Within the Transformation programme progress has been made across a number of projects and the overall assessment is that the programme is Green. Sport and Physical Activity which submitted a Business Case to 21 July 2014 Policy & Resources Committee and Education and Skills project which is on target to develop an Outline Business Case for committee in September. The

⁷ <http://lginform.local.gov.uk/>

⁸ Compared on a per capita, per household or per KM basis.

Registration and Nationality project is in closure stage, though has declined to an amber rating as IT activities still outstanding and need to be addressed before the project can formally close. For the Health and Social Care Integration project there are concerns over the short timeframe and tight schedule to develop a detailed Business Case.

The Capital programme is RAG rated Green. Almost all of the 30 projects are Green rated. The Depot Relocation project is still Red rated as although progress has been made with developing the planning application for Pinkham Way but there are challenges with the overall project timescales for delivery. The Menorah Foundations project has deteriorated to a red rating as the original contractor went into administration and negotiations are continuing with a substitute contractor.

The Regeneration programme overall is RAG rated as Green with good progress being made across many projects. There are 11 open projects of which none are red rated which is unchanged from the last quarter. One project, Granville Road has deteriorated from a Green to Amber rating. The reason for this is the delay in the submission of the planning application. Progress on the Brent Cross Programme and next phase of Grahame Park project is positive.

In addition to the programmes above a number of Delivery Unit Transformation programmes (Children's Transformation, Adults Transformation and Street Scene Transformation) as well as themed programmes Connecting with Barnet (transforming our interactions with customers and residents) and Smarter Working are in delivery. A summary of the Delivery Unit Transformation Programmes is in section 2.7 of the Appendix A.

1.11 **Quarter 1 Revenue Monitoring**

Table 4 below provides a summary of the Quarter 1 2014/15 forecast analysis compared to the revised budget position. The Quarter 1 2014/15 forecast outturn general fund expenditure (after reserve movements) is £290.083m which is an adverse variance of £2.672m (0.9%) against the revised budget of £287.411m.

Note that the overall overspend projected at Quarter 1 2013/14, the prior year, was £2.378m. The final outturn for the prior year was an under spend variance of £0.120m. A breakdown of revenue monitoring by each delivery unit is set out in Appendix B and summarised in the table below:

Table 4: 2014/15 Revenue Quarter 1 Analysis – Summary

Description	Variations				
	Original Budget	Revised Budget V1	Q1 Forecast	Variation	Variation vs Revised budgets
	£000	£000	£000	£000	%
Adults and Communities	89,669	89,594	90,318	723	0.8%
Assurance	4,005	4,055	3,843	(212)	-5.2%
Children's Education	7,183	7,013	7,364	351	5.0%
Children's Family Service	48,228	49,503	49,493	(10)	0.0%
Commissioning Group	6,668	7,035	7,287	252	3.6%
Street Scene	13,993	14,040	15,728	1,688	12.0%
Public Health	14,302	14,335	14,335	0	0.0%
HB Public Law	1,782	1,782	1,920	138	7.7%
Barnet Group	3,338	4,254	4,858	604	14.2%
Re	766	766	1,388	622	81.1%
CSG	22,153	22,153	22,153	0	0.0%
Central Expenses	74,323	72,880	71,397	(1,483)	-2.0%
Service Total	286,411	287,411	290,083	2,672	0.93%
Allocations agreed from GF Balances				0	
GF Balances as at 01/04/14				(15,950)	
GF Balances as at 31/03/15				(13,278)	

Description	Variations				
	Original Budget	Revised Budget V1	Q1 Forecast	Variation	Variation vs Revised budgets
	£000	£000	£000	£000	%
Children's Social Care	426	427	427	0	0.0%
Early intervention and prevention	6,173	5,866	5,692	(174)	-3.0%
Education	(6,599)	(6,293)	(6,119)	174	-2.8%
Schools funding	0	0	0	0	0.0%
Total Dedicated Schools Grant	0	0	0	0	0.0%

Please see Table 6 for the impact to the Dedicated Schools Grant balance.

Description	Variations				
	Original Budget	Revised Budget V1	Q1 Forecast	Variation	Variation vs Revised budgets
	£000	£000	£000	£000	%
LBB Retained	175	175	0	(175)	-100.0%
HRA Regeneration	1,126	1,126	1,125	(1)	0.0%
HRA Other Income and Expenditure	1,549	1,549	1,652	103	6.7%
Support Service Recharges	576	576	576	0	0.0%
Interest on Balances	(80)	(80)	(80)	0	0.0%
HRA Surplus/Deficit for the Year	(3,346)	(3,346)	(3,346)	0	0.0%
Total Housing Revenue Account	0	0	(73)	(73)	0.0%

Please see Table 7 for the impact to the Dedicated Schools Grant balance.

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

The Council's overall position is forecasted to decline from the 2013/14 outturn position. The result is that the Council's level of balances will decrease from £15.950m to £13.278m this year. This is below the target level of general fund balances of £15.000m. Service recovery plans should be aiming to ameliorate any significant budget variances and bring the forecast level of balances back up to the recommended level.

Table 5: General Fund Balances

	£'000
General Fund Balances brought forward 1 April 2014	(15,950)
Budgeted Use of Balance	0
Outturn Variation	2,672
General Fund Balances 31 March 2015	(13,278)

The Housing Revenue Account (HRA) is showing a £0.073m surplus position for the 2014/15 financial year. The projected surplus is largely due to anticipated underspends of £0.176m within staffing budgets, off-set by anticipated overspends of £0.103m from trade down payments.

Table 6: Housing Revenue Account Balances

	£'000
Housing Revenue Account Balances brought forward 1 April 2014	(14,831)
Budgeted Use of Balance	3,346
Outturn Variation	(73)
Housing Revenue Account Balances 31 March 2015	(11,558)

The Dedicated Schools Grant (DSG) is showing a breakeven position for the 2014/15 financial year.

Table 7: Dedicated Schools Grant Balances

	£'000
DSG Balances brought forward 1 April 2014	(3,678)
Budgeted Use of Balance	2,333
Outturn Variation	0
DSG Balances 31 March 2015	(1,345)

1.11.1 Commentary for Budget Variances

Adults and Communities

The overspend for Adults and Communities of £0.723m represents 0.8% of the delivery unit budget (£89.594m). The overspend is predominantly due to a number of clients who were self-funders, whose funds have depleted and are now the responsibility of the authority. The committed expenditure for these clients amounts to £0.568m. There are also additional Ordinary Residence cases, where Barnet becomes legally responsible for clients placed in supported living in Barnet by another Council, and an increase in demand specifically around elderly mentally infirm (EMI) clients. MTFS savings are forecast to be achieved by reviews of existing clients and new client costs are being treated as additional demand.

Further, due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of recent Supreme Court judgements on the 'acid test' for DOLS and the application of DOLS to supported living, the forecast overspend has increased by £140K to reflect the continuation of increased activity levels throughout the year is reflected within the £0.723m forecast overspend for the service.

Assurance

The under spend for Assurance of £0.212m represents 5.2% of the delivery unit budget (£4.055m). The under spends are due to the revised members allowance scheme, implemented in June 2014. These underspends would represent savings in excess of MTFS targets.

Children's Education and Skills

The overspends for Children's Education and Skills of £0.351m represents 5.0% of the delivery unit budget (£7.013m). The overspend is a consequence of a shortfall in the realisation of savings relating to transport of £0.404m, offset by savings accrued due to vacancies and demand management of the Schools causing concern budget.

Commissioning Group

The overspends for the Commissioning Group of £0.252m represents 3.6% of the delivery unit budget (£7.035m). The overspend is due to a historical Service Level Agreement (SLA) amounting to £0.214m. The agreement is being reviewed by the Budget Holder to ensure that the SLA is still appropriate. This review will be completed during Quarter 2 2014/15.

Street scene

The overspends for Street scene of £1.688m represents 12.0% of the delivery unit budget (£14.040m). The overspend is predominantly as a consequence of forecasted Special Parking Account (SPA) outturn. The forecast position for Street Scene at the end of Quarter 1 2014/15 is an overspend £1.688m. Excluding the SPA, an overspend of £0.046m is expected. The pressure within the SPA is driven by a combination of reduced income and increased committed expenditure to the parking service provider.

HB Public Law

The overspend for Legal Services of £0.138m represents 7.7% of the delivery unit budget (£1.782m). Expenditure on this service is forecasted to underspend by £0.060m within legal disbursements. However, this under spend is offset by the forecasted lack of achievement of income particularly relating to R^e and the Barnet Group, currently projected to £73k below budget.

Barnet Group

The overspends for the Barnet Group of £0.604m represents 14.2% of the delivery unit budget (£4.254m). The variance is due to pressures expected relating to temporary accommodation procurement in 2014/15. The demand for temporary accommodation purchased on a nightly basis is increasing in volume as well as price despite a number of mitigations to reduce costs. The service received £916k in Quarter 3 2012/13 to fund incentive payments to landlords (i.e. paying deposits).

The new forecast is due to combination of both increased volumes and increasing rental prices driven by the market. The price increases are particularly evident in the emergency nightly purchased accommodation. Although there is this overall pressure it has been controlled by mitigations such as collaborative purchasing with other North and West London boroughs.

R^e

The overspend of £0.622m is due to TUPE pressures in this area. A number of options are being reviewed to offset this pressure and it is expected that this overspend will reduce by Quarter 2 2014/15.

Central Expenses

The underspends for Central expenses of £1.483m represents 2% of the allocated budget (£72.880m). The underspend is predominantly as a consequence of underspends against the North London Waste Authority (NLWA) and London Pension Fund Authority (LPFA).

1.12 Provisions

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

As at the 31 March 2014 the Council held provisions of £10.515m. The level of provisions as at the end of the 2014/15 financial year is forecast to be £9,428m.

Table 8: Provisions

Service Area	Provision b/fwd 01 April 2014	In year related Expenditure	Written back in year	New Provision Raised	Forecast Provisions c/fwd 31 March 2015
	£0	£0		£0	£0
Adults	542	(74)	0	0	468
Resources (Grant unit)	105	(105)	0	0	0
Corporate	8,860	0	0	0	8,860
Regional Enterprise (RE)	160	(160)	0	0	0
Commercial	256	(256)	0	0	0
Childrens	152	(52)	0	0	100
Street Scene	67	(67)	0	0	0
Carbon Reduction Commitment	373	(373)	0	0	0
Total Provisions	10,515	(1,087)	0	0	9,428

1.13 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. The forecasted level of reserves as at end of the 2014/15 financial year is £73.453m.

Table 9: Reserves

Reserves	Reserve b/fwd 01 April 2014	In year related Expenditure	Written back in year	New Reserves Raised	Forecast Reserve c/fwd 31 March 2015
	£000	£000	£000	£000	£000
Central - Financing	2,673	(122)	0	0	2,551
Central - Infrastructure	22,565	(4,050)	0	8,417	26,932
Central - Risk	15,500	(728)	0	0	14,772
Central - Service Development	9,577	(5,426)	0	0	4,151
Central - Transformation	11,293	(5,700)	0	0	5,593
Service - Other	10,341	(2,313)	0	1,254	9,282
Sub Total General Fund Earmarked Reserves	71,949	(18,339)	0	9,671	63,281
Service - DSG	3,678	(3,678)	0	0	0
Service - Housing Benefits	7,669	(39)	0	154	7,784
Service - NLSR	1,228	(80)	0	0	1,148
Service - PFI	3,117	(3,117)	0	0	0
Service - Street Lighting	1,149	(1,149)	0	0	0
Service - Section 256 - NHS Social Care Funding	1,596	(1,596)	0	0	0
Service - Public Health	831	0	0	0	831
Special Parking Account (SPA)	409	0	0	0	409
Sub Total Ring Fenced	19,677	(9,659)	0	154	10,172
Total All Earmarked Reserves	91,626	(27,998)	0	9,825	73,453

1.14 Quarter 1 Capital Monitoring

The Quarter 1 forecast expenditure during 2014/15 on the Council's capital programme is £127.640m, £94.219m of this relates to the general fund programme and £33.421m for the HRA capital programme. This is a variance of £21.463m against the latest approved budget of £149.103m. The table below summarises the expenditure by each service.

Table 10: Capital Programme Position at Quarter 1

	2014/15 Latest Approved Budget	Additions/ (Deletions) - Quarter 1	(Slippage) / Accelerated Spend - Quarter 1	2014/15 Budget (including Quarter 1)	Forecast to year-end	Variance from Revised Budget	% slippage of 2014/15 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Adults and Communities	3,060	36	(300)	2,796	2,796	(264)	-9.8%
Children's family services	3,542	0	(1,365)	2,177	2,177	(1,365)	-38.5%
Children's education and skills	54,759	0	(11,245)	43,514	43,514	(11,245)	-20.5%
Commissioning Group	5,990	0	(2,780)	3,210	3,210	(2,780)	-46.4%
Street Scene	3,803	283	0	4,086	4,086	283	0.0%
Re delivery unit	39,992	205	(2,054)	38,143	38,143	(1,849)	-5.1%
CSG delivery unit	0	0	0	0	0	0	0.0%
The Barnet Group	294	0	0	294	294	0	0.0%
General Fund Programme	111,439	524	(17,744)	94,219	94,219	(17,220)	-15.9%
HRA	37,664	0	(4,243)	33,421	33,421	(4,243)	-11.3%
Total Capital Programme	149,103	524	(21,987)	127,640	127,640	(21,463)	-14.7%

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

Table 11 details the proposed funding changes to the Capital Programme. A detailed analysis of the changes including, addition, deletions and budget movements is provided in Appendix D.

Table 11: 2014/15 Capital Funding Changes at Quarter 1

	Grants	S106 / Other Contribution	Capital Receipts	Revenue / MRA	Borrowing	Total
	£000	£000	£000	£000	£000	£000
Adults and Communities	(300)	0	0	36	0	(264)
Children's family services	0	0	(1,365)	0	0	(1,365)
Children's education and skills	(4,382)	0	(1,232)	100	(5,731)	(11,245)
Commissioning Group	0	0	(2,527)	(253)	0	(2,780)
Street Scene	18	65	0	200	0	283
Re delivery unit	1,479	(1,178)	(650)	(4,350)	2,850	(1,849)
CSG delivery unit	0	0	0	0	0	0
The Barnet Group	0	0	0	0	0	0
General Fund Programme	(3,185)	(1,113)	(5,774)	(4,267)	(2,881)	(17,220)
HRA	0	0	(4,000)	(243)	0	(4,243)
Total Capital Programme	(3,185)	(1,113)	(9,774)	(4,510)	(2,881)	(21,463)

1.14.1 There is a forecasted 14.7% reduction in the capital programme at end of Quarter 1 2014/15, with the projected outturn expenditure being £127.640m against the latest budget of £149.103m. It is projected, over the full financial year, there will be slippage of £21.987m, representing 14.7% of the latest approved budget programme.

The main outturn slippage this quarter is as follows:

- The Children's Education and Skills capital programme has slipped by £11.245m. This is primarily due to The Wren and London Academy, as part of the Children's education programme, totalling £9.339m. The slippage is in line with project construction commencement dates. Further, the menorah Foundation and Oak lodge special school, as part of the Children's education programme, are anticipated to slip by £1.538m and £2.988m respectively, according to current project plans.
- The HRA capital programme has slipped by £4.243m. This is largely due to the New Affordable Homes programme as part of the Housing Revenue Account, amounting to £4.000m. The slippage is due to delays in commencement date following development of enhanced project specifications. Works are anticipated to start on site in Winter 2014 and due to be completed by December 2015.

1.15 Agency Costs

The table below details all agency staff costs incurred during Quarter 1 2014/15 financial year in comparison to Quarter 1 2013/14 financial year. This identifies that agency expenditure has reduced by £1.516m (20.91%)

compared to the equivalent quarter last year. Delivery Units are carrying higher than normal levels of agency spend while they deliver the transformation programmes. The Council expects spend to reduce in 2015/16.

Table 12 – Agency Costs for 2014/15

Directorate	2013/14			2014/15		
	Agency Spend	Consultants Spend	Total Agency & Consultants Expenditure - Q1	Agency Spend	Consultants Spend	Total Agency & Consultants Expenditure - Q1
	£000	£000	£000	£000	£000	£000
Adults and Communities	874	37	911	908	(14)	894
Assurance	15	0	15	9	1	10
Children's Education	304	516	819	310	23	333
Children's Family Service	566	16	582	764	87	851
Commissioning Group	457	641	1,098	577	10	587
Street Scene	296	4	300	506	0	506
Public Health	0	8	8	0	0	0
HB Public Law	0	0	0	0	0	0
Barnet Group	0	0	0	0	1,231	1,231
Re	241	628	869	46	220	266
CSG	1,412	181	1,593	17	(13)	4
Central Expenses	0	0	0	0	0	0
HRA	66	989	1,055	(14)	1,065	1,051
Total	4,231	3,018	7,249	3,123	2,610	5,733

* Data as at 30th June 2014 includes revenue (£5.690m) and capital spend (£0.043m)

** Commissioning Group includes transformation project expenditure £0.090m (Agency)

1.16 Transformation Programme

The expenditure on the Transformation programme and projections for 2014-15 as at Jun 2014 is included in Appendix E of the report. The Policy and Resources Committee on the 10th June 2014 approved transformation reserve drawdown. The budgets in the Appendix E have been amended to reflect the drawdown from the transformation reserve, leaving a balance of £5,600k uncommitted. As at June 2014 the projected outturn variance is for a small overspend. However it will be regularly monitored to ensure that further drawdown from the reserves is not required.

1.17 Treasury Outturn

1.17.1 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 30 June 2014. The Prudential Indicators have not been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further details of compliance with prudential indicators are contained in Appendix F.

The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of its indebted status. This is a limit which should not be breached. During the period to 30 June 2014 there were no breaches of the Authorised Limit and the Operational Boundary.

The Council's timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing are set out in the Treasury Management Strategy. The Treasury Management Strategy 2014/15 was approved by Council on 5 March 2014 and the revised strategy applied with immediate effect. The Treasury Management Strategy demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this Committee that all current deposits for investment are in line with agreed principles as contained within the corporate Treasury Management Strategy.

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 2014/15 has extended the maximum duration to 10 years with further diversification, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

1.17.2 Investment Performance

Investment deposits are managed internally. As at 30 June 2014, deposits outstanding were £230.05 million (excluding Icelandic deposits), achieving an average annual rate of return of 0.70 per cent (adjusted for Icelandic deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.39 per cent. A list of deposits outstanding as at 30 June 2014 is attached as Appendix G.

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

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

1.17.3 Debt Management

The total value of long term loans as at 30 June 2014 was £304.08m. There has been no external borrowing in the financial year to date. The average total cost of borrowing for the quarter ending 30 June 2014 was 3.89 per cent.

Given the fact that interest rates on deposits are lower than borrowing rates, the current strategy is to use internal balances to finance capital expenditure rather than taking out additional loans. With the exception of the HRA, the Council has not taken out any new borrowing since 2008.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 None.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

- 5.1.4 Relevant Council strategies and policies include the following:

- Corporate Plan 2013-16;
- Medium Term Financial Strategy;
- Treasury Management Strategy;
- Debt Management Strategy;
- Insurance Strategy;
- Risk Management Strategy; and
- Capital, Assets and Property Strategy.

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

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

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

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

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

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

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

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

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

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

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

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements
Performance and Contract Management approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved capital programmes i.e. as per the budget book. The report must show the proposed: <ul style="list-style-type: none"> i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.4 Risk Management

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

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

5.5 Equalities and Diversity

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

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

groups

- Fostering of good relations between people from different groups

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

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

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

This is also what we expect of our partners.

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

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

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

5.6 Consultation and Engagement

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

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

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

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

6. BACKGROUND PAPERS

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

Appendix A: Performance Report: Quarter 1 2014/15

1. Corporate performance overview

1.1 Corporate performance dashboard

Delivery Unit	Corporate Plan performance Overall performance rating achieved against all Corporate Plan Indicators reported this quarter	Projected revenue variance £'000 Expected revenue expenditure variation from revised budget	Capital actual variance £'000 Capital spend variation from budgeted amount as at quarter end	Management Agreement/ Contract Performance Overall performance rating achieved against all Management Agreement or Contract Indicators reported this quarter
Adults and Communities	2	723	(264)	3.5
Assurance	N/A	(212)	N/A	N/A
Children's Education and Skills	N/A	351	(11,245)	2
Family Service	-1	(10)	(1,365)	N/A ¹
Commissioning Group	0.5	252	(2,780)	N/A
Street Scene	-0.5	1,688	83	N/A
Public Health	-1 ²	0	N/A	2
Barnet Group	2 ³	604	0	6
R ^e	2.5	622	(4,900)	44.5
CSG	N/A	0	0	16
HB Public Law	N/A	138	N/A	13
Central Expenses	N/A	(1,483)	N/A	N/A
Totals	1	2,672	(20,471)	6

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

¹ Management Agreement indicators in Family Services are monitored as part of Commissioning Priorities.

² One update is reflected in the overall rating for the delivery unit. The table provided for Public Health in section 2.4.1 is an overview of the year end result.

³ This has been RAG rated as green as both CPIs are green.

2. Whole council summary tables

2.1 Key finance indicators

Indicator	2014/15 Position as at 30/06/14	2013/14 Position as at 31/03/14	Achieved /Trend
1 Revenue Expenditure			
(a) Balances and Reserves:			
(i) General Fund Balance	£'m 11.46	15.95	
(ii) HRA Balances	£'m 15.56	14.83	
(iii) School Balances	£'m 15.19	15.19	
(b) Performance against Budget: Variations:			
(i) Overspends	£'m 6.36	30.76	
(ii) Underspends	£'m 1.87	30.88	
2 Capital Expenditure			
(i) Total Slippage	£'m 25.18	33.18	
3 Debt Management			
(i) Total Debt Outstanding over 30 days	£'m 10.65	16.84	
(i) Total Debt Outstanding over 12 months	£'m 3.8	3.1	
(iii) Council Tax - % paid	% 30.8	96.4	
4 Creditor Payment Performance			
(i) % of Creditors paid within 30 days	% 90	99.90	

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

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

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

2.4 Corporate Plan performance - corporate overview by strategic objectives

Strategic Objective	Outcome*	RAG ratings				No expected to report	Percentage of Measures Achieved
		Green	Green amber	Red amber	Red		
Promoting responsible growth	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	1	1	-	1	3	
	To maintain the right environment for a strong and diverse local economy	-	-	-	-	0	25%
	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	2	-	-	2	4	
	To maintain the right environment for a strong and diverse local economy	2	-	-	-	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	1	-	4	63%
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	1	-	-	-	1	
	To create better life chances for children and young people across the borough	-	-	-	-	0	
	To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough	2	1	-	1	4	
	To promote family and community well-being and create engaged, cohesive and safe communities	1	-	-	1	2	50%

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

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

2.4.1 Corporate Plan performance Indicators

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

1. Adults and Communities

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compares to other councils</i>
1001	Increase the percentage of eligible adult social care customers receiving self-directed support	01 June 2014	63.7%	75%	$\frac{2,683}{2,698}$	99.4%	32.6%	Improving	73.7% LAPS Q4 2013/14 group average.
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 14 - Jun 14	30.1%	35%	$\frac{1,110}{3,427}$	32.4%	7.5%	Improving	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 14 - Jun 14	31%	30%	$\frac{1,128}{3,719}$	30.3%	1.1%	Worsening	IPF Barnet Comparator group = 32% (2013/14)
1004	Reduce the number of younger adults in residential and nursing care	01 June 2014	307	300	N/A	303	1%	Improving	No benchmarking available - local Indicator
1008	Increase in community confidence in police and the local authority dealing with crime and anti-social behaviour	Spring 2014	67%	78%	N/A	68%	12.8%	Improving	No benchmarking available - local Indicator
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Jun 13 - May 14	20.27	22.00	N/A	19.81	10%	Improving	London average (Mar 13 to Feb 14): 16.261

2. Family Service

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compares to other councils</i>
3002	Increase the number of early years places available for eligible two year olds	As at the end of the quarter	935	1,051	N/A	726	30.9%	Worsening	Benchmarking data not available - this target is specific to Barnet
3007	Monitor the number of referrals to social care per 10,000 of the under 18 population	As at the end of the quarter	409	No Target	N/A	413.7	N/A	Worsening	2012/13 520.7 England
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17	April 14 - Jun 14	337	357	N/A	337	5.6%	Same	London 487 England 460
3009	Increase the proportion of young offenders in education training or employment	April 14 - Jun 14	77%	75%	$\frac{20}{35}$	57.1%	23.8%	Worsening	London 65.3% National 58.4%

3. Education and Skills None to report in Quarter 1 2014/15

4. Street Scene

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compares to other councils</i>
4002 (A)	Increase the percentage of household waste sent for reuse, recycling and composting to 40%	Jan 14 - Mar 14	38.4%	41.9%	$\frac{16,043.9}{38,255}$	41.9% (P)	0%	Improving	Ranked 10th out of 23 available London Borough submissions (Waste DataFlow extracted 16/07/2014)
4002 (B)	Maintain overall satisfaction levels for the recycling and refuse service	Spring 2014	74%	80%	N/A	76%	5%	Improving	Two per cent higher since autumn 2013, however, four per cent higher than the 2014 national average.
4004 (a)	Increase transactions for parking bays (on-street) in Town centres	Apr 14 - Jun 14	419,926	420,400	N/A	398,849	5.1%	Worsening	No benchmarking available - local indicator
4004 (b)	Increase transactions for car parks in Town Centres	Apr 14 - Jun 14	70,867	80,700	N/A	66,728	17.3%	Worsening	No benchmarking available - local indicator

5. Public Health

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compares to other councils</i>
2001	Reduce the prevalence of smoking in pregnancy rate	Oct 13 - Dec 13	10%	6%	N/A	4.1%	31.7%	Improving	No benchmarking currently available
2003	Increase the number of eligible people who receive an NHS Health Check to 9000	Jan 14 - Mar 14	918	2,000	N/A	1,430	28.5%	Improving	Offered: Barnet 1.9%, England 4.5% and London 5.6% Received: Barnet 1%, England 2.1% and London 2.3%
2002 (A)	Reduce the proportion of children aged 4 to 5 classified as overweight or obese	April 12 - March 13	21.2%	21.5%	N/A	23.2%	7.9%	Worsening	Higher than out target but statistically similar to London and England as a whole. LAPS 2012/13: London average 22.8%
2002 (B)	Reduce the proportion of children aged 10 to 11 classified as overweight or obese	April 12 - March 13	33.9%	33.5%	N/A	33.5%	0%	Improving	LAPS 2012/13: London Average 37%

6. Barnet Homes

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking ⁴ <i>How performance compares to other councils</i>
8001 (a)	Reduce the number of households placed in emergency accommodation to 500	Apr-Jun 2014	471	500	N/A	486	2.8%	Worsening	Barnet is in the bottom quartile for Households in Emergency Accommodation. Between Q3 and Q4 13/14, Barnet improved its ranking from 28th to 23rd in London (including City of London). Across London there was a 7% increase in households in EA, whereas in Barnet there was a 14% decrease.
8001 (b)(i)	Increase the number of Private Rented Sector lettings achieved to 315	Apr-Jun 2014	62	79	N/A	106	34.2%	Improving	Local Indicator. No Comparable Data

⁴ Homelessness benchmarking data is taken from statistical returns provided by individual Councils to the Department for Communities and Local Government (PIE returns). Further information can be found at: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness>

7. R^e

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>An assessment of whether performance has improved since the previous results</i>
KPI 1.2 NM	Annual Programme relating to Carriageway Resurfacing schemes	Apr 14 - Jun 14	100%	100%	$\frac{11}{11}$	100%	0%	Same	None available – local Barnet indicator
KPI 1.3 NM	Annual Programme relating to Footway Relay schemes	Apr 14 - Jun 14	100%	100%	$\frac{13}{13}$	100%	0%	Same	None available – local Barnet indicator
REGENK PI05	Delivery of affordable housing completions	Apr 14 - Jun 14	53	Annual target 367	N/A	3	N/A	Worsening	Potential sources for baseline data are being explored and if viable, will be reported in Q2.
EH04A	Number of empty properties brought back into residential use	Apr 14 - Jun 14	55	Annual target 100	N/A	81	N/A	Improving	None available – local Barnet indicator
KPI 2.2 NM	Make Safe within 48 hours all intervention level potholes reported by members of the public	Apr 14 - Jun 14	87.6%	100%	$\frac{307}{321}$	95.6%	4.4%	Improving	None available – local Barnet indicator

8. Commissioning Group

CPI NO	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>An assessment of whether performance has improved since the previous results</i>
5001	Resident satisfaction of the local area as a place to live	Spring 2014	86%	88%	N/A	87%	1.1%	Improving	National Average (National Populous Survey, January 2014)- 83%

2.5 Delivery Performance- Commissioning Priorities and Key Performance Indicators

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

2.6 Contract Performance - Overview

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

Barnet Homes – 71% of targets met

10 of the 14 performance targets were met, successes include:

- The number of private rented sector lettings increased from 62 to 102 in quarter 1 2014/15.
- There were 486 households in emergency accommodation, remaining below the target of 500 and the total number of homeless preventions completed exceeds the target by 9% at 192.
- All estates in Barnet were rated as satisfactory or very good in quarter 1 2014/15.

CSG – 82% of targets met

18 of the 22 performance targets were met, successes include:

- There were a number of successful service relocations and new systems implemented in quarter 1 14/15 ahead of the scheduled date and with no service disruption
- First contact resolution of telephone calls to the council increased from 49% to over 61% from Quarter 4 2013/14 to Quarter 1 2014/15. The percentage of calls being answered within 20 seconds also saw a slight increase from 72% to 78%.

HB Public Law – 100% of targets met

13 of the 13 performance target were met, successes include:

- The Dollis Valley Compulsory Purchase Order initially made in January that covers over a thousand property interests on the estate was confirmed by the secretary of state in June and the two remaining objections have been withdrawn.
- Satisfaction of Barnet employees with the service provided by Public Law was 100% across all categories

R^e – 79% of targets met

49 of the 62 performance targets were met, successes include:

- In Quarter 1 2014/15 there was success in increasing business and market share with building control signing its first major house builder partnership for the undertaking of building regulation on its behalf, and four organisations have expressed interest in forming Primary Authority Partnerships with Environmental Health Services
- Successful bids for additional government funds. The Authority has been successful in securing two separate funds - £517k (DfT funding administered through TfL for flood damage to roads during the winter) and £334k (DfT additional funding for pothole repairs). These monies are being incorporated into the Authority's planned maintenance programme where the funds can be used to best effect.

Your Choice Barnet – 70% of target met

14 of the 20 performance targets were met, successes include:

- Referrals from other local authorities and self-referrals continue to demonstrate a positive performance.
- Two Your Choice Barnet staff members received Excellent Care Awards in recognition of their valuable contribution to improving the lives of customers on daily basis.
- Four customers from Flower Lane Autism Services performance 'Rites of Passage' at the Barbican with the London Symphony Orchestra.

2.7 Council project portfolio

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

Portfolio	Red Status	Amber Status	Green Status	Comments
Transformation Programme	-	3	6	Within the Transformation programme progress has been made across a number of projects and the overall Rag is Green. There are no Red rated projects. During quarter 1 a number of projects have improved to a green rating, including Sport and Physical Activity which will have submitted a Business Case to July P&R committee and Education and Skills project which is developing an Outline Business Case for Committee in September. Registration and Nationality has declined to an amber rating as though the project is in close stages, IT activities still outstanding. For the Health and Social Care Integration project there are concerns of delay to the schedule.
Capital Programme	2	5	22	The Capital programme is RAG rated Green. Almost all of the 30 projects are green rated, with the majority of projects now running to programme after a number of previous delays. There are two red-rated projects. The Depot Relocation project is still red-rated as although progress has been made with a preferred option being Pinkham Way, there is still a challenge in relation to project timescales. The Menorah Foundations project has deteriorated to a red-rating as the original contractor has gone into administration and negotiations are continuing with a substitute contractor. The Park and Street Cleansing Area Operations project has improved from red to green rated as the scheme is progressing with the aim to submit a planning submission in July 2014.
Regeneration	-	4	7	The Regeneration programme overall is RAG rated as Green with good progress being made across many projects. There are 11 open projects of which none are red-rated which is unchanged from the last quarter. One project, Granville Road has deteriorated from a green to amber rating. The reason for this is that the submission of the planning application submission has been delayed. Dollis Valley has continued to improve with the identification of potential rephrasing which would result in some works being completed earlier than planned. Overall major progress has been made in recovering both historic and on-going costs in relation to the regeneration schemes.

Delivery Unit Transformation Programmes

In addition to the programmes above a number of Delivery Unit Transformation programmes (Children’s Transformation, Adults Transformation and Street Scene Transformation) as well as themed programmes Connecting with Barnet (transforming our interactions with customers and residents) and Smarter Working (reviewing staff working arrangements) are in place.

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

2.8 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Education and Skills	0	1	1	2
Street Scene	n/a	n/a	n/a	n/a
Public Health	0	1	9	10
Re	0	1	3	4
Totals	0	3	13	16

The adjacent table illustrates change projects allocated to Delivery Units to manage their delivery – this excludes the majority of projects being monitored in major change programmes (see section 2.7 for highlights). These projects are cored by a standard methodology, with a single RAG rating based in progress against time and budget.

3. Customer Experience

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

Customer Services continued to deliver strong performance, with high call volumes and services relocating and transferring to the new contact centre. The service answered 97% of all calls compared to just 90% to the commencement of the Customer Services Group contract in September 2013.

Customer satisfaction across all channels (telephones, face to face, web, and email) has remained at 68%, a slight decrease of 1% against Quarter 4 2013/14.

The proportion of calls answered in 20 seconds increased from 72 % in Quarter 4 2013/14 to 78% Quarter 1 2014/15. Performance of the Council's service centres for 'Face to Face' service remained steady, with the waiting time for a resident to speak with an advisor down to 3 minutes against a target of 6.5 minutes.

4. Benchmarking- Value for Money Services

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

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

LG Inform- Improving services through information



Poorest 25% of performers

Highest 25% of performers

LBB update of current performance: Based on extract of LG Inform public report on the 14 July 2014.

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)	77.2%
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 (2012/13)	0%
Total households on the housing waiting list as at 1 st April (2012/13)	981

The measure 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.

5. Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Category	Performance Indicator	Period covered <i>Timeframe data has been measured</i>	Target <i>Achievement level expected</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outcome is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	July 13 - June 14	6	1.4	76%	Improving	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance reviews	% Performance reviews completed and agreed for eligible staff only	July 13 - June 14	100%	Data not available	n/a	n/a	72% (CIPFA, All Members & other Unitary Authorities 2012)
Cost	Variance of total payroll to budget	April - June 14	+/- 5%	2.0%	n/a	Improving	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 30 June 2014	n/a	0.0%	n/a	Reducing	N/A : measure applicable to LBB only

As at 30 June 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 external agencies other than Barnet's 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>	
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	Total	Total
Without CSG and Re	2,344.69	1,696.64	1,452.01	194.38	1,646.39	475	4	0	4	156.92
Total										

The table above illustrates an overview of HR information of Barnet Council employees.

6. Methodology

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

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

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

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

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

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

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

3.3 Method for producing individual performance indicator traffic light ratings

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

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

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

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

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

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

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

For an indicator to be rated as Green amber:

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

For an indicator to be rated as Red amber:

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

3.4 Method for commissioning priorities ratings

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

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

APPENDIX B - Directorate Revenue Breakdown

Adults and Communities

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
		£000	£000	£000	
Births Deaths & Marriages	(161)	(161)	(161)	0	
Community Well-Being Trans & Res Team	458	(289)	(287)	2	
Community Safety	1,265	1,965	1,965	0	
Prevention & Well Being	7,086	6,597	6,589	(8)	
Social Care Commissioning	1,629	934	934	0	
Social Care Management (Adults)	1,396	(204)	(204)	0	
Care Quality	1,188	1,173	1,173	0	
Integrated care - Learning Disabilities & Mental Health	39,099	40,827	40,994	167	The overspend is due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of recent Supreme Court judgements. There is a risk that the year to date activity may continue through the year.
Care Services - Older Adults - Physical Disabilities	37,525	38,568	39,144	576	The overspend is due to clients who were self funders whose funds have depleted and are now the responsibility of the LA. There are also additional Ordinary Residence cases and an increase in demand specifically around EMI clients.
Dir Adult Soc Serv & Health	185	185	171	(14)	
Total	89,669	89,594	90,318	723	

Assurance

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
		£000	£000	£000	
Assurance Management	562	563	563	0	
Governance	2,582	2,631	2,419	(212)	Savings expected from revised member allowance scheme, in place from June 2014.
Internal Audit & CAFT	861	861	861	0	
Total	4,005	4,055	3,843	(212)	

Children's Education

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
		£000	£000	£000	
E&S Management Team	195	195	195	0	
Edu Partnership & Commercial Services	1,170	950	897	(52)	Underspend based on staff vacancies.
High Needs Support	5,806	5,868	6,271	404	Shortfall in savings relating to Transport not fully achieved.
Schools Direct Management	11	0	0	0	
Children's Education	7,183	7,013	7,364	351	
Total (excluding SDM)	7,172	7,013	7,364	351	

Children's Family Service

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Management Team	660	660	660	0	
Social Care Management	2,174	2,088	2,252	164	Overspend relates to Translation services and interim staff costs.
Assessment & Children in Need	6,326	6,609	6,950	341	Overspend On Direct Payments for Disabled Children plus staff overspend to cover caseloads.
Children in Care & Provider services	20,829	21,859	21,334	(525)	Overspend in external residential care placements and Kinship and SGOs offset by underspends in Independent Fostering Agencies and Ext Family Assessments.
Safeguarding & Quality Assurance	2,343	2,343	2,342	(1)	
Commissioning & business improvement	3,006	3,011	3,016	5	
Family Support & Early Intervention	5,689	5,550	5,581	31	Overspend relates to Children Centres.
Youth & Community	7,200	7,384	7,358	(25)	Staff vacancies in Library services.
Total	48,228	49,503	49,493	(10)	

Commissioning Group

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Commissioning Group	1,561	1,557	1,557	0	
Commercial	765	975	988	12	
Deputy Chief Operating Officer	3,904	4,098	4,312	214	The over spend relates to reduced SLA income.
Commissioning Strategy	438	405	430	25	
Total	6,668	7,035	7,287	252	

Streetscene

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Street Scene Management Team	650	650	612	(38)	Underspend due to vacant post being held.
Business Improvement	335	335	376	41	Overspend relates to one off staffing costs related to service improvement.
Mortuary	137	141	141	0	
Street Lighting	6,140	6,140	6,139	(1)	
Transport	(2)	(2)	(3)	(1)	
Highways Inspection/Maintenance	512	512	543	31	The forecast income for the sign shop is currently on a prudent basis. It is possible that income will increase due additional projects later in the year.
Parking	(678)	(678)	(710)	(32)	Underspend due reduced minor repairs works in Car Parks.
Parks, Street Cleaning & Grounds Maintenance	5,051	5,070	5,075	5	
Street Cleansing	4,255	4,255	4,255	0	Staff savings are being used to offset shortfall in income budgets.
Waste	1,944	1,969	1,969	0	
Recycling	3,279	3,279	3,320	40	The forecast position reflects expected income for co-mingled recyclables of £1.1m.
Streetscene	21,624	21,671	21,717	46	
Special Parking Account	(7,631)	(7,631)	(5,989)	1,642	Forecast reflects contractual commitments and expected levels of income generation
Total	13,993	14,040	15,728	1,688	

Public Health

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Public Health	14,302	14,335	14,335	0	All services are reporting a nil variance against budget. Work is ongoing to review activity data and trends to establish any pressures/underspends for the commissioned services.
Total	14,302	14,335	14,335	0	

HB Public Law

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Legal Services	1,782	1,782	1,920	138	This budget contains an £196k income budget this is currently offset by £60k on expenditure. There is uncertainty around the income that will be received from Re and Barnet Homes and a level of prudence has been assumed.
Total	1,782	1,782	1,920	138	

Barnet Group

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Barnet Group	3,338	4,254	4,858	604	A pressure is expected related to temporary accommodation procurement in 14-15. The demand for night purchasing is increasing in volume as well as price despite a number of mitigations to reduce costs.
Total	3,338	4,254	5,277	604	

Re

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Managed Budgets	1,061	1,061	1,061	0	At present highways works are expected to be to budget. A detailed review of works and charging is being undertaken to ensure this forecast position remains constant in 2014-15.
Management Fee	(299)	(299)	323	622	TUPE pressures within the area.
Blocked Re	4	4	4	0	
Total	767	767	1,388	622	

CSG

Description	Variations			Comments	
	Original Budget	Budget V1	Q2 forecast		
	£000	£000	£000		
CSG	22,153	22,153	22,153	0	
Total	22,153	22,153	22,153	0	

Central Expenses

Description	Variations			Comments	
	Original Budget	Budget V1	Q2 forecast		
	£000	£000	£000		
Corporate Subscriptions	314	314	256	(58)	Underspend on subscriptions for LGA, London Councils.
Levies	31,252	31,252	30,046	(1,206)	Primarily NLWA & LPFA budgets higher than actuals.
Central Contingency	13,181	12,138	12,138	0	
Rate Relief	3	0	0	0	
Capital Financing	22,816	22,816	22,816	0	
Early Retirement costs	5,427	5,427	5,427	0	
Local Area Agreement	105	105	102	(3)	
Car Leasing	2	2	2	(2)	
Corporate Fees & Charges	799	399	264	(135)	Underspend on audit fees (audit fees assumed to be same as 2013/14 as fee scale not published).
Miscellaneous Finance	423	426	348	(78)	Additional grants received (LSSG).
Total	74,323	72,880	71,397	(1,483)	

Dedicated Schools' Grant

Description	Variations			Comments	
	Original Budget	Budget V1	Q2 forecast		
	£000	£000	£000		
Childrens Social Care (DSG)	426	427	427	0	
Early Intervention & Prevention (DSG)	6,173	5,866	5,692	(174)	Underspend from the take up in 2 year old provision.
Education (DSG)	(6,599)	(6,293)	(6,119)	174	Overspend from Top Up payments for children with high needs.
Schools Funding DSG	0	0	0	0	
Total	0	0	0	0	

Housing Revenue Account

Description	Variations			Comments	
	Original Budget	Budget V1	Q2 forecast		
	£000	£000	£000		
LBB Retained	175	175	0	(175)	Expected under spends within staffing budgets as staff have transferred to Re. As a consequence, a budget re-alignment exercise needs to be undertaken.
HRA Regeneration	1,126	1,126	1,125	(1)	
HRA Other Income and Expenditure (net)	1,549	1,549	1,652	103	Anticipated over spends due to trade down payments.
Support Service recharges	576	576	576	0	
Interest on Balances	(80)	(80)	(80)	0	
HRA Surplus/Deficit for the year	(3,346)	(3,346)	(3,346)	0	
Total	0	0	(73)	(73)	

Appendix C - Capital monitoring programme outturn by programme

Capital Programme Description	Sub-Description	Current 2014-15 Budget (incl. Slippage and Substitutions)	Spend to date (as per Integra)	2014-15 Forecast to year-end	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Explanation for Additions / Deletions & Requested Slippage
Adults and Communities							
SWIFT		1,548	0	1,748	500	(300)	Known spend from June to August is £10k per mth, awaiting programme resource package to be agreed to identify labour costs. Preferred supplier to be agreed end of August as interim measure. Suggest balance divided over a 12 month period Sept 2014 to Aug 2015
Capital Works		0	0	0	0	0	
CCTV installation		0	0	36	36	0	Project installation costs
Centre for Independent Living		499	0	499	0	0	Currently forecasting to spend as budget. Project manager working on a expenditure plan.
PSS Community capacity Grant		513	0	513	0	0	
IT		500	0	0	(500)	0	This project should be monitored as part of the SWIFT project.
Adults and Communities		3,060	0	2,796	36	(300)	
Children's Education							
Modernisation Primary & Secondary		5,621	694	5,075	0	(545)	£450k slippage in relation reprofile of Deansbrook dining hall & kitchen. Balance in relation to reprofile for retentions due for payment in 15/16
Modernisation Primary & Secondary		5,621	694	5,075	0	(545)	
Temporary Expansions - Allocated		155	39	1,112	978	(21)	Addition in line with project profiles Slippage required for retentions due for payment in 15/16
Temporary Expansions - Unallocated		0	0	0	(978)	978	Accelerated spend from 15/16 into unallocated Deletion reprofiled to Allocated projects
Urgent Primary Places - Perm	Broadfields (Perm)	340	0	0	(340)	0	Projected completed, no further spend required. Balance to be returned to unallocated
	Millbrook Park (MHE)	4,156	2,187	4,385	229	0	Addition from 15/16 in line with project profile. ECPB approved, requires approval from unallocated
	Orion Primary/ blessed Dominic	2,315	481	2,363	250	(202)	Addition from 15/16 in line with project profile. ECPB approved, requires approval from unallocated Slippage required for final payments and retentions
	Moss hall Infants and Juniors	885	415	781	(94)	(10)	Deletion to Martin Primary as part of the same contract Slippage for retentions due in 15/16
	Brunswick Park	589	399	636	46	0	Addition from Oakleigh as part of the same contract
	Menorah Foundation	1,755	24	917	700	(1,538)	Addition needs for the project Slippage required based on project plan
	St Mary's and St. Johns	3,432	1,678	3,836	550	(146)	Addition from 15/16 in line with project profile. ECPB approved, requires approval from unallocated Slippage required for final payments and retentions
	Martin Primary	494	298	603	109	0	Addition from Oakleigh & Moss Hall as part of the same contract
	Oakleigh School	149	15	86	(61)	(2)	Deletion to Martin and Eounswick as part of the same contract Slippage required for final payments and retentions
	Beis Yakov	373	257	348	0	(25)	Slippage required for retentions due in 15/16
	St. Joseph's RC Junior & St. Joseph's RC Infants School	2,187	61	1,048	0	(1,139)	Slippage request based on cash flow forecast for the watching brief.
	Oside Primary School	3,955	0	0	(3,955)	0	

				3,955	0	
				0	(5,939)	Slippage requested based on project plan
				365	(3,399)	Addition agreed at ECPB for site abnormalities Slippage in line with project construction commencement
				250	0	Addition as agreed at ECPB
				(2,003)	1,544	
				0	(9,899)	
				0	0	
				0	0	
				0	0	
				0	0	
				0	(52)	£51,807 - retention payable June 2015
				0	(39)	£39,438 - retention payable March 2016
				100	(61)	Additional contractor costs £60,932 - retention payable Nov 2015
				1,752	(2,988)	Total budget increase of £1,752m - Comparative costings & benchmarking Slippage as per project time line
				0	0	
				0	47	Accelerated spend required for feasibility
				500	0	ECPB approved a budget of £500k to be put aside for this project
				(2,352)	2,352	Request for accelerated spend (£500k) to be allocated to the Bishops Douglas (New project) Request for accelerated spend (£100k) to be allocated to the Compton. Accelerated spend (£1,752m) to come from unallocated as per agreed at ECPB
				0	(740)	
				0	(30)	Slippage for PM Costs for defects on PSCIP
				0	0	
				0	(26)	Slippage required for potential costs 15/16
				0	(4)	Slippage required for retentions due for payment in 15/16
				0	(60)	
				0	(11,245)	

				0	0	
				0	0	Additions to project as agreed at CIMB to cover the costs of IT. Funding stream to be identified
				0	0	

				3,955		
				1,339		
				4,183		
				250		
				0		
				459		
				35,741	5,871	25,842
				201	0	201
				215	2	215
				415	2	415
				614	0	614
				614	0	614
				725	311	673
				3,007	540	2,967
				3,155	795	3,194
				3,927	13	2,691
				0	0	0
				0	0	47
				0	0	500
				0	0	0
				10,813	1,660	10,073
				862	185	832
				(0)	0	(0)
				93	17	67
				600	0	596
				1,555	202	1,495
				54,759	8,429	43,514

				392	56	392
				100	0	100
				77	0	77

Monkfrith						
Wren Academy						
London Academy						
Oak Hill Campus						
Unallocated						
Urgent Primary Places						
Wave 1 - Whittings Hill						
Wave 1 - Northway/Fairway						
Primary Schools Capital Investment Programme						
East Barnet & Project Faraday						
East Barnet Schools Rebuild						
Christ's College						
Cophall						
Compton						
Oak Lodge Special School						
New Secondary 14-19 Provision						
Relocation of PRU						
Bishop Douglas						
Unallocated						
Permanent Secondary Expansion Programme						
Primary Capital Programme						
Targeted Capital 14-19 SEN						
TCF - Kitchen & Dining						
Infant Free School Meals Capital Fund						
Other Schemes						
Children's Education						

Children's Families Service						
Short Breaks						
Financial						
Education Systems						

Early Intervention System	131	36	131	0	Additions to project as agreed at CIMB to cover the costs of IT . Funding stream to be identified
Implementation of libraries Strategy	2,257	18	892	0	5538 858 for 2015/16 - relating to the timing of the mobile library procurement and purchase. IT project and associated PM charges. (1,365)
2 year old offer	584	72	584	0	£825 963 for 2016/17 - awaiting further outcome of PSR...to be reprofiled at budget setting
Children's Families Service	3,542	182	2,177	0	(1,365)
Children's Services	56,300	8,611	45,691	0	(12,610)

Capital Schemes Managed by Schools	0	0	0	0	
Locally controlled VA programme	0	0	0	0	
Capital Schemes Managed by Schools	0	0	0	0	
Total - Capital Schemes Managed by Schools	0	0	0	0	

Reg Delivery Unit	4	0	4	0	
Enabling Works	5	0	5	0	
Enabling Works 2011-12	0	0	0	0	
Schools programme	0	0	0	0	
Principle road maintenance	0	0	0	0	
Corridors, Neighbourhoods and Supporting Measures	0	0	0	0	
Local Implementation Plan	2,274	88	2,274	0	
TFL 2014-15	0	0	0	0	
TFL 2014-15	5,227	0	5,227	0	
TFL 2014-15	0	0	500	0	Additional funding for Bust Stop Accessibility
TFL 2014-15	0	0	20	0	New bridge allocation
TFL 2014-15	0	0	43	0	Change in category, nil overall effect
TFL 2014-15	138	0	95	(43)	Change in category, nil overall effect
Highways - TFL	7,647	88	8,167	0	
Footway Reconstruction	119	0	119	0	
Traffic Management	48	0	48	0	
2007-8 Pursley Road Allocation	850	0	850	0	
Reconstruction of Railway Bridges	14	0	14	0	
Controlled Parking Zones	50	0	50	0	
Colindale Station interchange	356	0	356	0	
Improvement & Signalisation and infrastructure					

Colindale Development Area					
----------------------------	--	--	--	--	--

		0	0	
		0	0	
		0	0	
		0	0	
		0	0	
		0	0	
		26	0	0 New additions to the programme for Travel Planning
		0	0	
		0	0	
		0	0	
		0	0	
		0	0	
		(200)	0	0 Movement to Street Scene for Signs & Lines
		0	0	
		0	0	
		314	0	0 New funding for Potholes - Specific Grant determination from DfT
		0	0	
		0	0	
		140	0	
		29	0	0 New additions to the programme for Permit Exemptions
		0	0	
		29	0	
		689	0	
		0	0	
		0	(300)	Reprofiling of budget
		0	0	
		400	0	0 £400k Addition requested via S106
		0	2,500	
		0	696	
		0	0	
		0	0	
		0	0	
		0	0	
		0	(1,900)	

103	0	103
262	0	262
15	0	15
595	0	595
2,090	0	2,090
122	0	148
3	0	3
84	0	84
0	0	0
442	0	442
240	0	40
1,000	(12)	1,000
1,870	719	1,870
0		314
55	0	55
485	0	485
8,803	706	8,943
122	0	151
39	0	39
161	0	190
16,612	795	17,301
2,478	0	2,478
567	0	267
0	0	0
1,000	0	1,400
2,500	2	5,000
2,559	0	3,255
0	0	0
0	0	0
50	0	50
2,000	0	100

	Public Transportation Improvement	
	Pedestrian Improvements programme	
	Colindale CPZ Parking Review Feasibility Study, Colindale Hospital	
	Highways Investment	2010/11 HIP Programme
	Carrageway and Footways	Annual Programme
	Travel Plan Implementation	
	Outstanding Transport Commitments on completed schemes	
	CCTV Projects Retention	
	Carrageway and Footway	
	Carrageway and Footway (Phase 2)	
	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	
	Pavements	
	Pavements (phase 2)	
	Pothole Fund	
	Saracens	
	Drainage	
	Highways - non-TfL	
	Road Traffic Act - Controlled Parking Zones	
	Parking	
	Parking	
	Total Environment	
	General Fund Regeneration	
	Mill Hill East	
	BXC - Funding for land acquisition	
	BXC - Procurement	
	Graham Park Regeneration	Building works
	Graham Park Regeneration	Infrastructure improvements
	Colindale - Lanacre Ave/Aerodrome rd Junction	
	Colindale - Grahame park decant programme	
	West Hendon Highway Improvement	
	58 Town Centre	

Hostel Refurbishment Programme	0	0
Alexandra Road	0	0
Housing	0	0
Total Barnet Group	0	0

	270	0	270
	24	0	24
Housing	294	0	294
Total Barnet Group	294	0	294

Hostel Refurbishment Programme		
Alexandra Road		
Housing		
Total Barnet Group		

Total Capital Programme (Excluding HRA)	524	(17,744)
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Total Capital Programme (Excluding HRA)	111,439	11,548	94,219
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Total Capital Programme (Excluding HRA)		
--	--	--

Housing - HRA		
Major Works (excl Granv Rd)	0	0
Granville Road	0	(243) Retention held pending defects rectification, unlikely to be released in 14/15
Regeneration	0	0
Misc - Repairs	0	0
M&E/ GAS	0	0
Voids and Lettings	0	0
New Affordable Homes	0	(4,000) Includes £49k of reversing accruals from 13/14. Planning applications submitted for four of six sites, the rest to be submitted in July 2013. Works are anticipated to start on site in Winter 2014, subject to planning permission, and complete by December 2015.
Housing - HRA	0	(4,243)
Total Housing - HRA	0	(4,243)

	8,519	240	8,519
	293	13	50
	4,623	5	4,623
	1,316	173	1,316
	14,101	(370)	14,101
	1,980	65	1,980
	6,832	22	2,832
Housing - HRA	37,664	148	33,421
Total Housing - HRA	37,664	148	33,421

Housing - HRA		
Major Works (excl Granv Rd)		
Granville Road		
Regeneration		
Misc - Repairs		
M&E/ GAS		
Voids and Lettings		
New Affordable Homes		
Housing - HRA		
Total Housing - HRA		

Total Capital Programme (Including schemes managed by schools)	524	(21,987)
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Total Capital Programme (Including schemes managed by schools)	149,103	11,696	127,640
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Total Capital Programme (Including schemes managed by schools)		
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Appendix D: Capital programme funding adjustments

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions		Explanation for request
					Amount (£'000)	Slippage/Accelerated Spend Amount (£'000)	
Street Scene	2014/15	Percy Road, North Finchley Park	GRANT		18		New addition to the programme
Street Scene	2014/15	Percy Road, North Finchley Park	S106		65		New addition to the programme
Re delivery unit	2014/15	Bridge Assessment	GRANT		20		New bridge allocation
Commissioning Group	2014/15	Customer access Centre	CAPITAL RECEIPT			(2,992)	Slippage in line with project delivery 2014/15
Commissioning Group	2014/15	Community Centre	REVENUE			(253)	Project Briefly on hold, slippage in line with project delivery
Commissioning Group	2014/15	Depot Relocation	CAPITAL RECEIPT			465	Accelerated spend required due to new planning application and change control costs
Children's family services	2014/15	Implementation of libraries Strategy	CAPITAL RECEIPT			(1,365)	Delays in project due to procurement and purchase timings
Children's education	2014/15	Infant Free School Meals Capital Fund	GRANT	DFE		(4)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	TCF - Kitchen & Dining	GRANT	Basic Needs		(26)	Slippage required for potential costs in 15/16
Children's education	2014/15	Primary Capital Programme	CAPITAL RECEIPT			(30)	Slippage required for payments due in 15/16
Children's education	2014/15	Christ's College	GRANT	Basic Needs		(52)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Cophall	GRANT	Basic Needs		(39)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Compton	GRANT	Basic Needs		(61)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Permanent Secondary Expansion Programme Unallocated	GRANT	Basic Needs	(100)		Additional contractor costs
Children's education	2014/15	Compton	GRANT	Basic Needs	100		Additional contractor costs
Children's education	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - window replacement	GRANT			(4)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Cromer Road Primary School - dining hall, windows, roofing and external works	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Courtland Primary School - window replacement & roof renewal	GRANT			(4)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Underhill Primary School - roofing works	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Summerside Primary - Rewire design and tender, Electrical upgrade	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Friern Barnet Rewire & Electrical Upgrade	GRANT			(6)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - electrical upgrade	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Hampden Way Nursery & CC rewire	GRANT			(1)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - St Margarets Nursery & CC rewire	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Primary school	GRANT			(6)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Hollickwood Primary School (Junior) - boiler renewal	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Woodridge - boiler renewal	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Osidge - boiler renewal	GRANT			(3)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Chalgrove - mains water conversion	GRANT			(0)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Friern Barnet - boiler renewal	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Dollis Junior - boiler renewal	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Foulds - boiler renewal	GRANT			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Manorside - heating installation upgrade (pipework)	GRANT			(0)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Foulds Primary School - Heating System Renewal	GRANT			(7)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Brookhill Nursery School - Heating System Renewal	GRANT			(6)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Church Hill Primary School - Main Boiler Plant Renewa	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Dollis Infant School - Main Boiler Plant Renewa	GRANT			(7)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 13/14 - Underhill kitchen	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Holly Park Kitchen	GRANT			(5)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 Woodcroft Kitchen	GRANT			(6)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	ModPri&Sec - 14/15 - Hollickwood School - Re-provide Dining Hall and Kitchen	GRANT			(450)	Slippage required - project timeline reprofile in to 15/16
Children's education	2014/15	ModPri&Sec - Summerside - school 2 form entry (portakabins)	GRANT		27		Addition required for temporary building costs
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(27)		Addition required for temporary building costs
Children's education	2014/15	ModPri&Sec - 11/12 - Holly Park Roof	GRANT		(2)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		2		Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Edgware Infants roof and gutters	GRANT		(0)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		0		Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Moss Hall Infant and Junior roof Phase 2	GRANT		(3)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		3		Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Bell Lane roof Phase 2	GRANT		1		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(1)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Edgware Infant School - Asbestos Removal	GRANT		1		Budget reprofile

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(1)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Boundary Wall	GRANT		(12)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			12	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - window replacement	GRANT			26	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(26)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Cromer Road Primary School - dining hall, windows, roofing and external works	GRANT		(167)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			167	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Courtland Primary School - window replacement & roof renewal	GRANT		(11)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			11	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Underhill Primary School - roofing works	GRANT		(64)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			64	Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Bell Lane - Reception Refurb	GRANT			30	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(30)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Bell Lane - Boundary Wall	GRANT			20	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(20)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Martin Primary - Boundary Wall	GRANT			20	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(20)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Summerside Primary - Rewire design and tender, Electrical upgrade	GRANT		(75)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			75	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Friern Barnet Rewire & Electrical Upgrade	GRANT		(126)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			126	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Brookland Infant and Junior Schools - Phase 1	GRANT		(42)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			42	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Danegrove Primary School (Ridgeway) - electrical upgrade	GRANT			8	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(8)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Hampden Way Nursery & CC rewire	GRANT			44	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(44)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - St Margarets Nursery & CC rewire	GRANT			96	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(96)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Wessex Gardens Primary school	GRANT			226	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(226)		Budget reprofile
Children's education	2014/15	ModPri&Sec - Holly Park - Re-Wire	GRANT			45	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(45)		Budget reprofile
Children's education	2014/15	ModPri&Sec - Sunny Fields - Re-Wire - Design	GRANT			50	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(50)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 11/12 - Garden Suburb Boiler Room	GRANT			3	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(3)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13Claremont (Jr side) - Boiler Plant replacement	GRANT		(1)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			1	Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Deansbrook Jr - Boiler Plant replacement	GRANT		(3)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			3	Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Hollickwood - Boiler Plant replacement	GRANT		(16)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			16	Budget reprofile
Children's education	2014/15	ModPri&Sec - 12/13 - Manorside (Nursery) - Boiler Plant and heating replacement	GRANT		(1)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			1	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Hollickwood Primary School (Junior) - boiler renewal	GRANT			65	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(65)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Woodridge - boiler renewal	GRANT			23	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(23)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Osidge - boiler renewal	GRANT			63	Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(63)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Chalgrove - mains water conversion	GRANT		(48)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT			48	Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Friern Barnet - boiler renewal	GRANT		(8)		Budget reprofile

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's education	2014/15	Modernisation (Unallocated)	GRANT		8		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Foulds - boiler renewal	GRANT		8		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(8)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Manorside - heating installation upgrade (pipework)	GRANT		(44)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		44		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Foulds Primary School - Heating System Renewal	GRANT		94		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(94)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Brookhill Nursery School - Heating System Renewal	GRANT		83		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(83)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Church Hill Primary School - Main Boiler Plant Renewa	GRANT		105		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(105)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Dollis Infant School - Main Boiler Plant Renewa	GRANT		110		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(110)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 13/14 - Underhill kitchen	GRANT		(14)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		14		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15Holly Park Kitchen	GRANT		200		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(200)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15Woodcroft Kitchen	GRANT		220		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(220)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 14/15 - Hollickwood School - Re-provide Dining Hall and Kitchen	GRANT		800		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(800)		Budget reprofile
Children's education	2014/15	ModPri&Sec - 11/12 - Danegrove Winsor Drive= Replace Mobiles	GRANT		(92)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		92		Budget reprofile
Children's education	2014/15	ModPri&Sec - 11/12 - Pupil Referral Unit - Meadway	GRANT		(2)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		2		Budget reprofile
Children's education	2014/15	ModPri&Sec - 11/12 - Summerside - FSU	GRANT		(7)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		7		Budget reprofile
Children's education	2014/15	DDA Allocation Holding Budget (Schools bid for) 13/14	GRANT		(161)		Budget reprofile
Children's education	2014/15	DDA - Queenswell Junior	GRANT		45		Budget reprofile
Children's education	2014/15	DDA - Brookhill Nursery	GRANT		4		Budget reprofile
Children's education	2014/15	DDA - Moss Hall Infant	GRANT		42		Budget reprofile
Children's education	2014/15	DDA - Childs Hill	GRANT		29		Budget reprofile
Children's education	2014/15	DDA - Coppetts Wood	GRANT		7		Budget reprofile
Children's education	2014/15	DDA - Foulds Primary	GRANT		8		Budget reprofile
Children's education	2014/15	DDA - Courtland	GRANT		3		Budget reprofile
Children's education	2014/15	DDA - Deansbrook	GRANT		25		Budget reprofile
Children's education	2014/15	Emergency Reactive Works (13/14)	GRANT		(148)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		148		Budget reprofile
Children's education	2014/15	Air Raid shelter works	GRANT		(2)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		2		Budget reprofile
Children's education	2014/15	Emergency works	GRANT		(12)		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		12		Budget reprofile
Children's education	2014/15	Emergency Reactive Works (14/15) - Various	GRANT		150		Budget reprofile
Children's education	2014/15	Modernisation (Unallocated)	GRANT		(150)		Budget reprofile
Children's education	2014/15	Emergency Reactive Works (14/15) - Various	GRANT		(40)		Budget reprofile
Children's education	2014/15	Coppetts Wood Sch, Asbestos, Gas and HWS Works	GRANT		40		Budget reprofile
Children's education	2014/15	Permanent Secondary Expansion Programme Unallocated	GRANT	Basic Needs		2,352	Accelerated spend for Compton, Oaklodge and Bishops Douglas from 2015/16 Unallocated
Children's education	2014/15	Permanent Secondary Expansion Programme Unallocated	GRANT	Basic Needs	(500)		Allocation for Bishops Douglas from 2015/16 Unallocated
Children's education	2014/15	Bishops Douglas	GRANT	Basic Needs	500		Allocation for Bishops Douglas from 2015/16 Unallocated
Children's education	2014/15	Permanent Secondary Expansion Programme Unallocated	GRANT	Basic Needs	(1,752)		Allocation for Oaklodge from 2015/16 Unallocated (Comparative costings & benchmarking)
Children's education	2014/15	Oak Lodge Special School	GRANT	Basic Needs	1,752		Allocation for Oaklodge from 2015/16 Unallocated (Comparative costings & benchmarking)
Children's education	2014/15	Oak Lodge Special School	GRANT	Basic Needs		(2,988)	Slippage in line with project time line
Children's education	2014/15	Temporary Expansions - Allocated	GRANT	Basic Needs		(21)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Temporary Expansions -Unallocated	GRANT	Basic Needs	(978)		Allocation in line with requirement

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
					Amount (£'000)	Amount (£'000)	
Children's education	2014/15	Danegrove Junior - Demountables	GRANT	Basic Needs	1		Budget reprofile
Children's education	2014/15	Brunswick Park - demountables	GRANT	Basic Needs	(0)		Budget reprofile
Children's education	2014/15	Claremont	GRANT	Basic Needs	159		Budget reprofile
Children's education	2014/15	Queenswell Infants - modular classroom	GRANT	Basic Needs	(4)		Budget reprofile
Children's education	2014/15	St Catherines	GRANT	Basic Needs	73		Budget reprofile
Children's education	2014/15	Summerside - modular classroom	GRANT	Basic Needs	40		Budget reprofile
Children's education	2014/15	Underhill infants - modular classroom	GRANT	Basic Needs	(4)		Budget reprofile
Children's education	2014/15	Fairway Temp expansion	GRANT	Basic Needs	(35)		Budget reprofile
Children's education	2014/15	Claremont - temp classroom	GRANT	Basic Needs	(224)		Budget reprofile
Children's education	2014/15	Livingstone - internal remodelling	GRANT	Basic Needs	(8)		Budget reprofile
Children's education	2014/15	Grasvenor - bulge class	GRANT	Basic Needs	(7)		Budget reprofile
Children's education	2014/15	Northside - bulge class	GRANT	Basic Needs	(42)		Budget reprofile
Children's education	2014/15	All Saints N20	GRANT	Basic Needs	(11)		Budget reprofile
Children's education	2014/15	Holy Trinity	GRANT	Basic Needs	(40)		Budget reprofile
Children's education	2014/15	St Vincents - Toilets	GRANT	Basic Needs	30		Budget reprofile
Children's education	2014/15	Chalgrove School - modular Unit	GRANT	Basic Needs	250		Budget reprofile
Children's education	2014/15	Monkfrith School - bulge class	GRANT	Basic Needs	50		Budget reprofile
Children's education	2014/15	Manorside School - bulge class	GRANT	Basic Needs	70		Budget reprofile
Children's education	2014/15	Mapledown - modular unit	GRANT	Basic Needs	200		Budget reprofile
Children's education	2014/15	Livingstone - bulge class	GRANT	Basic Needs	80		Budget reprofile
Children's education	2014/15	St Vincents - Buldge Class	GRANT	Basic Needs	150		Budget reprofile
Children's education	2014/15	Pavilion Study Centre - Bulge Class	GRANT	Basic Needs	250		Budget reprofile
Children's education	2014/15	Temporary Expansions -Unallocated	GRANT	Basic Needs		978	Accelerated spend in line with requirement
Children's education	2014/15	Broadfields (Perm)	CAPITAL RECEIPT	Basic Needs	(334)		Budget reprofile
Children's education	2014/15	Broadfields (Perm)	REVENUE		(7)		Budget reprofile
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	CAPITAL RECEIPT	Basic Needs	334		Budget reprofile
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	REVENUE		7		Budget reprofile
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Need	(229)		Allocation for Mill Hill East from 2015/16 Unallocated
Children's education	2014/15	Mill Hill East	GRANT	Basic Need	229		Allocation for Mill Hill East from 2015/16 Unallocated
Children's education	2014/15	Orion	GRANT	Basic Need		(202)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Orion Rebuild - 46735	BORROWING		(1,500)		Budget reprofile
Children's education	2014/15	Blessed Dominic - OPS - 46786	BORROWING		1,500		Budget reprofile
Children's education	2014/15	Moss hall Infants and Juniors	BORROWING			(10)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Menorah Foundation	CAPITAL RECEIPT			(1,538)	Slippage required based on project plan
Children's education	2014/15	St Mary's and St Johns	GRANT	Basic Needs		(146)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Oakleigh School	BORROWING			(2)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	Beis Yakov	BORROWING			(25)	Slippage required for retentions due for payment in 15/16
Children's education	2014/15	St Joseph's RC Junior & St Joseph's RC Infants School	GRANT	Basic Need		(1,139)	Slippage required based on cash flow forecast for the watching brief.
Children's education	2014/15	Wren Academy	GRANT	Basic Need		(5,939)	Slippage in line with project construction commencement
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Need	(365)		Allocation for London Academy for site abnormalities from 2015/16 Unallocated
Children's education	2014/15	London Academy	GRANT	Basic Need	365		Allocation for London Academy for site abnormalities from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Need	(250)		Allocation for Oak Hill Campus from 2015/16 Unallocated
Children's education	2014/15	Oak Hill Campus	GRANT	Basic Need	250		Allocation for Oak Hill Campus from 2015/16 Unallocated
Children's education	2014/15	Moss hall Infants and Juniors	BORROWING		(94)		Budget reprofile within the same contract
Children's education	2014/15	Martin	BORROWING		94		Budget reprofile within the same contract
Children's education	2014/15	Martin	BORROWING		15		Budget reprofile within the same contract
Children's education	2014/15	Oakleigh School	BORROWING		(15)		Budget reprofile within the same contract
Children's education	2014/15	Brunswick Park	BORROWING		46		Budget reprofile within the same contract
Children's education	2014/15	Oakleigh School	BORROWING		(46)		Budget reprofile within the same contract
Children's education	2014/15	London Academy	GRANT	Basic Need		(3,399)	Slippage in line with project construction commencement
Adults and Communities	2014/15	SWIFT	GRANT		500	(300)	Budget reprofiled
Adults and Communities	2014/15	IT	GRANT		(500)		It project is part of Swift and therefore merging together.
Adults and Communities	2014/15	CCTV Installation	REVENUE		36		Installation costs of the new contract
HRA	2014/15	New Affordable Homes	CAPITAL RECEIPT	HRA Capital Receipts		(4,000)	Delays in project due to planning permission

Directorate	Year	Capital Programme	Funding Type	Funding Detail	if Additions/Deletions	if		Explanation for request
						Slippage/Accelerated Spend	Amount (£'000)	
						Amount (£'000)	Amount (£'000)	
HRA	2014/15	Granville Road	MRA				(243)	Retention held pending defects rectification, unlikely to be released in 14/15
Re delivery unit	2014/15	BXC - Procurement	S106		400			E400k Addition requested via S106
Re delivery unit	2014/15	Disabled Facilities Grant	CAPITAL RECEIPT				(400)	Reprofiling of budget - due to DFG being a demand driven service
Re delivery unit	2014/15	Disabled Facilities Grant	BORROWING				(600)	Reprofiling of budget - due to DFG being a demand driven service
Re delivery unit	2014/15	Mill Hill East	BORROWING				(300)	Reprofiling of budget
Re delivery unit	2014/15	Hendon Cemetry & Crematorium Enhancement	CAPITAL RECEIPT				(250)	Project is currently behind schedule
Re delivery unit	2014/15	Housing Association Development Programme - New Affordable Homesicat	S106				(800)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Housing Association Development Programme - Catalyst Housing	S106		(884)			Project to be deleted - Due to money secured from other sources
Re delivery unit	2014/15	Town Centre	CAPITAL Reserve				(1,900)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Thames Link Station	CAPITAL Reserve				(1,000)	Budget to Slip to 2015-16 Due to delays in project
Re delivery unit	2014/15	Pothole Fund	GRANT		314			New allocation for Pothole fund
Re delivery unit	2014/15	Bus stop Accessibility	GRANT		500			Additional funding for Bust Stop Accessibility
Re delivery unit	2014/15	Air Quality Scheme	GRANT		43			
Re delivery unit	2014/15	Major Schemes	GRANT			(43)		
Children's education	2014/15	Relocation of PRU	GRANT	Basic Needs				47 Accelerated spend required for feasibility
Children's education	2014/15	DDA Allocation Holding Budget (Schools bid for) 13/14	GRANT			(39)		Re profiling of unawarded bid money
Children's education	2014/15	DDA Allocation Holding Budget (Schools bid for) 14/15	GRANT			39		Re profiling of unawarded bid money
Children's education	2014/15	Modernisation (Unallocated)	GRANT			(100)		Allocation for 2014/15 DDA bid
Children's education	2014/15	DDA Allocation Holding Budget (Schools bid for) 14/15	GRANT			100		Allocation for 2014/15 DDA bid
Children's education	2014/15	Modernisation (Unallocated)	GRANT			(60)		Allocation for Childrens Centre Maint & Risk Bid
Children's education	2014/15	Childrens Centre Maintenance and Risk Provision (14/15) (Schools Bid For)	GRANT			60		Allocation for Childrens Centre Maint & Risk Bid
Children's education	2014/15	Osidge	GRANT	Basic Needs		(1,700)		Change of Project approved by DFE/EFA
Children's education	2014/15	Osidge	GRANT	Targeted Basic Need		(255)		Change of Project approved by DFE/EFA
Children's education	2014/15	Osidge	BORROWING			(2,000)		Change of Project approved by DFE/EFA
Children's education	2014/15	Monkfrith	GRANT	Basic Needs		1,700		Change of Project approved by DFE/EFA
Children's education	2014/15	Monkfrith	GRANT	Targeted Basic Need		255		Change of Project approved by DFE/EFA
Children's education	2014/15	Monkfrith	BORROWING			2,000		Change of Project approved by DFE/EFA
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	CAPITAL RECEIPT			(229)		Allocation for Mill Hill East from 2015/16 Unallocated
Children's education	2014/15	Mill Hill East	CAPITAL RECEIPT			229		Allocation for Mill Hill East from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	CAPITAL RECEIPT			(105)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	REVENUE			(7)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT			(139)		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Orion	CAPITAL RECEIPT			105		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Orion	REVENUE			7		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Orion	GRANT	Dfe		139		Allocation for Orion/Blessed Dominic from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT			(316)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing			(4)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Needs		(230)		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	St Mary's and St Johns	GRANT	Dfe		316		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	St Mary's and St Johns	Borrowing			4		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	St Mary's and St Johns	GRANT	Basic Needs		230		Allocation for St Mary's & St John's from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Need			1,101	Accelerated spend Programme from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	REVENUE				100	Accelerated spend Programme from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	BORROWING				344	Accelerated spend Programme from 2015/16 Unallocated
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	GRANT	Basic Need		(256)		Additional needs of the project
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	REVENUE			(100)		Additional needs of the project
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	BORROWING			(344)		Additional needs of the project
Children's education	2014/15	Menorah Foundation	GRANT	Basic Need		256		Additional needs of the project
Children's education	2014/15	Menorah Foundation	REVENUE			100		Additional needs of the project
Children's education	2014/15	Menorah Foundation	BORROWING			344		Additional needs of the project
Children's education	2014/15	Orion	Borrowing			0		
Children's education	2014/15	Urgent Primary Places - Permanent - Unallocated	Borrowing			(0)		

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Appendix E - Transformation Programme

Open Projects	EXPENDITURE							Variance	Comments	
	Total Budget	2010/11 Spend	2011/12 Spend	2012/13 Spend	2013/14 Spend	2014/15 Actual to month 3	2014/15 Projected			Total Spend to 2014/15
Early Intervention	510,000	0	77,825	126,992	95,035	0	210,148	510,000	(0)	Project closure underway
CCTV	277,063	0	0	52,096	191,612	0	33,355	277,063	0	Budget fully committed on programme management
Health & Social Care Integration	100,000	0	38,881	7,197	21,948	0	31,974	100,000	0	Expected full project spend by year end
Review of the Mortuary Service	70,000	0	0	0	25,415	0	44,585	70,000	(0)	Project complete subject to final IS implementation
Review of the Registrars Service	199,645	0	0	27,560	81,845	0	69,116	178,521	(21,124)	Quarterly payments of £26,750.00 to Home Start Barnet
Safer Communities	287,300	0	39,765	125,347	4,337	0	117,851	287,300	0	Note that the project is about to go into a new phase pending members approval of a business case at the end of July. This will lead to a new budget for the rest of the year and beyond to 2017
Strategic Review of Sports & Leisure Activity	303,400	0	48,445	90,171	122,396	0	42,389	303,400	0	Offset against phase 2 costs
Waste & Recycling - (Phase 1)	1,788,668	0	110,612	141,804	1,573,103	0	0	1,825,519	36,851	
Contingency - 2013/14 Programmes	13,000	0	0	0	0	0	0	0	(13,000)	
Streetscene - Go Plant and service transformation	200,000							200,000	0	Projecting to spend to budget, programme in scoping stage
Streetscene - Greenstreets and Waste (Phase 2)	153,332	0	0	0	0	75,811	116,481	116,481	(36,851)	Underspend to offset against phase 1 costs
Education and Skills - Complex Needs and SEN	610,000	0	0	0	263,436	67,095	169,786	433,222	(176,778)	Underspend to be reallocated to family services project
Family Services Transformation Programme	1,523,300	0	0	0	490,285	0	1,209,093	1,700,078	176,778	Overspend offset by the underspend above
Adults and Communities transformation programme	750,000	0	0	0	64,160	0	685,840	750,000	0	Projecting to spend to budget
Parking	246,000	0	0	0	150,506	0	95,494	246,000	(0)	Project management costs and system changes
Connecting with Barnet and Customer Improvement	58,000	0	0	0	21,200	36,369	127,000	148,200	90,200	Budget was based upon project set up stages; additional costs estimated related to consultation and transparency projects
Priorities and Spending Review	250,000	0	0	0	248,322	0	51,679	300,000	50,000	Overspend to be offset against PMO
Commissioning budget	750,000	0	0	0	197,026	0	500,000	697,026	(52,974)	Underspend relating to previous year
Early Years	46,000						90,000	90,000	44,000	Proposed packaged to complete Business Case is under review
Education and Skills	250,000						250,000	250,000	0	Includes £100k allocated from Service Development Reserve, detailed budget review underway and projecting to spend to plan
Portfolio, PMO and workforce	1,700,000						1,677,760	1,696,960	(3,040)	Includes allocation to cover workforce costs, Connecting with Barnet and contribution to PSR, funding for workforce improvement activities
Smarter Working	160,000						160,000	160,000	0	
Total	10,245,708	0	315,528	571,187	3,569,825	236,531	5,685,251	10,339,771	94,063	

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Appendix F: Prudential Indicator Compliance

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

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

	Limits for 2014/15 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/06/14	% Fixed Rate Borrowing as at 30/06/14	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

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Appendix G: Investments outstanding at 30 June 2014

DEPOSITS OUTSTANDING AS AT 30 June 2014 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
Local Authorities					£
2000011422	Doncaster Metropolitan Council	22-Mar-13	22-Mar-15	0.76	2,000,000
2000011438	Newcastle City Council	28-Jun-13	29-Jun-15	0.70	10,000,000
2000011442	LB Islington	02-Sep-13	02-Sep-15	0.70	5,000,000
2000011445	Greater London Authority	01-Apr-14	01-Apr-16	1.04	10,000,000
2000011463	Glasgow City Council	27-Nov-13	27-Nov-14	0.80	10,000,000
2000011488	Warrington Brough Council	15-Apr-14	15-Oct-15	1.00	5,000,000
					<u>42,000,000</u>
Money Market Funds					
2000011251	Aviva	06-Sep-13		0.38	19,350,000
2000011482	Ignis Liquidity Fund	26-Mar-14		0.43	16,300,000
					<u>35,650,000</u>
Money Market Funds Non specified					
2000112434	Federated Prime Rate Cash	15-May-13	15-May-15	0.70	10,000,000
UK Banks & Building Societies					
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.40	12,500,000
2000011476	BARCLAYS COMMERCIAL BANK	07-Feb-14	CALL A/C	0.50	25,000,000
2000011479	LLOYDS BANK PLC	03-Mar-14	03-Sep-14	0.70	10,000,000
2000011485	LLOYDS BANK PLC	09-Apr-14	09-Apr-15	0.95	5,000,000
2000011486	LLOYDS BANK PLC	10-Apr-14	10-Apr-15	0.95	5,000,000
2000011490	LLOYDS BANK PLC	15-Apr-14	15-Apr-15	0.95	2,500,000
2000011500	LLOYDS BANK PLC	03-Jun-14	03-May-15	0.95	2,500,000
2000011481	NATIONWIDE BUILD. SOC.	21-Mar-14	20-Mar-15	0.81	5,000,000
2000011495	NATIONWIDE BUILD. SOC.	13-May-14	31-Jul-14	0.47	10,000,000
2000011496	NATIONWIDE BUILD. SOC.	21-Mar-14	20-Mar-15	0.81	10,000,000
2000011494	STANDARD CHARTERED BANK	29-Apr-14	29-Apr-15	0.80	10,000,000
					<u>97,500,000</u>
Non UK Banks & UK Building Societies					
2000011498	BANK OF NOVA SCOTIA	15-May-14	29-Aug-14	0.45	19,700,000
2000011498	AUSTRALIA & NEW ZEALAND BANK	15-May-14	29-Aug-14	0.53	5,700,000
2000011499	COMMONWEALTH BANK OF AUSTRALIA	30-May-14	29-May-14	0.67	7,700,000
2000011501	COMMONWEALTH BANK OF AUSTRALIA	03-Jun-14	03-Jun-15	0.66	1,200,000
2000011503	COMMONWEALTH BANK OF AUSTRALIA	17-Jun-14	17-Jun-15	0.82	5,400,000
2000011504	NATIONAL AUSTRALIA BANK	18-Jun-14	18-Dec-14	0.47	5,200,000
					<u>44,900,000</u>
Average rate of return				0.71	<u>230,050,000</u>

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APPENDIX H - Average time in Emergency Temporary Accommodation

As requested at the Performance and Contracts Management Committee of the 23rd July, the average time (weeks) in Emergency Temporary Accommodation (ETA) is reported below:

2013/14 (as previously reported)				2014/15
Quarter 1 (Apr-Jun)	Quarter 2 (Jul-Sept)	Quarter 3 (Oct-Dec)	Quarter 4 (Jan-Mar)	Quarter 1 (Apr-Jun)
31.7	34.6	41.1	43.8	46

As reported in Quarter 4 2014/15, the increase in the average length of stay is expected as work has been focused on finding alternative accommodation for those more recently placed in ETA. The more recent ETA is the most expensive accommodation for the Council and for tenants, reflecting the continuing increased prices in the London housing market.

Those households spending the longest time in ETA tend to be:

- Those with more complex needs for whom finding suitable alternative accommodation is more challenging
- Those who are in affordable accommodation procured some time ago where moving them will potentially mean to accommodation with higher rents presenting increased costs for both the household and the council
- Those in accommodation that meets their needs in terms of both size, location and affordability

No households are placed in Bed and Breakfast accommodation or accommodation with shared facilities. All ETA is currently self-contained accommodation.

The average length of time in ETA is expected to continue to rise in the medium term.

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	AGENDA ITEM 8
	<p>Performance & Contract Management Committee</p> <p>1 September 2014</p>
Title	Performance & Contract Management Committee Work Programme
Report of	Deputy Chief Operating Officer Commercial Director
Wards	All
Status	Public
Enclosures	Appendix A - Committee Work Programme June 2014 to May 2015
Officer Contact Details	Anita Vukomanivoc - Governance Team Leader (Acting) anita.vukomanovic@barnet.gov.uk 020 8359 7034

Summary

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

Recommendations

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

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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

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

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			
Performance report from Barnet Homes	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Housing and Environment Lead Commissioner	
Performance report from Public Health	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Dr Andrew Howe	
Update report on CSG contact centre performance	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Commercial and Customer Services Director	

Subject	Decision requested	Report Of	Contributing Officer(s)
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	
11 November 2014			
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	
The Barnet Group - Annual Report	To receive financial performance of Barnet Homes and Your Choice Barnet	Chief Executive, Barnet Homes	
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			

Subject	Decision requested	Report Of	Contributing Officer(s)
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	