

MEETING

PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE

DATE AND TIME

WEDNESDAY 11TH FEBRUARY, 2015

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 BSc (Econ) FCA

Vice Chairman: Councillor Sury Khatri

Councillors

Sury Khatri

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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ASSURANCE GROUP

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Decisions of the Performance and Contract Management Committee

11 November 2014

Members Present:-

AGENDA ITEM 1

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

| | |
|-----------------------------|---|
| Councillor Geof Cooke | Councillor Shimon Ryde |
| Councillor Alison Cornelius | Councillor Daniel Seal |
| Councillor Kathy Levine | Councillor Dr Devra Kay (In place of Arjun Mittra) |
| Councillor Ammar Naqvi | Councillor Lisa Rutter (In place of John Marshall) |
| Councillor Reema Patel | |

Apologies for Absence

Councillor John Marshall Councillor Arjun Mittra

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the last meeting were agreed as a correct record.

ADJOURNMENT OF MEETING: DUE TO A TECHNICAL DIFFICULTY WITH THE MICROPHONES, THE CHAIRMAN ADJOURNED THE MEETING. THE MEETING RECONVENED AT 7.33 PM.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Arjun Mittra, who was substituted for by Councillor Dr. Devra Kay.

Apologies for Absence were received from Councillor John Marshall, who was substituted for by Councillor Lisa Rutter.

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

Councillor Geof Cooke declared a non-pecuniary interest in relation to Agenda Item 8 (Quarter 2 Performance Monitoring Report) by virtue of a) himself being a Governor of Summerside School, which was referred to in the report, and b) of his wife being a Governor at Danegrove School.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There were none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

Officers undertook to provide extra information

6. MEMBERS' ITEMS (IF ANY)

7. MEMBERS ITEM - COUNCILLOR COOKE - THIN CLIENT MODEL

At the invitation of the Chairman, Councillor Geof Cooke introduced his Member's Item.

Following discussion, the Chairman MOVED that the Committee request to be provided with the following report at their next meeting:

"That Committee receives a report that provides an update and assessment of the clienting/contract management arrangements that are operating across council contracts and services, alongside the annual review of reports of CSG and Re and provide a description how performance is monitored and challenged"

RESOLVED that the Committee receives a report that provides an update and assessment of the clienting/contract management arrangements that are operating across council contracts and services, alongside the annual review of reports of CSG and Re and provide a description how performance is monitored and challenged.

8. THE BARNET GROUP - ANNUAL REPORT

At the invitation of the Chairman, Troy Henshall, the Deputy Chief Executive at The Barnet Group introduced the report, which provided the financial position of the Barnet Group for the year ending March 2014. The Committee noted a reported loss of £871,000, prior to subsequent account adjustments being made in relation to pensions.

RESOLVED that the Committee note The Barnet Group Annual Report.

9. QUARTER 2 MONITORING REPORT 2014/15

At the invitation of the Chairman, Mr. John Hooton, the Deputy Chief Operating Officer introduced the report which provided the delivery and financial performance of both contracted and non-contracted services.

The Committee considered the report.

Councillor Reema Patel MOVED the following motion which was SECONDED by Councillor Ammar Naqvi:

“That the Performance and Contract Management Committee request that the Adults and Safeguarding Committee consider in detail the relationship between the working conditions of care workers in Barnet and the outcome and performance of the provision of social care in Barnet.”

Votes were recorded as follows:

| | |
|-------------|---|
| In Favour | 5 |
| Against | 5 |
| Abstentions | 0 |

Following a tie, the Chairman used his casting vote. The motion was lost.

A Member commented on an error made by Re: in relation to a planning decision which was incorrectly considered in private session, and questioned why it was not included on the evening’s agenda. The Committee noted that the error had occurred during Quarter Three. Claire Symonds, the Commercial and Customer Services Director advised that she expected the matter to be recorded in the Quarter 3 report. Following a question from a Member, Ms. Symonds advised that it would be possible to provide data in the Quarter 3 report breaking down the detail of complaints by area. There were several detailed question raised by Members on matters contained in the report, which were answered by Officers. In relation to specific residents’ issues regarding council tax, Members were asked to bring specific cases to the attention of Anna Earnshaw, Operations Director of Capita.

During the consideration of the above item, Councillor Davey left the meeting at 8:58 pm.

RESOLVED that:-

1. The Committee agree the following referrals to thematic committees:

| COMMITTEE | REFERRAL |
|--|--|
| Policy and Resources | To note the current capital slippage and to address the capital forecasting and profiling process to ensure less slippage between years. |
| Adults and Safeguarding | None |
| Assets, Regeneration and Growth | To note the concern of the Performance and Contract Management Committee of the tight timescales for the relocation of the Depot when considering the update report at the next meeting of the committee. |
| Children, Education, Libraries and Safeguarding | To note the current academic performance when considering the Education and Skills options. |
| Community Leadership | None |
| Environment | To note, during finalisation of the Parking Policy, the increasing number of transactions and to be aware of the variation from budget in the Special |

| | |
|-----------------------------------|--|
| | Parking Account. |
| Housing | To note the increasing homelessness levels and rising accommodation costs as part of the finalisation of the Housing Strategy. |
| General Function Committee | To note the requirement of Delivery Units to complete workforce plans by the end of 2014/15 to outline appropriate levels of agency resourcing. |

2. The Committee is asked to note the quarter 2 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.14.
3. The Committee is asked to refer to Policy and Resources Committee the request for the funding of pressures on permit income within the Special Parking Account (£1.020m) be funded from contingency, as outlined in section 1.11.
4. The Committee is asked to note the Agency Costs for the quarter 2 2013/14 as detailed in paragraph 1.16.
5. The Committee is asked to note the Treasury position outlined in paragraph 1.18.
6. The Committee is asked to approve the projected £31,136m capital slippage of the outturn at quarter 2 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; HR Schools update, as set out in Appendix I.
8. The Committee is asked to note the additional information requested regarding Single Person Discounts, as set out in Appendix J.
9. The Committee are asked to refer for approval the write off of Sundry debt of £0.166m as set out in table 14 to the Policy and Resources Committee.


10. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Forward Work Programme and noted that in addition to the items referred to in the Work Programme, that the Committee would receive the report as requested by the Committee at Agenda Item 6 (Member's Items)

RESOLVED that the Committee note the Forward Work Programme.

11. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The meeting finished at 21:58

| | |
|---|--|
|  | AGENDA ITEM 7 |
| | <h2>Performance and Contract Management Committee</h2> <h3>11th February 2015</h3> |
| Title | Clienting and contract management arrangements |
| Report of | Commercial & Customer Services Director |
| Wards | All |
| Status | Public |
| Enclosures | Appendix A – Year 1 CSG Annual Service Report Appendix B - Year 1 Re Annual Review Report Appendix C – Highways Service Improvement Plan |
| Officer Contact Details | Claire Symonds – Director of Commercial and Customer Services LBB Claire.Symonds@barnet.gov.uk Helen Bailey – Partnership Relationship Manager Helen.bailey@barnet.gov.uk Phillip Hamberger – Partnership Relationship Manager Phillip.hamberger@barnet.gov.uk |

Summary

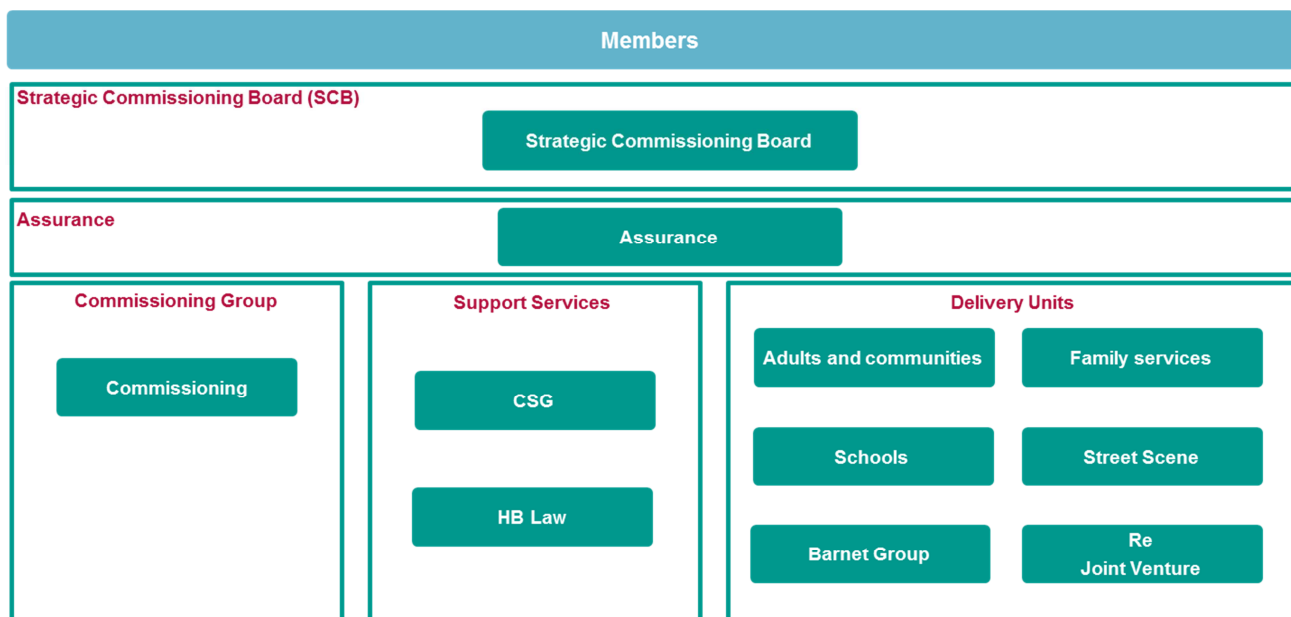
This report provides the Committee with an overview of the clienting and contract management arrangements in operation across the council contracts within the remit of this committee setting how performance is monitored and challenged and presents the annual review of CSG and Re.

Recommendations

- The Committee is asked to note and comment on the report provided in respect of clienting and contract monitoring.**

1. WHY THIS REPORT IS NEEDED

- 1.1 At the last Performance and Contract Management Committee, members asked for a report which updated them on the contact monitoring arrangements in place for the contracts under the remit of this committee.
- 1.2 Before setting these out, it is worth explaining some of the history of the structure that is currently in place and indeed has been recently updated, to undertake this function. In April 2012, the General Functions committee agreed a new organisational design to support the council's future as a commissioning organisation. It was acknowledged that commissioning involves a fundamentally different approach to determining how services should be provided by the council.
- 1.3 In simple terms, commissioning is the adoption of a system in which the council works with partners and residents to set the strategic priorities of the borough, in the context of the available resources, and agrees a set of outcomes which reflect the needs of residents and which the full range of local partners work together to achieve. Services are then 'commissioned' from a diverse mix of providers (public sector, arm's length, private, voluntary etc.) to deliver these outcomes.
- 1.4 The commissioning process requires the council and its partners to have oversight of the full range of resources available across agencies and to align these resources to achieve the stated outcomes, prioritising as required. Services are commissioned across the full range of providers in the market without prejudice. Throughout the process, the focus remains on achieving the best outcome for residents, without any pre-determined position on who should provide the services required. The new structure aimed to clarify roles and responsibilities in the organisation, giving clearer accountability for policy, strategy and resource allocation. Reduce costs by minimising duplication of roles across the authority and centralising a number of functions in the Commissioning Group.
- 1.5 The structure agreed in 2012 was designed to be simple and adaptable to change and was based around three core units. The Commissioning Group which works with Members, partners and stakeholders to determine priorities, commission services, and manage contracts, Delivery Units, internal and external, reflecting a mixed economy of delivery arrangements, and an Assurance Group, to provide strong governance and oversight across the system. The senior officer leadership is through the Strategic Commissioning Board. Each unit has a distinct role and function, though there is a high level of joint working across the functions. This is shown diagrammatically below:-



1.6 In September 2014, in recognition of the work that had been undertaken on the Priorities and Spending Review a review of the senior tier of this structure was undertaken by the Chief Executive. This restructure amended the senior tier with the intention of providing a robust basis to meet this core challenge. This new structure comes in to effect on the 1 April 2015

1.7 It is the Commissioning Group that are the focus of this report. The core functions of this Group are to:

- Work with Delivery Units, Support Services and Customer Services to provide data and analysis that informs strategic decision making by the Strategic Commissioning Board and Members;
- Translate outcomes and priorities set by Members and the Strategic Commissioning Board into commissioning strategies and delivery plans;
- Identify innovative solutions that could be used in Barnet to deliver outcomes and suggest these to Members and Delivery Units;
- Define evaluation criteria and performance measures for commissions;
- Provide advice to the Strategic Commissioning Board and Lead Commissioners on how to approach technical elements of the commissioning process; and
- Manage contractual relationships with major providers on behalf of the Strategic Commissioning Board.

1.8 The Lead Commissioners for each contract are located within the Commissioning Group. Their role with respect to each contract is to lead on strategies and annual business planning; review any performance issues and agree remedial actions or intervention.

- 1.9 The lead Commissioning role for CSG is split between the Deputy Chief Operation Officer (DCOO) and the Commercial & Customer Services Director. The DCOO is effectively the lead commissioner for support services, supported by the DCOO team which has specialist expertise in finance (who will also oversee contractual payments), insurance, revenues and benefits, information management, complaints, and programme and project management. This team similarly leads on these issues across the rest of the contracts and delivery units. The Commercial & Customer Services Director is the Lead Commissioner for Customer Services.
- 1.10 For Re, the Lead Commissioners are Commissioning Director (Growth & Development), and Commissioning Director Environment who is also the Parking Lead Commissioner. These officers draw on additional expertise as required via third party experts.
- 1.11 For Barnet Homes, the Lead Commissioner is the Commissioning Director (Growth & Development). There are currently additional officers responsible for developing housing policy and strategy within Re, and these officers will continue to support the Lead Commissioner.
- 1.12 For HBPLaw the Lead Commissioner is the Assurance Director, though there are interim arrangements currently in place.
- 1.13 For Public Health, the lead commissioner and Delivery Unit director is the Director of Public Health.
- 1.14 There is currently a project in place to develop commissioning capacity, which will result in additional resources being made available to support the Commissioning Directors.
- 1.15 The Assurance team also sit within the Commissioning Group and have an important role to play in supporting the contract monitoring discussed in this report.
- 1.16 Within this Commissioning Group, the Commercial & Customer Services Team has two major functions
- the responsibility for overseeing performance, contract compliance and managing any contractual changes for each of the partnerships/contracts within its remit. These currently are CSG, Re, HBLaw, Barnet Homes, Public Health, NSL and the Street lighting PFI contract; and
 - to lead on the policy development for the Council's customer strategies to ensure that service developments are delivered within the agreed framework maximising customer benefit.
- 1.17 The permanent structure for this team has been put in place over the last year. For each of the contracts robust contract monitoring are in place including specific governance arrangements. The rest of this report looks at each of these in turn:-

- 1.18 **CSG** - The Customer Support Group (CSG) Partnership started in September 2013. Over the first year of the contract Members have received regular reports on performance and progress made against objectives. Overall the partnership has progressed and at the end of the first year of operation:
- Customer satisfaction has improved from 52% to 77%
 - CSG services cost £6m less to run per year
 - £1.2m of procurement savings have been delivered
 - ICT incidents are being resolved first time 94% of the time
 - New benefit claims are being processed in 8 days rather than 12 days
- 1.19 However, the year has not been without its challenges and sometimes frustrations on both sides. There have been some real tests for the partnership, both sides have worked together to overcome these challenges. There are strong foundations in place, to assist the partnership to work collaboratively to deliver further benefits in year two of the contract. Attached as Appendix A is a summary Year 1 CSG Annual Service Report which sets out what has been achieved in the first year of operation.
- 1.20 The performance of the CSG contract is monitored and managed by two Partnership Operations Boards (POBs). POB are attended by representatives from both LBB and Capita and chaired by council's Commercial & Customer Services Director. There is a POB for Performance and one for Projects, each formally monitors CSG'S performance against its contractual commitments and obligations and they meet monthly.
- 1.21 The POBs report to Strategic Partnership Board. (SPB) The key function of SPB is to provide the overall vision and direction of Special Projects and the Services and have financial oversight of the provision of the Services. The SPB meets quarterly, is attended by senior staff from CSG and the council and is chaired by the council's Chief Executive.
- 1.22 Service Matter Experts and the Commercial Team work together on a daily basis to monitor service delivery and new developments and are the link between CSG the rest of the organisation. These Service Matter Experts are commonly referred to as Senior Responsible Officers (SRO). The role of the Service Matter Experts is:
- To retain expertise in CSG Services
 - To own the Quality aspect of the services
 - To own and manage Council Strategies relevant to CSG (information management, customer access strategy, budget strategy, Council Tax support, asset management, community assets, procurement, workforce)
 - To act as the key link between the CSG services, commitments and the enabling boards; Assets and Capital, Procurement Board Workforce and the Customer and Information Management Board

- 1.23 The Commercial Team and SROs work together to scrutinise the CSG performance and where appropriate apply challenge. The Commercial Team manage the contract and the overall relationship with CSG. The Client side Service Experts own the Quality aspect of the services.
- 1.24 CSG contract performance is underpinned by 31 Key performance indicators (KPIs), 10 Super (KPIs) and 91 Performance indicators (PIs) across 7 service areas. The performance indicators demonstrate the required performance of the Services. KPIs and Super KPIs are contractually bound and any changes are managed via the change protocol set out in the contract.
- 1.25 Performance data is collected and processed in accordance with the appropriate methodology, guidance, policy and Good Industry Practice. The performance is then subject to monthly, quarterly and annual review. If the Council is not satisfied with any Performance Review issued by CSG it can make a written request to the Service Provider for resolution of its concerns or rectification.
- 1.26 There are also 320 contractually bound commitments. All commitments are assigned a Council “owner” and Capita are responsible for producing a “Commitment Card” that defines the acceptance criteria by which any commitment is defined to have been delivered. The Acceptance Criteria is agreed in advance between the relevant Council and Capita work stream leads or owners. Examples of commitments are the delivery of a data warehouse solution to facilitate the modelling, scenario analysis and production of management information to assist understanding the future demand for services from Barnet’s citizens and the implementation of the Integra Finance Systems.
- 1.27 In addition there is a Joint Audit Protocol with Capita that covers its relationship with both CSG and Re that allows an audit by LBB of any performance information that LBB is concerned about. Dependant on the programme Capita’s own Internal Audit Team may carry out its own audits, the outcome of which is shared with Barnet.
- 1.28 Monthly monitoring is supplemented by quarterly reviews so that on-going performance can be reported to the Council’s Enabling Boards, Delivery Board, Strategic Commissioning Board (SCB) and to this committee.
- 1.29 Where performance and or actions do not meet the agreed expected outcomes the contract describes a number of actions that can be applied which include discussion and escalation through governance mechanism, service credits applied, step-in or even breach of contract. Since contract commencement there have been two instances where remedial notices have been applied. This was in May 2014 in relation to the IS service and again in August 2014 in relation to the HR service. On both occasions CSG provided timely responses and remedial action plans against which service performance was monitored. These plans have been scrutinised and found acceptable by the Authority. Delivery against the plans has been and continues to be monitored at commercial, client and board level

- 1.30 The indicators assist with consistent tracking of performance across the life of the contract (trend analysis). The creation of Indicators is authority led, with definitions, baselines, methods for collection, reporting frequency (monthly, quarterly or annually) and formula agreed with the service provider. In the event that KPIs or Super KPIs performance levels are not met Service Credits may be applied. Since the contract commencement up until the end of December 2014 Service credits have been applied on 11 for failures against different KPIs. The Service Credit applied totals £157,541.
- 1.31 Following the contract annual review, a number of service areas are proposing changes to their indicators, these are Customer Services, IS and Revenues & Benefits. Each Service has reviewed the PI's with the aim to improve the indicators to enable improved monitoring, to better measure the customer experience and to provide CSG with clarity of focus in line with the Authority's objectives. These indicators once agreed will be reported to this committee.
- 1.32 **Re** - The Re (Regional Enterprise), which came in to effect on the 1st October 2013 is the Joint Venture Company setup between the Council and Capita. It was set some ambitious objectives to support the delivery of the following Council Corporate Priorities:
- Promote responsible growth, development and success across the borough.
 - Support families and individuals that need it – promoting independence, learning and well-being.
 - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 1.33 Now in place for 15 months, overall the partnership has progressed well against these objectives and to date has:
- Implemented a new Customer Services Hub
 - Won an external contract with the West London Alliance
 - Delivered against 78 KPI's with average monthly performance in excess of 90%
 - Increased customer satisfaction from an average of 33% to 65% in July 2014
 - Significantly invested in an IT Implementation Programme – Exor, Uniform
 - Successfully transitioned 320 members of staff.
- 1.34 As with CSG, the year has not been without its challenges and both sides have worked together to overcome these challenges and to ensure that we work together as one business, developing and implementing new systems and ways of working. Attached as Appendix B is an annual review report for Re.
- 1.35 Similarly to CSG, the performance of the Re contract is monitored and through a hierarchy of governance that includes weekly meetings between the Operational Director for Re and the Council's Partnership Relationship Manager. A monthly Partnership Operations Boards (POB) which is chaired

by the council's Commercial & Customer Services Director and has Lead Commissioner representatives and Re senior management. This meeting retains oversight of the operational performance of the contract as well as looking to the future and plan ahead.

- 1.36 The POB makes recommendations to the Strategic Partnership Board (SPB), which meets quarterly. The function of the SPB is to agree the principles, objectives and priorities as well as to provide an overall vision for services; to identify areas for expansion of the contract; to ensure continuous improvement; to secure additional benefit for the community; to identify business opportunities; and, to act as the final forum for escalation of issues prior to the implementation of any dispute resolution procedures. This Board is chaired by the Council's Strategic Director.
- 1.37 Contract monitoring places the onus on the provider to monitor and warrant performance and to provide regular, auditable reports to the council. The requirements are set out the contract this defines three levels of contract performance reporting, these being:
- Monthly Performance Report: for consideration by the Service Delivery Operations Board & Partnership Operations Board
 - Quarterly Performance Report: for consideration by the Strategic Partnership Board
 - Annual Performance Review: for considerations by the SPB, and appropriate committees. See Appendix B
- 1.38 The staff operate across 11 services areas:
- Building Control
 - Environmental Health
 - Hendon Cemetery & Crematorium
 - Highways Network Management
 - Highways Traffic & Development / Highways Strategy
 - Highways Transport & Regeneration
 - Land Charges
 - Planning Development Management
 - Regeneration
 - Strategic Planning
 - Trading Standards & Licensing
- 1.39 Many of these services have statutory elements, including enforcement action so Re operate with a number of staff on "joint employment" contracts to safeguard the Council's statutory functions. This allows the Council to discharge its non-delegable statutory powers through those individuals with joint contracts.
- 1.40 The Re contract performance is underpinned by approximately 70 Key performance indicators (KPIs), 7 Super (KPIs) and 58 Performance indicators (PIs) across 11 service areas. The performance indicators demonstrate the required performance of the Services. KPIs and Super KPIs are contractually

bound and any changes are managed via the change control protocol arrangements as set out within the contract.

- 1.41 The Commercial Team and Commissioning Director's work together to scrutinise the performance of Re and where appropriate apply challenge. Where performance and / or actions do not meet the agreed expected outcomes the contract describes a number of actions that can be applied which include discussion and escalation through governance mechanism, service credits applied, step-in or breach. In addition, the Commercial team may ask Re to provide supporting evidence, conduct its own deep dive audits and/or commission an audit from the Council's Assurance Group. The Joint Audit Protocol allows the council to request audits when concerns are raised.
- 1.42 As with CSG, the indicators assist with consistent tracking of performance across the life of the contract. The creation of Indicators is authority led, with definitions, baselines, methods for collection, reporting frequency (monthly, quarterly or annually) and formula agreed with the service provider. In the event that KPIs or Super KPIs performance levels are not met Service Credits may be applied. Since the contract commencement Service Credits have been applied over 2 invoice periods totalling £38,849. These service credits apply to a number of KPI's that did not meet their performance targets since contract commencement. Two rectification plans have been put agreed and are in place for failed KPI's.
- 1.43 The contract is further supported by approximately 340 Commitments ranging from improving resident and business confidence that Barnet is a safe place to live and work, to establishing a dedicated Customer Service team to be the first point of contact for all Re service contacts. These are in addition to the Service Output Specification and KPI requirements, and offer a very significant range of additional commitments that add value to the offer made under the contract.
- 1.44 These additional commitments give rise to a further £6m of potential remedies for under-performance and are set out in five tiers:
- Tier One: These directly contribute to the Authority's Strategic Objectives
 - Tier Two: These are cross-cutting and do not relate to a specific DRS service
 - Tier Three: These relate directly to service enhancements and improvements
 - Tier Four: These are focused upon delivering guaranteed and aspirational growth
 - Tier Five: These are commitments that CSL are making for Partnership staff
- 1.45 The timeframes for delivering each Commitment are different and are tracked through monthly and performance reporting.
- 1.46 One area where members have shown considerable interest is in the performance of the Highways Department and attached as Appendix C is a

case study on the improvements that Re have made and are making to this service.

- 1.47 The contract is highly innovative and is based on the formation of a Joint Venture Company (RE Ltd) with whom the Council then contracts for the provision of services. Under the joint venture approach the council (through a separately incorporated company called Barnet (Holdings) Ltd) and Capita form a new company, with both owning shares in this new company.
- 1.48 A number of benefits of the joint venture model were identified. It:
- enables the council to have a seat on the company's Board, at the moment the Leader of the Council and the Chief Executive are members of the Board
 - provides the transparency that helps ensure the council receives any share of profit due;
 - as shareholder in the joint venture company the council has the right to inspect the accounts of the company even when they do not relate to the Re contract;
 - enables the council to be able to trade more easily with other Authorities – without the joint venture company the council could be exposed to more risk if it traded directly with other Authorities as opposed to via a limited company;
 - may give some customers greater confidence than trading with a purely privately owned company – some councils will be less sceptical of placing a contract with an organisation that another council is a shareholder of; and,
 - could continue to make profits after the end of the Re contract – there is no necessity to stop being a shareholder in the joint venture company, or for it to stop trading, at the end of the Re contract.
- 1.49 The council is a shareholder (49% Holding) in the joint venture company and can benefit from any increased incomes generated whilst being protected, in part, from risk because of the JV Co's status as a 'company limited by shares'.
- 1.50 **HB Public Law** - The Inter-Authority Agreement [IAA] between Barnet and Harrow regulates the relationship in respect of the provision of legal services to Barnet. It contains a specification of the service to be provided and sets out Key Performance Indicators (KPIs) which are to be measured to indicate whether performance is satisfactory.
- 1.51 The commercial performance of HBPL is overseen by the Commercial team who are the Contract Managers and is 'cliented' by the Assurance Director, though there are interim arrangements currently in place The commercial performance is managed to ensure that the following three key principles are met:

1.52 Firstly, that the service is performing according to the requirements outlined in the IAA and that there is a sufficiently robust challenge process to ensure that the data provided is an accurate reflection of overall service performance and that invoices accurately reflect the service received, this involves the following:

- Reviewing KPI submissions on a quarterly basis, which includes checking for anomalies, challenging unusual or unexpected trends in the data submitted, reviewing supporting evidence to challenge data and consulting with data stakeholders where necessary. The performance outturn is then further scrutinised and challenged at the Performance and Contract Management Committee.
- Reviewing the current KPI suite to ensure it is fit for purpose. A review has been undertaken during December 2014 and changes will be recommended following consultation with the interim Monitoring Officer.
- Distributing reports on hours used and disbursements to delivery units on a monthly basis for validation by exception

1.53 Secondly, that there is a framework to raise any commercial or contractual issues relating to the overall provision of the service with the service provider, as well as a mechanism to resolve any contractual disputes or escalations. The IAA contains a set of governance principles and these outline how the overall strategic relationship between the parties should operate and these include:

- A Strategic Monitoring Board which is a senior level forum for oversight, consultation, discussion, resolution of issues and recommendation back to the Parties It monitors performance and sets strategic direction.
- Regular meetings with the Client to discuss operational issues on a case by case basis and chargeable hours recorded to date.
- Monthly meetings between the Contract Manager and HBPL to discuss performance under the terms of the IAA.

1.54 And thirdly, Delivery Units being supported to receive a high level of service whilst having a framework to escalate contractual issues and/or queries with the quality of the legal advice with the Contract Manager. Although the IAA does not provide a framework for this, the following are the working principles that govern this relationship:

- All delivery units effectively act as Senior Responsible Officers for their area and retain responsibility for overseeing the advice they are given. This includes having a direct relationship with HBPL to oversee the practical and operational aspects of the delivery of legal advice to their area and working directly with HBPL to resolve any issues with the advice given. As the lead contacts in their field it is expected that they would identify where the service is not performing at expected levels and where necessary would escalate that to the Contract Manager.
- Monthly meetings are offered to delivery units which have the purpose of validating hours used, monitoring the core hours budget profile and legal spend as well as providing a forum to raise issues regarding

quality/service and to have an overall understanding of performance at operational/delivery unit level

- 1.55 As members will be aware, the Claer Lloyd Jones Report which was presented to the Policy & Resources Committee last year, made a number of suggestions to strengthen the existing contract management/clienting relationship in summary these were that:-
- the Council retains its own Monitoring Officer role and that
 - the IAA is reviewed to clarify the delegation of legal functions to HBPL
- 1.56 Actions taken to address these concerns will be reported to Policy and Resources Committee at its meeting on the 14 February 2015.
- 1.57 **Public Health** - Following the transfer of Public Health responsibilities to Barnet on the 1st April 2013, Barnet and Harrow undertook to enter into a shared local government public health service. This service is known as the Joint Public Health Service ("JPHS") and it manages the provision of Public Health services to the communities of both boroughs. This relationship is also governed by an Inter-Authority Agreement.
- 1.58 In the last year, and following an internal audit into the governance of the JPHS the original IAA was amended to ensure that the Commercial Team had sufficient oversight of the contract management and delivery of the IAA. This meant strengthening the governance structure, to its current shape which is:
- The commercial team are responsible for ensuring that the JPHS priorities within the Corporate Plan are considered within the Management Agreement and that associated CPIs and KPIs are being delivered.
 - The Public Health Governance Board is responsible for overseeing whether the Inter-Authority Agreement requirements are being met and whether the Public Health shared service Management Agreement priorities are progressing adequately. The Joint Public Health Governance Board is also responsible for monitoring, reviewing and resolving contractual issues relating to the delivery of the shared public health team.
 - Responsibility for ensuring that the JPHS is held to account by Members is the remit of the Performance and Contract Management Committee
- 1.59 Oversight and challenge to the performance of the KPIs and CPIs challenge is performed by:-
- Reviewing the KPI submissions on a quarterly basis. These reviews include checking for anomalies and challenging unusual or unexpected trends in the data submitted. The Commercial Team regularly reviews KPI data quality sheets against the KPI reporting table to ensure that submissions accurately reflect the requirements of the contract. KPIs/PIs are benchmarked (where possible) against other leading London Local Authorities with the aim to continuously improve and make it to the top of the league board. The overall quarterly performance is

further scrutinised and challenged at the Performance and Contract Management Committee.

- Annually reviewing and aligning KPIs targets for the Management Agreement. This was particularly relevant during 13/14/ as the JPMS inherited a number of contracts from the NHS which did not align to our reporting period. A full review of the entire suite which included clarifying the data methodology and ensuring data collection timescales are consistent with quarterly reporting requirements has been undertaken and the JPMS have then renegotiated the Performance Indicators for the 2014/15 with its relevant Service Providers. Performance is both reported to the Public Health Governance Board as well as to the Council's Performance and Contract Monitoring Committee.

- 1.60 **Barnet Homes** – The Council owns approximately 15,000 tenanted and leasehold properties managed by Barnet Homes Limited, an Arm's Length Organisation (ALMO) established in April 2004. The Council pays a management fee while retaining responsibility for the overall Housing Revenue Account. Barnet Homes has successfully delivered the Decent Homes programme and improved tenant satisfaction, and in 2010 the Council agreed to keep the ALMO and explore the potential for Barnet Homes to provide additional services.
- 1.61 From April 2012, Barnet Homes, through the Barnet Group was contracted to provide the homelessness and housing advice services (Housing Needs and Resources) previously provided by the Council. The original 10-year Management Agreement expired on the 31st March 2014. The Council was granted approval by the Homes and Communities Agency for the extension of the Management Agreement until March 2015.
- 1.62 The Council has developed a one year Delivery Plan, approved a 2012-2015 Housing Commissioning Plan and a Draft Housing Strategy, which is currently out for public consultation to be reported back on 22 April 2015.
- 1.63 The PI suite was revised for the 2014/15 Delivery Plan (one year Management Agreement) and these were presented to a previous meeting of this committee. These are outcome-focused and risk-based. They consist of Corporate, Key, and Customer Experience PIs all for onward reporting to this committee, with lower level Management PIs reported to the Commercial Team.
- 1.64 The Delivery Plan also sets the performance management framework which consists of Monthly Performance Review Meetings, Quarterly Strategic Review Meetings and 6-monthly Partnership Meetings:
- 1.65 The Monthly Performance Review Meetings involve the Council, supported by CSG Finance and Re and this challenges the Barnet Homes Management Team on current performance and delivery. The Meeting reviews all Performance Indicators as well as projects, risks, issues, change requests, finance, customer experience and equalities.

- 1.66 The Partnership Group agrees key objectives and strategic direction of the partnership; considers growth and new opportunities to help LBB and TBG to meet their corporate objectives; reviews progress of TBG against its Business Plan and its contribution to the LBB Corporate Plan; receives feedback on LBB key projects and objectives; and, resolves strategic disputes that cannot be resolved by the Barnet Homes Strategic Review Group.
- 1.67 The Strategic Review Group, subject to the Partnership Group above agrees strategic direction and priorities of Barnet Homes; receives feedback on key strategic issues from the partnership; reviews the outcomes and objectives of the agreed Delivery Plan and the performance of the partnership; Is the main resolution point for disagreements or clarifications of instruction, including change control requests; and, reviews by exception intervention areas, recovery plans or emerging issues of concern.
- 1.68 In addition to these meetings there are monthly finance meetings involving LBB finance, CSG and Barnet Homes' finance officers. There are also monthly Homelessness project team meetings between Barnet Homes, LBB Lead Commissioner, Re and the Commercial Team.
- 1.69 **NSL** – The parking contract was awarded to NSL in 2011, The scope of services included in this contract are as follows:
- The enforcement of parking restrictions both on and off street, including the issuing of PCN's by CEO's
 - The review and issuing of PCN's from CCTV camera observations for bus lane contraventions
 - Administration of PCN processing, including, processing payments, receiving, logging, reviewing and responding to informal representations and other non-statutory correspondence, responding to formal representations and appeals following approval, making DVLA enquires, debt registration and management of Warrants
 - Reacting to specific enforcement requests from the public
 - Debt vetting prior to registration of any debt and commissioning and managing bailiff companies engaged in debt collection
 - Processing and banking all PCN payments
 - The provision of a cashless parking payment service
 - Banking and reconciliation of all payments via multiple payment streams
 - Inspection and minor maintenance of parking infrastructure and reporting defects to the authority
 - Inspection of potentially abandoned and untaxed vehicles and liaison with the Council's removals contractor
 - Commission and maintain a specialist Parking IT management system

- 1.70 The contract is based on a Target Cost plus a performance payment. The target cost is essentially a breakdown of the costs incurred by the Service Provider in providing the service. The performance payment is a percentage applied to the target cost. Both the target cost and the performance percentage to be paid to the service provider is based on the bid submitted by NSL.
- 1.71 The main principle of a Target Cost Contract is that the Service Provider receives a share of any savings and pays any excess when the final cost is compared to the Target Cost. The provision is designed to motivate the Service Provider to investigate and propose changes in the way the Services are provided that will reduce the Actual Cost while maintaining or improving the service levels defined by the Key Performance Indicators (KPI's).
- 1.72 In reality NSL have struggled to identify cost savings and have had no option but to incur additional costs (not recovered from the Council) due to the need to increase resources in order to accommodate the volumes of work to ensure achievement of the KPI requirements.
- 1.73 The contract incorporates a Payment Mechanism and this identifies the performance payments that are due to the contractor as and when performance meets the suite of KPI targets. Therefore the overall performance of NSL has financial implications (both in terms of increases and deductions) dependent on whether KPI's have been fully met. The payment mechanism is therefore designed as a remedy under the contract for poor performance but equally acts as a reward for good performance and as such it provides a good incentive for the contractor to perform well.
- 1.74 NSL must submit draft monthly reports of its performance against each of KPI's. These reports are scrutinised by the Council's parking client team and the performance report is discussed and the performance position agreed by the Council's Representative at monthly performance review meetings with NSL.
- 1.75 Payment is made against the certified amount approved by the Council's Representative each month. The certified amount will consist of three parts:
- Monthly proportion of the annual Target Cost as defined in the Target Cost Schedule.
 - Any changes authorised by the Council's Representative due to variations or Special Events undertaken by the Service Provider.
 - Performance Related Payment against the achievement or otherwise of the Key Performance Indicators
- 1.76 Within the Commercial Team is the Parking Client, a small team who's role is to manage and monitor the NSL contract. All officers within the client team have a key role to play in regard to monitoring the delivery of the Key Performance Indicator requirements.

- 1.77 The team use a number of mechanisms to monitor performance including interrogating the ICES Parking system, dealing with complaints and correspondence and considering Representations and Appeals. The ICES system holds records of all Penalty Charge Notices (PCN's) issued by NSL and records the history related to each one. As there is a defined statutory process for issuing and processing PCN's the history log is a very good source of information in terms of checking compliance as is the process of receiving and considering Representations and Appeals. The Representations and Appeals process identifies where due process has not been followed by NSL and where this leads to the cancellation of a PCN this is directly linked to a number of KPI's, although there is a tolerance that is applicable.
- 1.78 It is important to ensure that all Civil Enforcement Officers (CEO's) enforce the parking controls fairly, accurately and consistently and by so doing each PCN is considered to be a good quality PCN as it has been served fully in accordance with the regulations. It is equally important that the back office processing procedures comply with statutory timescales and that sufficient evidence and records are maintained. Provided this is the case it is less likely that a PCN will need to be cancelled when a challenge is made in regard to its validity and process.
- 1.79 It is acknowledged that there were some problems within the first 2 years of this contract however the performance of NSL has improved over time. There were a number of issues arising including a slow start, which is generally expected during the transition of a new contract and there were some teething problems encountered with the old parking IT system Civica CE, which had unfortunately been a contributory factor to some performance failures over the first two years.
- 1.80 The Parking Client team continually monitor the effectiveness and the compliance within each patrol by the use of the contractual KPIs and where changes in parking patterns are identified this is discussed with NSL and alternative more effective solutions sort and agreed.
- 1.81 **Street Lighting Private Finance Initiative (PFI) Contract:** This PFI Contract was awarded to Barnet Lighting Services (BLS) in April 2006 as a 25 year contract. PFI contracts differ from the traditional type of contract as the Service Provider takes on additional responsibilities and risks. The contract documentation is output based with the authority identifying the required lighting standards for each road and the required response times in dealing with defects, contract management, administration and correspondence. It is for the Service Provider to identify how he will achieve the outputs by a series of method statements, which are contractual.
- 1.82 The authority role is to act purely as a monitor of performance against agreed contract requirements and, in order to achieve this the Contract Monitoring team was established which now sits within the Commercial Team.
- 1.83 The Street Lighting PFI Contract includes eight performance standards that the Service Provider must achieve in order to receive full payment; PS1 – PS8.

Each Performance Standard is further sub-divided into separately measurable items accounted for in the Monthly Monitoring Report each Month of the Contract.

- 1.84 Each of the performance standards has a number of clearly identified performance targets which are linked directly to a Payment Mechanism.
- 1.85 The payment mechanism is built upon having a variable payment stream, according to; availability of lighting of a standard equal to or better than the prescribed intervention level; performance in terms of the proportion of lights working as planned at night; quality of lighting; response to faults; maintenance of information systems; interaction with the public and the Council and; reporting of performance.
- 1.86 The payment to the Service Provider was ramped over the first five years of the contract to reflect the installation of the new lighting apparatus as it came on stream. This payment method incentivised the Service Provider to perform in accordance with the CIP installation programme.
- 1.87 Each of the Performance Standards has an equivalent Performance Target in the Payment Mechanism. Failure to perform in accordance with the targets leads to the possibility of financial adjustments (deductions) being applied to the monthly payment to the Service Provider. The adjustments are devised such that the poorer the performance the larger the adjustment sum is. If the level of performance is particularly poor there are also Service Default Termination Points (SDTP) which may accrue. Should the Service Provider accrue 3 or more SDTP's in one month the authority could terminate the contract.
- 1.88 The PFI Contract Monitoring team consists of a Contract Representative (Infrastructure and Parking Manager) who oversees operations and a team of two consisting of an Operational Contract Manager and a Senior Technician. Day to day checks are carried out on site and the MIS is interrogated to identify whether works are being carried out in accordance with agreed method statements, whether works are on time or late and whether the quality of works is appropriate to the contract requirements.
- 1.89 The MIS is interrogated daily to identify how the contractor is performing and to produce reports which can be compared to the Monthly reports produced by the contractor for the monthly Monitoring meeting. Monthly Monitoring Meetings are held at which the authority and Service Provider review the performance and agree on the payment due having regard for the requirements of the Payment Mechanism.
- 1.90 Since May 2103, the Service Provider has completed the targeted installation of the central management system (CMS). The implementation of the CMS project was, primarily, to permit the authority total management control over many aspects of its street lighting assets, including the level of light output and consequent consumption of electricity. Street lighting is now consuming approximately 33% less electricity following installation of the CMS. This reduction in electricity consumption is providing £400k of budgeted savings

from reduced electricity bills, as well as making a significant contribution to the reduction of the council's carbon footprint.

- 1.91 The contract monitoring team are currently working on proposals, jointly with the Service Provider, to determine areas where additional savings may be available from contract, operational and service delivery efficiencies. These include; utilisation of the CMS for operational reporting; reduction in night scouting; modifications to routine and non-routine maintenance activities; introduction of LED lighting units to borough footpaths and other areas.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

Each of the relationships that are reviewed in this report make a contribution to the delivery of the Council's Corporate Priorities of *Better services with less money* through contracting for guaranteed standards and levels, whilst at the same time reducing the operational costs of the service and *Sharing opportunities and responsibilities* by significantly enhancing the ability of customers to access and engage with the Council and receive the support they need, whilst also giving them greater control through self-service and self help.

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 the organisation to deliver its objectives efficiently and effectively. This report sets out how these activities are undertaken.

5.3 Legal and Constitutional References

- 5.3.1 Under the Council's Constitution Scheme of Delegation, the Performance and Contract Management Committee has the following responsibility for functions:

(1) Overall responsibility for quarterly budget monitoring, including monitoring

trading position and financial strategy of Council Delivery Units.

- (2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (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.
- (3) Receive and scrutinise contract variations and change requests in respect of external delivery units.
- (4) 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.
- (5) Specific responsibility for the following functions within the Council:
 - Performance

5.4 Risk Management

- 5.4.1 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract are published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle.
- 5.4.2 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.

5.5 Equalities and Diversity

- 5.5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010). This means having due regard to the need to:
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
 - c) foster good relations between those who share a relevant protected characteristic and those who do not.
- 5.5.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.
- 5.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.
- 5.5.4 Equality performance is monitored by collecting data on service usage,

customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

5.6 Consultation and Engagement

None

6. BACKGROUND PAPERS

None

2013/14 Annual Service Report

CSG Partnership, Barnet.



1st Year Executive Reflections



Welcome to the first Capita and Barnet Council CSG Partnership Annual Report and Review. This document is an overarching view of the first year of the partnership, summarising where we have come from, what we have achieved and our objectives going forward.

The Capita and Barnet Council's CSG Partnership has enjoyed an excellent first year. That isn't to say the year hasn't been without its challenges and sometimes frustrations on both sides, how we responded to these was a real test of the partnership. We have however laid the foundations for a mutually beneficial decade for both organisations and, having completed the groundwork, are ready to begin to reap the benefit for year two and beyond.

When forming CSG, we set some ambitious objectives:

- Significantly Improve Customer Service and satisfaction
- Improve insight to support better decisions
- Modernise the Councils IT infrastructure
- Deliver Better services at a lower cost

These objectives were broad and challenging and we have worked extremely hard towards achieving them. In many ways, the services are now unrecognisable from a year ago. We can be proud of many successes, the dedication of our people, the way the two organisations have worked as one and of generally performing well while going through a period of major operational re-organisation and change.

Major partnership successes in year one includes:

- transitioning 560 staff into CSG
- Customer satisfaction is 77% up from 52%
- We answer 95% of calls up from 90%
- The processing of new benefits claims in 9 days
- CSG services now cost £6m a year less to run

- £1.2m of procurement savings delivered
- Generating over £6m of income
- Receiving an unqualified Audit Opinion for the Councils annual accounts
- Resolving 94% of ICT incidents at the first point of contact up from 81%
- Relocating services to 10 other sites
- Implementing 18 new systems
- Refreshing 93% of the Councils servers and relocated them to our resilient data centre

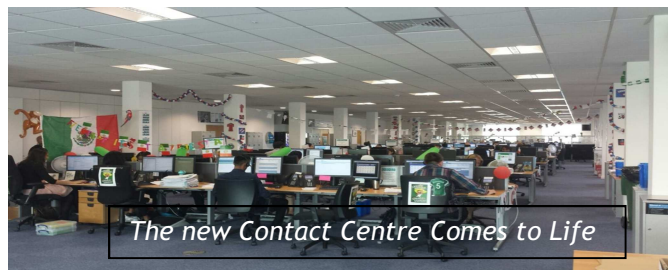
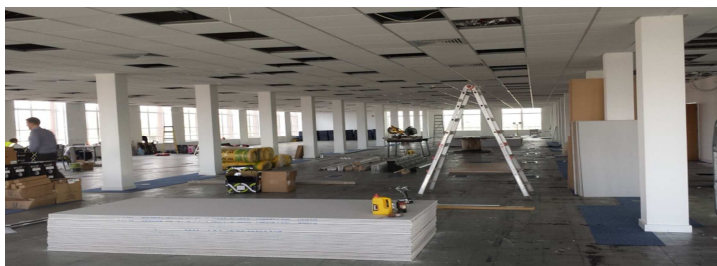
Laying strong foundations is essential. They provide a stable base and shared confidence on which to complete our transformation programme and to begin to deliver the longer term customer, organisational and financial benefit. We can be proud of what we have achieved and should celebrate our successes so far.

But we also need to work hard to complete the customer service and IT transformation programme, to resolve outstanding problems quickly and to improve in areas where we know we need to do more. We need to deliver the basics consistently well, minimise mistakes and their impacts to the customer and be effective in resolving the issues that arise quickly. If we do this we will deliver even more successes for our Barnet and its residents.

We look forward to the second year of working together and realising the additional benefits we committed to deliver.

Mark Dally
Partnership Director, CSG

Chris Naylor
Chief Operating Officer, London Borough of Barnet



External Customers

The contract sought to put our Customers at the heart of what we do and they remain our priority. At the same time we sought to create a “new relationship” with them by taking them on the journey to new ways of interacting. This means contacting and engaging with us in new ways but relies upon is making information more readily available, signposting customers to alternative providers and ensuring service requests more quickly resolved.

Self-service resolution and the diversion of demand will also mean that in year two we can adopt the role of “customer advocate” where CSG Customer Services will own and monitor the end to end process of a request and ensure that Delivery Units actually fulfil the request not just that we handle or refer it. This will ensure vulnerable customers receive the care they require and other customers get what they need without repeated contact.

In year one we have laid some important foundations through a wide ranging programme that saw us:

- Review and restructure customer services
- Refurbish and equip a 100 seat contact centre
- Recruit and train 80 new staff
- Implement a CRM system and new telephony
- Use MI to drive customer understanding and target poor performance.
- Improve campaign management

We have managed this in parallel to some significant changes and business events that impacted on the operation, transition and transformation of the services. These include the Q3 Waste Campaign, during which 45,000 extra calls were received, and a new parking system being implemented leading to new processes and a backlog of permit applications to be processed.

We have also had our service challenges. While not all were predictable, some were inevitable or should potentially have been foreseen based on the scale and pace of change. We acknowledge these have been frustrating for our customers. These included:

- The switchboard service not performing well
- A significant phone outage in April 2014

- The new CRM system taking time to work effectively in terms of process, reporting and consistent data
- Occasional dropped calls

Despite this we have had some real and sustained successes:

- We answered 95% of all calls (up from 90%)
- 77% of customers are satisfied (up from 52%)
- We answered 74% of the million calls received in 20 seconds
- We process 90% of 300 emails daily in 10 days
- 17,000 parking permits issued since April 14

Internal Customers

We set out this year with a clear objective to make Council staff jobs easier through better systems and ways of working. During this first year we have generated significant changes for Council staff with three key new systems going live: Integra in Finance, Core in HR, the new Employee Portal and the Lagan CRM system.

With these new systems we have introduced new tools, the foundations to allow more strategic planning and forecasting and higher levels of automation. Change of this scale and speed has been challenging and the Councils staff have been engaged and supportive.

But they have also faced some regrettable issues as the new systems highlighted some significant issues in functionality, data quality and reporting that have at times made the new systems seem like a backward step to some service areas. We have worked hard to resolve these and are confident that we have the plans in place to close all these issues soon and lay a strong foundation to support a modern workforce.

Insight

For all our Customers, Insight has been a key enabler. For the first time the Council and CSG has far better in depth information on its services, demand, propensity for change and underlying drivers for contacts now and in the future.

This is helping inform decisions and strategies for short term demand management, customer service strategy and the long term commissioning and PSR strategies. The insight team have already delivered some key analysis to help inform current and future service delivery this includes:

- The Customer experience quarterly analysis,
- an Impact assessment of the Care Act on Adults Social Care Delivery
- Understanding of Social Isolation, and
- Housing affordability.

This is in addition to the MI that we produce (and publish) on the calls we receive, trends and problem areas. Insight has also delivered a Members dashboard with key ward and borough information around hot topics and trends that helps Councillors stay informed.

Going forward Insight will be a key tool for decision making and strategy setting both for CSG and the Council Commissioners to make evidence based decisions.

Technology

This year has seen a significant investment in the underlying infrastructure, new technologies and future proof solutions. While not all of the technologies and solutions have been visible to the Councils staff they will underpin transformation not just of CSG but the wider Council. They will also provide more resilience and flexibility than the Council has ever had and support the increasing need for different ways of working and mobile working as the Smarter Working Project progresses.

The effort and resource to deliver the CSG Transformation programme has been significant with more than 100 CSG Technical, Programme and Project management, Business analysts and technical architects working to achieve our contract obligations. To date the solutions and services implemented within CSG include:

- Replacement Finance and Procurement systems
- Replacement HR, Payroll and Pension systems
- Replacement CRM system
- New Contact Centre Telephony solution
- Contact Centre Phonetic software
- Replacement data centre with full disaster recovery and business continuity capability and migration of 95% of the servers
- Phase 1 of a new property asset management system (with future phases to follow in year 2)
- Project and programme management systems

- Insight / Business Intelligence capability
- The new intranet
- New Service desk and ICT Service Portal
- New Cognos and insight reporting tool

The transformation also included the relocation, refurbishment and IT systems for a range of Barnet services that relocated to Capita Centres of Excellence during the first 6 months, largely with no business disruption. The programme does not stop here. During the first 6 months of year two we will complete:

- The completion of the Gateway Project providing an improved web and customer account capability
- The Smarter Working ICT Project – bringing better use of buildings, technology and locations to support ways of working
- The Data Centre Migration – providing 24 x 7 monitoring and Disaster Recovery
- The Supplier Portal providing a single interaction point for the Council's suppliers
- The refresh of the desktop and network

The Gateway project will perhaps be the most significant of the CSG deliverables next year. This sits at the heart of achieving channel shift efficiencies for CSG but more importantly providing customers with a better experience through a new website that is easy to navigate and use and the "My account" functionality that will allow them to complete the top 10 transactions in a secure, personalised and interactive way via self-service.

The Gateway project has been delayed until the start of March 2015 reflecting the complexity of the project, which may have been underestimated initially, and in order to get the scope and experience right for our customers. It remains a priority focus for year two.

Processes

The first year has also seen the implementation of a number of new automated processes and better controls. Some of these are being rolled out in a phased way to allow staff or customers time to adjust and to ensure they are effective, but all have the same objective in mind, to ensure the Council works in an efficient way and reflect best practice these include:

- Increased use of self service in HR, Finance and Procurement

- Refined and tightened spans of control in Finance
- Improved access controls for IT systems
- Daily IT system back ups
- The introduction of a leavers and starters process to support the setup of new staff for IT, system access, FM access and permissions and more accurate staff data sets
- On line IT service requests
- Health and Safety reporting systems
- Estates compliance reporting on the Civic Estate

Year two will see this enhanced further with the following going live: mobile payroll solutions, automated switchboard and Call telephony integration, scanning and indexing for invoices as well as the Gateway project online capabilities.

CGS - Transformation Consultation

The first year of the contract has been a challenging one for CSG staff. After a long period of uncertainty while the conclusion of the Judicial Review occurred, during which staff attrition levels rose, 568 staff transferred to Capita on 1st September 2013. The transfer followed a long period of consultation with the unions and a reiteration of the commitment by Capita that their Terms and Conditions would be honoured for 12 months and only non-financial process changes would occur at the 13 month point.

The CSG contract was set up to reduce costs and improve services to residents, to achieve these outcomes we set out to improve the technology and processes, and use our shared service centres to get better economies of scale. These measures will reduce the operating cost of CSG services by at least 45%. This will save the Council £126 million over 10 years of the contract. To achieve savings of this magnitude, we had to reduce the CSG workforce.

As a result at the start of October we put 256 employees working in the affected services (Revenues and Benefits, HR, Pensions and Customer Services) at risk of potential redundancy. We then entered into a full consultation with employees on our proposals to relocate 119.45 roles, reduce the overall headcount by 29.2 roles, and retain 107 roles in Barnet.

Consultation lasted 90 days and at the end of January 2014 the full outcomes were shared. During this time, we explored alternative suggestions to our proposals with staff and unions and we also sought opportunities to redeploy into other parts of Capita, with some success.

This was a difficult period for all concerned, and we did all we could to support our staff through the process including additional training and coaching around seeking new jobs, employee fairs and matching staff to redeployment opportunities.

This all had to be done at the same time as ensuring that services continued to deliver and perform in line with the contract.

As a result of that process 130 staff were made redundant (vs. the original Cabinet business case that assumed 203 staff would be made redundant) and 15 staff were redeployed into other roles.

Change

The consultation was an unsettling time for staff and this was coupled with a high level of demand for their support during transformation. As we prepared to go live with the new systems in April 2014 it was often the same key staff that were required to keep the business as usual operation running and feed into the testing and finalisation of the new system configurations. It's a testament to their professionalism that we went live on time and to budget and suffered no degradation of service performance.

Staff Development

Although we will continue to develop services, automate process and introduce new ways of working our staff are key to our success and we will be investing in their development. As well as putting in place their development plans we will be reviewing the opportunities to provide training and multi skilling staff.

One of the key business improvement projects we will seek to rollout across CSG during year two will be Customer Service training for all front line staff initially and then the wider CSG staff base. This programme is based on a market leading best practice customer service training and will focus on employee engagement, business relationships and customer satisfaction as core principles of our business.

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Re

Annual Service Report
2013/2014



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Executive Reflections

Year 1

Learning & Development

Transitioning 277 members of staff into Re with each invited to undertake development discussion

277

Training

all staff now receiving an average 5 days training per person per year.

5

Awards

Submitting 3 nominations for the Capita Success Awards (Company wide Staff Performance Award)

3

The major partnership successes in year one include:

People

- ▶ Transitioning 277 members of staff into Re with each invited to undertake a 1:1 personal development discussion with a member of the Learning and Development team.
- ▶ Significantly increasing staff training with all staff now receiving an average five days training per person per year.
- ▶ Submitting three nominations for the Capita Success Awards (company-wide Staff Performance Award) with one winner and one highly commended.

Re (Regional Enterprise) the Joint Venture between the London Borough of Barnet and Capita has enjoyed a successful first year. Challenges remain to be faced but looking back over the year we have made valuable and positive steps to build our organisation. These include: working together as one business, developing and implementing new systems, improving service delivery response times and developing new business knowledge via personal development and training.

This first year has also seen significant operational change; balancing stability of service with the measured introduction of new IT platforms to continually improve performance. The existing dedication, enthusiasm and drive to provide the best possible services to the Barnet community inherited from the staff that transferred to Re has been key to the achievements made to date.

Services

- ▶ Implementing a new Customer Services Hub.
- ▶ Offering new services to residents and businesses, including premium planning service and new care and repair housing modification services.
- ▶ Ranking as 2nd best performing authority in London for planning.
- ▶ Building Control team winning LABC award for partnership working.
- ▶ Increasing income and use of Hendon Cemetery and Crematorium to levels not seen since 2010 when it was at its peak.

▶ **Increasing customer satisfaction with our services from an average 33% prior to partnership commencement to 65% as measured in July 2014.**

- ▶ Meeting key milestones within the Regeneration Programme for the borough.
- ▶ Managing the contract process for Brent Cross Cricklewood – one of the largest regeneration programmes in Europe.
- ▶ Delivering against 78 KPI's with an average monthly performance in excess of 90%.

Growth

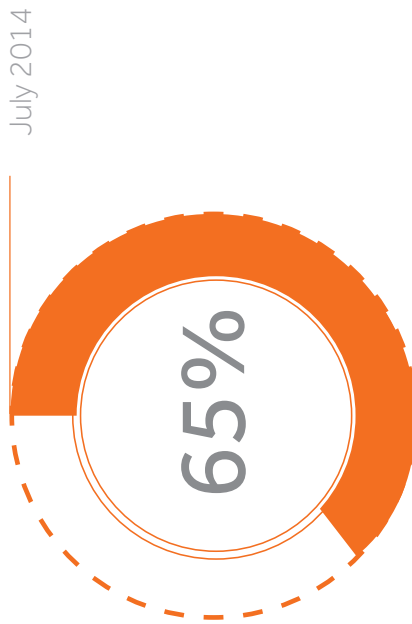
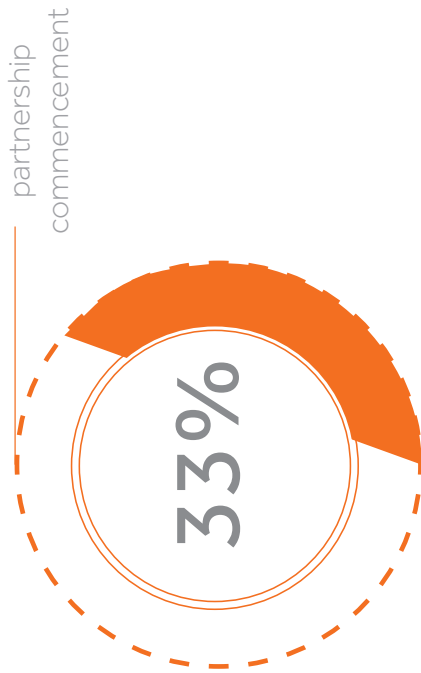
- ▶ Winning an external contract with the West London Alliance.
- ▶ Securing a commission from LoTSA (London Trading Standards Association) to provide it with consultancy services.

IT

- ▶ Significant IT implementation programme – Exor, Uniform.
- ▶ Launching the Re website.



Customer Satisfaction



The residents of Barnet are at the heart of our organisation and this year has seen us lay the foundations upon which we will build in order to deliver long-term customer benefit in line with Re's service vision. The vision for Re is to deliver an exemplar service for the people of Barnet that enables the Joint Venture to deliver significant growth.

Re will create a platform that delivers the highest quality, best value public services across the south-east region and beyond.

This ambition will develop Re into a leading brand, with customer service comparable to the best in the private sector and to position it as an "Employer of Choice", within both local government and the private sector.

Looking forward, our second year as a partnership will see the hard work continue in order to complete the IT transformation

programme that will further improve the ways in which we can interact with our customers. In addition to delivering an improved customer experience, priorities for the second year include business growth and therefore the challenge of increasing the awareness of the partnership and the services we offer to the wider south-east area. Outreach work is well underway amongst the service divisions and we are excited to embark on the next step of our journey working together to achieve our shared goals for Re.



Alun Parfitt
Operations Director

Executive Reflections

Year 1

Performance & Service Delivery

The Joint Venture places the needs of the residents as its main priority therefore throughout the transfer period and the first year of operation we have focused on minimising disruption and maintaining service delivery.

There have been notable achievements with some significant improvements in service being demonstrated e.g.

Hendon Cemetery & Crematorium has seen its overall usage and income increased to levels unseen since 2010

when the cemetery was at its previous peak. Furthermore, a full review of expenditure resulted in an immediate reduction of operating costs by £125,000 per annum.

In February we were delighted to announce that at the Local Land Charges Awards for Excellence event held in Bristol, our own department was nominated and recognised within the top

10 Most Improved National Land Information Service category.

In addition this team has exceeded its KPI target of four days by processing Full Official Searches in an impressive average of 1.78days per application.

High levels of performance have been demonstrated this year by the planning team, resulting in being ranked as the 2nd best authority in London. In recent months, a new design agent service has been launched that improves services for residential customers, including a comprehensive package of services to facilitate residential extension needs.

This income generating service allows customers to access expertise in design, planning and building control services in one place.

Our building surveyors are being trained in party wall policy and procedures to extend our suite of service delivery options to our customers. Their knowledge will be used to provide

advice and guidance to either developers or adjoining property owners for a fee – bringing in additional income that would otherwise be paid to an external provider. Until recently Barnet residents have been referred to the 'Faculty of Party Wall surveyors' for advice. Now this advice is available from our own in-house surveyors. Since launching the service in October we have received an increasing number of enquiries with several cases currently on-going.

Re has made immense effort working with the authority, developers, partners and other stakeholders to meet key milestones within the Regeneration Programme for the borough, including:

- ▶ Issuing of planning consent for the Brent Cross Cricklewood development.
- ▶ Submission of a planning application for new homes on the Granville Road estate and receiving the application for the Peel Centre; a major residential development site in Colindale.
- ▶ Opening of the main East West strategic road link at Millbrook Park, an important access road for public traffic and bus services.
- ▶ Opening of the new Millbrook Park (three form entry) School.

Brent Cross Cricklewood development



Land Charges



Performance & Service Delivery

The hard work of the Strategic Planning and Regeneration team will continue throughout the partnership to improve the facilities and infrastructure of the borough, making it an even more attractive place to live and work in.

Managing business as usual during a time of considerable change has undoubtedly created a number of challenges. Well documented historical issues within the Highways Network Management team have absorbed considerable management resource; however with the implementation of Exor and an overhaul of the Highways System, demonstrable improvements have been made to the capture of service requests and their tracking via the new Re Service Hub.

Following the deployment of additional resources and the roll out of improved contract management processes;

response times rose from 59% in July 2014 to 93% in August despite an increased volume of cases (698 to 741)

September's 84% return reinforces the need for further focus to establish a consistently high performing service.

The Streetworks service introduced their 'coring' programme this year; a highways protection initiative to check that statutory undertakers have reinstated the highway to an acceptable standard. Not only does this generate income but it also improves road conditions for residents and reduces the level and cost of annual maintenance required on the authority's highway asset. Following such a successful initial period, the Streetworks team have recently presented their coring programme at the London Highways Forum.

Focus on this traditionally-viewed problematic service has resulted in the authority agreeing to invest £50m over the next five years to improve this key asset.



Streetworks 'coring' programme



Partywall leaflet

Customer Experience

The vision contains a clear ambition to improve the experience of customers when they interact with Re through multiple formats. In July overall customer satisfaction was,

65% showing a significant improvement from 33% reported prior to transfer in October 2013.

The Re Service Hub went live in April and serves as the contact point for customers accessing Re's services; acting as the customer's advocate for service requests, resolution and responses. With extensive training having been undertaken, the Service Hub team are equipped with the knowledge to respond to many service requests directly themselves. The new Lagan interface provides a platform for enquiries to be logged and managed across the services, fostering

an improved customer service as issues can now be tracked from beginning to end. This is a major achievement.

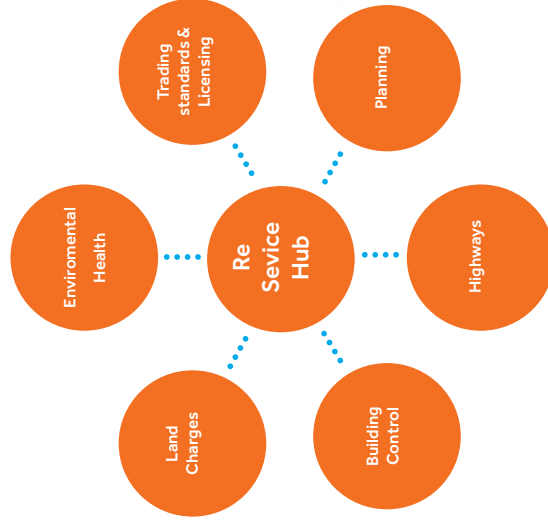
Performance in responding to complaints has steadily improved throughout the year from 68% of stage 1 complaints being responded to on time to 79% as reported in October.

The average number of complaints has also declined from approximately 45 to 17 a month during the period April to September. This is due primarily to the new Service Hub being able to provide a more responsive service so that fewer customers feel the need to make a formal complaint.

The Re website is now live and tailored to provide customer specific access points that align with our Customer Access Strategy. It aims to highlight and showcase the services offered whether the consumer is a

householder, business, developer or other local authority. As Re moves into a period of growth, the challenge will be to increase the awareness of the services that we deliver and have the potential to deliver to the wider business community across the south east of England and beyond.

The website will be continually developed and updated as new information becomes available with the aim of promoting Re showcasing the services and products we can offer to our residents and to communities beyond the borough boundaries.



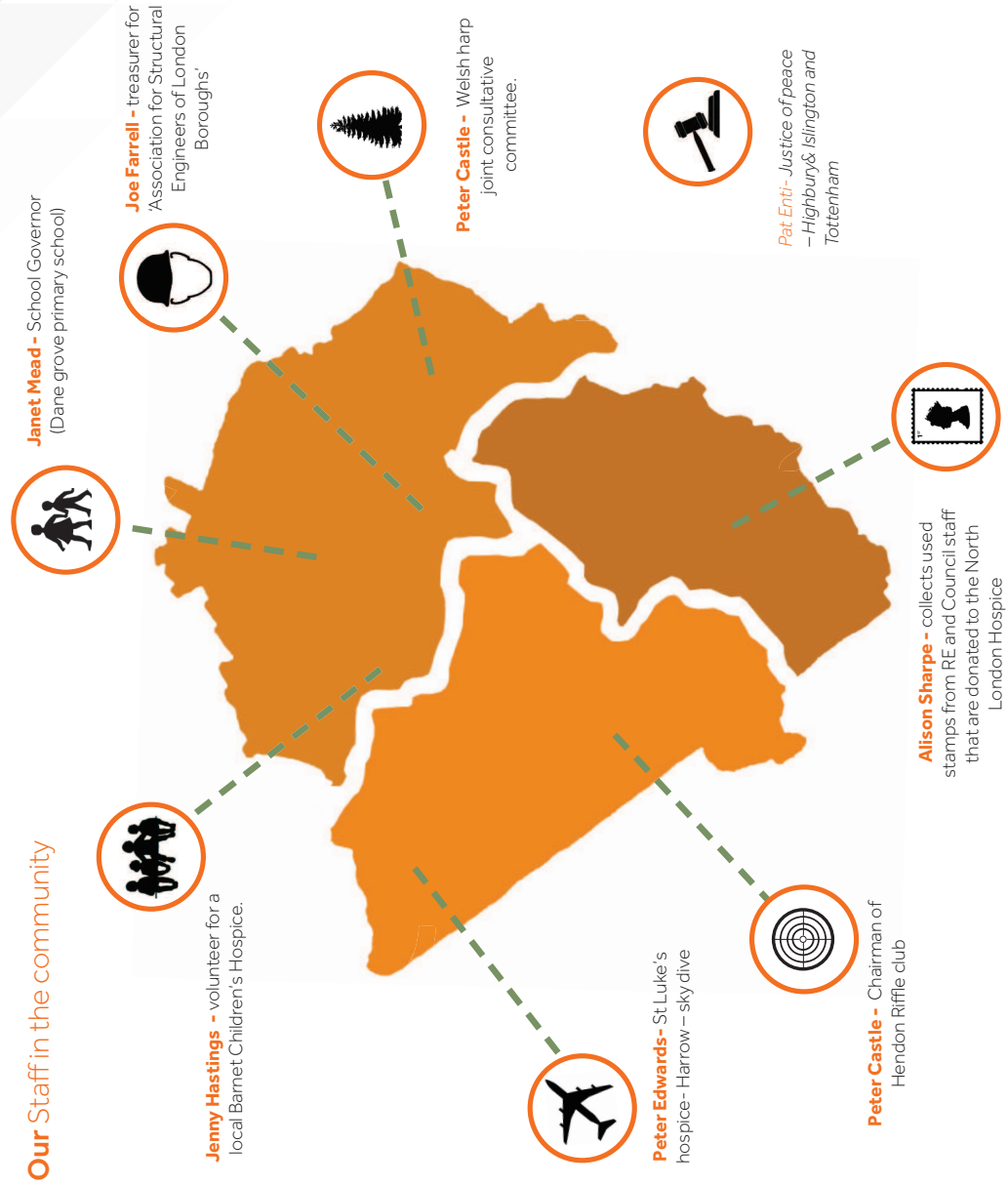
Our Service hub will support all Re business areas.

Community Engagement

Delivering the best quality services possible to the residents of Barnet is embedded within the heart of Re's approach; and in this first year we have taken extra steps to engage with and improve the lives of those within our community.

We have worked closely with schools in Barnet to help them create and implement school travel plans that benefit their entire communities. A number of these received STARS awards from Transport for London for their work in promoting safe and healthy travel to and from school and in reducing the number of journeys made by car.

Brookland Junior School won the prize for 'school of the region' (north) for demonstrating the highest level of commitment to active, safer and responsible school travel.



Community Engagement

Eight Members of staff have trained to become Science, Technology, Engineering and Maths (STEM) Ambassadors, a platform from which they can support the development of this skill set in the local community and encourage young people to aim high for skilled employment.

They have attended and presented at careers fairs in addition to participating in other community events. Further to this, a number of staff members have undertaken full training as part of the East Barnet Schools Bee a Mentor programme that sees them guide students through their challenging exam periods.

At the commencement of the Re Partnership, the whole team were involved in selecting the North London Hospice as our Charity Partner. The Hospice cares for local people with potentially life-limiting illnesses and, over the past year Re has carried out regular initiatives with all colleagues to raise valuable funds.

Supporting local businesses to prosper and grow is a key priority for Re and The Expo included keynote speeches from the Leader of the Council and the authority's Lead Commissioner for Enterprise and Regeneration, along with a number of workshops.

October 2014 saw Barnet's second Business Expo, with over 60 local business representatives attending.

The Expo kick starts a series of events for the business community that together with support, expertise and knowledge from Re, the Council and its strategic partners aims to make Barnet the best place in which to set up and operate a small business in London.



The Technology

The first year of operation has seen a concerted focus on the implementation and subsequent stabilisation of key IT systems and the business processes they enable to drive service quality and improvement. Specifically, 2014 saw Re take on and improve the Exor solution used previously by the council in Highways, replacement of Acolaid with the Uniform solution in Regulatory Services, consolidation of paper based Traffic Management Orders onto the map based ParkMap system and presentation of that data to the public via the web based TraffWeb solution.

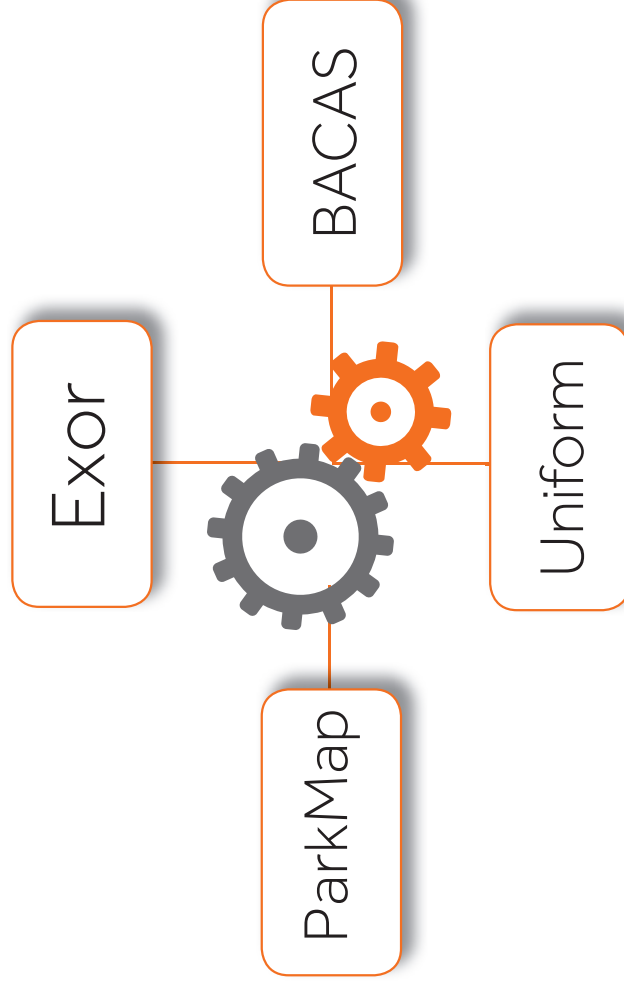
In addition, a series of smaller implementations have been successfully delivered including BACAS in the Cemetery and Crematorium, refresh of desktop equipment, provision of remote access and a recovery programme to ensure information security and data protection act compliance. Re has also managed and delivered dependencies with CSG programmes including the Customer Gateway.

There have also been lessons learned as a result of such large scale IT investment taking place simultaneously and these have highlighted the need for more focus on business requirements gathering in the early stages of projects to ensure alignment between systems and service outcomes.

Also, mobilisation of specialist resources where required, for example, in system penetration testing to ensure security, compliance; will in future assume more priority.

Now 2015 is about leveraging service and efficiency improvement from these technology investments as well as further integration and joint delivery of transformation projects working with CSG and being based on the Customer Access Strategy findings and recommendations.

IT Transformation



Staff

Development

At Re, our people are our most important asset and are key to driving the business forward in line with the outlined growth agenda. Re fosters an environment where staff feel valued and have the opportunities to develop a successful career. We have already invested significantly in development opportunities for all staff. Initial one-to-one meetings were offered to all transferring partnership staff to discuss their future development aspirations and through the appraisal process, those that are currently, or wish to, work towards a professional qualification are identified and supported with a mentor and quarterly development meetings.

Over the course of the first year each staff member has participated in an average of five days training, a partnership commitment that is ongoing for the remainder of the contract.

In the last year, four members of staff have joined the Capita Property and Infrastructure

BusinessWise graduate business skills development programme, designed in partnership with Northumbria University. Participants complete a Postgraduate Certificate in Business Performance Management delivered by expert academics and experienced practitioners. James Langsmead describes his experience of the BusinessWise programme since joining in 2013.



James Langsmead

The BusinessWise Programme has equipped me with the skills necessary to review and reflect upon the management and leadership styles observed in the day to day running of the business. This reflective process has helped me to examine my own learning and development as an employee of Regional Enterprise Ltd, and, member of the Scientific Team, and has made me aware of the opportunities where I feel I could be a better leader or team player.

Whilst investing in our graduates is paramount, we also recognise the importance of ongoing learning. This year a number of managers were enrolled onto the Capita Property and Infrastructure Commercial Leadership Scheme. This investment in the commercial competency of our key managers supports service transformation and business development and also enables the key managers to demonstrate the values and behaviours we need to make Re an ongoing success.

Re has launched a monthly staff recognition scheme to celebrate the positive contributions our people make to improve and enhance the service we provide to our customers and each other. Furthermore, two individuals and one team were nominated into the annual Capita Success Awards to demonstrate to the wider business community the efforts of Re employees. Ann Graves won the 'people' award for her dedication to organisational development and Andy Milne was highly commended for his

efforts in improving the service offered at Hendon Cemetery and Crematorium. These are well deserved accolades for some of the team members that have gone that extra mile for their customers and colleagues.

New

Partnerships

A core objective for the Joint Venture is the ambitious growth agenda that sees us develop our commercial offering by expanding existing services and introducing new ones to benefit customers. This creates a platform to deliver the highest quality, best value public services across the south-east region and beyond.

A key challenge therefore is establishing and facilitating awareness of our brand into the wider business community. Significant steps have been taken this year to address this challenge across all service areas with new relationships being fostered and partnerships developed.

In 2014 we unveiled the Re brand at MIPIIM UK

the first UK property trade show for professionals involved in the UK property market. Delegates included investors, developers, local authorities, occupiers, hotel groups, agents and business service providers.

The platform for Re directors to network with individuals from across this spectrum of attendees is the first opportunity to take the brand out beyond the Barnet boundaries.

The Trading Standards team won a contract to provide intelligence and information to LOTSAs (London Trading Standards Association) on behalf of all 32 London boroughs. This includes supporting individual boroughs by providing reports on trends and issues at a more local level and is a great opportunity to increase the profile of Re across London. The Highways Network Management team have also made significant efforts to raise awareness of the Streetworks Management Initiative being undertaken in Barnet. Re presented the Coring Programme at the London Highways Forum and has been engaged in discussions with other local authorities about the benefits and mechanics of coring and sharing best practice.

Other Partnership developments include:

- ▶ Numerous affiliations being established with Environmental Health through the Primary Authority Partnership Scheme.

- ▶ Building Control Partnership with Fairview Homes
- ▶ Regeneration agreements made with development partners to begin development at Dollis Valley

The Building Control team won the Partnership award at the Bricks and Mortar Awards Ceremony and is made in recognition of providing excellent service within the building, development and construction sector. Re has been working in partnership with LABC Warranty for the past few years and has taken every opportunity to pass on leads to the service resulting in many joint presentations to developers.

London MIPIIM



Bricks and Mortar Awards Ceremony

Looking Forward

As we look forward to entering our second year in partnership, building upon these relationships and working to foster new ones will be vital to achieving our ongoing objectives. 2015 sees Re enter into a phase which will deliver significant development in our service offering and a drive towards undertaking activities that will raise the profile of the Re brand across London.

Providing the best quality service to our customers is embedded within all corners of the Re Partnership and as such over the next year we have committed to achieving the ISO9001 quality management accreditation.

As we strive to achieve the Investors in People award for high performance through people, our dedicated Organisational Development team will continue to provide opportunities to ensure our people feel empowered and supported to innovate and evolve the services they provide.

RE

12 Month Vision for Service

The Re, Regional Enterprise Service Vision

- All Re services will be high performing and delivered efficiently as measured by upper quartile performance (top 25%) when measured against other London Boroughs
- All those who contact Re, have a 'best in class' experience that empowers customers to transact with us quickly and easily through their choice of desired channel.
- Our focus will be on constantly improving the customer's interaction with us so at any stage he/she understands how, when and by whom their issues are being resolved.
- Any transaction across our services will appear seamless
- We will embed customer relationships within improved IT technology platforms
- Our people will feel empowered and be supported to innovate and evolve the services they provide

What is the Specific Vision for our Development Management & Building Control Service

Our Vision for services Improvement encompasses Members, Customers, our Staff, Service Delivery, Systems and Finance.

Our key vision outcomes are currently:-

- Members**
 - Reduce the number of planning applications sent to all authorities
 - Meet customer needs of major planning applications
 - Respond to customer enquiries within an end-to-end process a service within 7 working days
- People**
 - Offer incentives to deliver excellent business as usual services and greater initiatives
 - Hire the 'right' people to deliver
 - Hire the 'right' people with 'unpredictable' skills
 - Upskill and train staff through relevant
 - Customer focused people
 - Communicative-People
- Culture for Success**
 - Attract and retain
 - Clear communication
 - Listen to customers including staff
 - The ability to manage your staff to support
 - Ability of cross working
 - Doing things right and not just to the letter
 - We are one team
- Customer**
 - Respond to customer needs and feedback messages within 24 hours
 - Respond to customer queries within 10 working days as a minimum with a target of responding within 5 working days
 - Offer forums (e.g. webinars) for customers through the website
 - Offer forums (e.g. webinars) for agents and contractors
 - Customer focus - customer needs first
- Service Delivery**
 - Existing staff and skills
 - Develop staff and deliver 'right first time' performance
 - Offer forums for customer feedback to ensure all services are communicated
 - Create plans to deliver greater customer
 - Deliver excellent customer service
 - Develop approach to deliver services
 - Delivering contractual commitments
 - Performance measured (e.g. applications delivery Service)
 - Design & deliver services
 - Deliver excellent customer service
 - Public sector service delivery
- Outcomes**
 - High quality
 - Awarding 'best of class' of service



RE

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North London Business Park,
Cockleigh Road South,
London N11 1NP

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Refreshed: 16 December 2014

Customer Highways Vision

The Re. Regional Enterprise Service Vision

- > All Re. services will be high performing and delivered efficiently as measured by upper quartile performance (top 25%) when measured against other London Boroughs
- > All those who contact Re. have a 'best in class' experience that empowers customers to transact with us quickly and easily through their choice of desired channel.
- > Our focus will be on constantly improving the customer's interaction with us so at any stage he/she understands how, when and by whom their issues are being resolved.
- > Any transaction across our services will appear seamless
- > We will embed customer relationships within improved IT technology platforms
- > Our people will feel empowered and be supported to innovate and evolve the services they provide
- > Services will be strengthened through recruitment of Business Leaders, business development and technical delivery specialists
- > Our staff will understand, share in and own their service area elements



What is the Specific Vision for our Highway Service ?

Our Vision for service improvement encompasses Members, Customers, our Staff, Service Delivery, Systems and Finance.

Our key vision outcomes are currently:-

Members

- Fortnightly Highways related communications to all Members (cc: Barnet SROs) updating on all works undertaken and those planned for next few weeks on a ward by ward basis
- Regular fortnightly briefing meeting with Cllr Dean Cohen
- Regular monthly updates for environment committee area representatives
- A clear understanding from Members of our service vision and in year focus and priorities (agreed with Commissioner)
- A clear understanding by Members of what elements of service are responsibility of Re. and what belong to others (e.g commissioners, streetscene etc)
- A clearly advertised single reference point for all customer queries and complaints for Highways (using EXOR)
- A response to any Member query within a contract improvement 5 working days, and clear process and timescales out for updates that may be required

Customers (Barnet Residents)

- a clearly advertised single reference point for all customer queries and complaints for Highways (using EXOR)
- all enquiries from whatever source are properly recorded
- a response to all member enquiries within an improved 5 day target
- a response to any public query raised within 10 days as prescribed in the contract.
- a clear and reliable process to ensure our customers are kept advised on progress updates and any key changes
- make the right promises in terms of Council policy and affordability, for service actions in terms of what we can do and the timescales.
- ensure that we deliver our promises on actions and replies
- not close enquiries until they are fully complete in terms of the agreed action
- ensure that the expectations for highway service levels are clearly communicated to all our Members and customers
- over the next 6 months put in place the platform for customers being able to check progress and receive status change updates using temporary web systems
- provide good quality and timely technical background for the Customer Service Team to manage responses

Capture and Police

The service hub will ensure all customer service request are captured logged & allocated. The hub will provide MI to ensure issues are closed.

Solve

The service units will take all necessary action to resolve service requests

Communicate

The hub will ensure that customers receive timely updates and confirmation that service request is closed

People

- Appropriate team structure with clear leadership at all levels
- Resourcing appropriate for task – the right people doing the right things
- Development of in house design team commenced
- Clarity for all staff as to our expectation in terms of service delivery and behaviours
- Clear understanding of our expectations in terms of customer management – a customer focused culture
- Effective performance management regime
- Staff members to follow the newly prescribed three step customer service protocol.

Service Delivery

- Effective management of Council budgets through close working relationship with CSG finance colleagues. Transparent and regular monthly reporting both internal and to the Council.
- Effective contractor management – streamlined works ordering and management processes
- Strong working relationship with Streetscene – clearly set out working arrangement with monthly review meetings incorporated into an SLA
- Regular project reviews being undertaken. Particularly in relation to the annual works programmes.
- Clearly defined forward work plan and priorities agreed with Barnet commissioner, which is then reviewed with him on a fortnightly basis
- Resource plans to meet the above forward works plans
- All service KPIs and Plis being achieved / exceeded, leading to clearly demonstrable service improvement

Systems

- All elements of EXOR fully operational and being utilised.
- Staff fully trained on all systems

Finance

- Full ownership of Highways P&L at AD level
- Full ownership of mini mobs at appropriate level

Who is responsible for Driving the Highway Service Vision?

Dean Cronk (SD Highways) has overall responsibility with the Management Team of Neil Richardson, Lisa Wright, Gangan Pillai, Liam Davies, Mark Cooper & Chris Chrysostomou.

The Improvement Plan is the basis for progress review and refresh at the Highway Management Team meeting.

Specific live action plans are in place covering the Highway Network Management and Traffic and Development teams which detail the steps mapped out in the Journey to achieve this overall vision and the order (priority) that they will be tackled. Over the next 6-12 month horizon.



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How are we organised to achieve the Improvements?

The Highway Service manages the Improvement Plan through a joint plan in spreadsheet format maintaining the linkage between the high level service vision outcomes and specific detailed tasks.

What have we prioritised ?

Our detailed and integrated Highway Service Improvement Plan spreadsheet contains a comprehensive schedule of actions which are categorised 1-4 with '1' being most urgent. Tasks categorised as '4' indicate they have been completed. Example Below



| A | B | C | D | E |
|---|------------------|----------|------------|-------------|
| Service Improvement Area | Owner | Priority | Start Date | Finish Date |
| Title: Financial Management | | | | |
| Objective: To Ensure Effective Systems to Manage the LBB Managed Budgets. To ensure proactive 'early warning' communication on under or overspenders. To ensure VFM for LBB. | | | | |
| Action | | | | |
| Implement EXOR Maintenance Manager module for worktickets | Innovations | | Oct-13 | Mar-14 |
| Manage SAP System de-commissioning and Integra replacement | Deepti | | Oct-13 | Mar-14 |
| Agree mapping of LBB Managed budget financial codes to EXOR system | Deepti | | Jan-14 | Mar-14 |
| Establish consistent use of EXOR System for all workticket instructions | MR-W | | Apr-14 | Aug-14 |
| Establish temporary EXOR Integra information exchange interface | Deepti | | Apr-14 | Apr-14 |
| Design and implement electronic automated EXOR-Integra interface | Ann Hayes | | Jun-14 | Oct-14 |
| Specify Requirements for interactive report to provide live budget expenditure information | Matthew Harrison | | Aug-14 | Oct-14 |
| Develop and test interactive report | Matthew Harrison | | Sep-14 | Sep-14 |
| Monthly reporting as part of contract performance via Jonathan T-W | Liam Davies | | Apr-14 | Apr-15 |
| Include overview of Managed Budget performance in the monthly Highways Pentagon. | Liam Davies | | Aug-14 | Aug-14 |
| Forecast Training for M&S Mob Manager and Other Managers | | | | |



It currently contains detailed action plans, each of which have a designated overall owner.

What Differences will be noticeable?

Less admin time every month

As a result of investment in systems and interactive reports to automatically extract and present information we will spend much less administrative time every month calculating and reporting our Highway contract performance. This will allow us to create resource capacity to focus on service improvements and growing the service.

Convert paper to electronic

As a result of investment in systems there will be hardly any paperwork necessary to undertake our core processes and processes will have been significantly streamlined particularly in terms of contractor interfaces.

Better service for members

By ensuring all service requests we receive are in one EXOR system with a routine for daily checks our customer response KPIs will have improved significantly and we will regularly achieve 100% of Members enquiries responded to within the new enhanced 5 working day service (from 10 days)

Real time progress update for customers

Our live data systems will have established a real readiness for live interactive progress updates via the web or text alerts for Members and customers alike later in the year as part of the CSG Gateway Project.

Customer satisfaction

Highways customer satisfaction surveys will we hope show positive improvements in terms of the quality of our customer interaction and response where service has been forthcoming. In circumstances where we cannot provide the service sought we will ensure that the reasons are clear.

Effective Contract Management

We and the Re. Customer Service Team will know and trust our contractor repairs performance (LBB Streetscene DSO & Conway/AECOM) without the need to have time consuming 100% checking and administration systems with irrefutable photographic evidence that works have been undertaken to service quality requirements.

Key people will know about our service

Our Communication Plan will be providing a wide range of clear, useful and easy to understand information to both Members and customers on what they can expect from the Highway Service.

What are our "Good Service" Milestones?

We have scheduled a number of recognisable incremental improvements to help us focus and sign off key stages in our improvement journey.

These events relate to 6 critical aspects of the Highway Service:-

Working Practices Procedures and Culture

Organisational Structure

Systems

Customer Perception

Client Perception

Contractual Performance (KPIs)

Our current milestone events are:-

| Service Improvement Milestones | | | | Milestone Description | Service Improvement Outcome/Benefit |
|--------------------------------|-------------------------------|---|--------------------------------------|---|---|
| Ref | Month-S/M/E | Category | Milestone Headline | | |
| | September | Contractual Performance | Regeneration New Link Road opened | Millbrook Park Regeneration Scheme. New Link Road opened between Frith Lane and Bittacy Hill Mill Hill | Economic regeneration through new infrastructure |
| 2 | December-E | Customer Perception | "New Winter Service Leaflet" | New service explanation leaflet on winter maintenance sent out to all Members and attached to all winter maintenance customer replies | Informed customers will know what they can expect and how to report problems |
| 3 | October-M | Working Practices procedures and culture | Our new pcs and laptops delivered | Old and slow running hardware is replaced as part of action plan to improve EXOR reliability and speed of use and improve streetworks mobile performance | To tackle current technical stabilisation issues being experienced by users caused by very old IT equipment and infrastructure. |
| 4 | October -S | Contractual Performance | Travel Plan commitment | Developing the Travel Plan service by engaging with Businesses to develop their Travel Plans. | Formal commitment |
| 5 | October -E and monthly repeat | Working Practices procedures and culture | Key staff managing responses in EXOR | All key staff are confidently using EXOR on their pcs to manage technical responses | Improved ownership resulting in quality replies for customers more quickly and less administration |
| 6 | October -E | Customer Perception AND Client Perception | Customers understand journey | "our customers are clear what action we will take (including no action)" | We will avoid overpromising and misunderstanding on actions being taken |
| 7 | October-E and monthly repeat | WPPC | "Customer Hub training" | "training completed to improve consistency of our first contact customer service" | Better information collected and given at the first point of contact will help deal with service requests |
| 8 | January-S | Systems | "EXOR generated customer responses" | "EXOR set up to produce customer reply templates" working closely with the Re. Service Hub team. A specific transformation project with Innovations support | All customers will receive a standardised quality of response more quickly |

Our current milestone events are:-

| Service Improvement Milestones | | | | | |
|--------------------------------|------------------------------|-------------------------|--|--|---|
| Ref | Month-S/M/E | Category | Milestone Headline | Milestone Description | Service Improvement Outcome/Benefit |
| 9 | January-E | Customer Perception | "New Safety Defects leaflet" | "Customer Information leaflet on Safety Defects produced to explain reasonable expectations for emergency and 28 day repairs" | Informed customers will know what they can expect and how to report problems |
| 10 | October-S | WPPC | "Daily Checks on responses and contractors" | "Run daily report checks for replies or works due for completion within 2 working days" | We will spot potential problems before they happen and ensure customers are advised on any changes. It will help achieve contractual response time targets. |
| 11 | October-M and monthly repeat | Customer Perception | "Update customers on progress of agreed Traffic Management requests" | "complete a check of open Traffic service requests and update customers on progress" | Particular issues around keeping customers advised on long running TRO/Safety issues will be improved. Traffic related service requests typically have longer resolution periods so regular updates are valuable for customers and will help reduce the need for customers to check up |
| 12 | January 15 | Customer Perception | New TRO Information Leaflet | Processes outlined and Customer Information leaflet on the Traffic Regulation Order and Road Safety schemes produced to explain the process – timeframes, decision making and consultation and budget restrictions. Leaflets to be finalised following the implementation of the Parkmap system. | Informed customers will know what they can expect, the action and how long it is likely to take and how we will keep them informed on progress |
| | October-M | Contractual Performance | Defend S.37 Road Adoption | Carter Close Barnet. Successful defence against a Section 37 road application by a private developer | LBB/Re. safeguarded against the prospect of having to take on additional assets not constructed to standard. |
| 13 | November-E | Systems | Planned Works BOQs in EXOR | "electronic EXOR BOQs and site plans to manage planned maintenance" | Improved process efficiency across our interface with contractors |
| 14 | January 2015-M | Customer Perception | Customer Progress Updates | "EXOR set up to automatically updates our Customers at key stages" | Our customers will automatically know about any changes which will give confidence that their issue is being dealt with. It will reduce the need for them to chase progress. |
| 15 | January 2015-M | Client Perception | Member Ward activities report | "New interactive report introduced to keep ward members advised on ward activities" | Members will know about all key highway activities taking place in their ward and be fully informed |
| 16 | November-E | WPPC | New inspection routes | New inspection hierarchy routes agreed as LBB Policy | More efficient, focussed use of Re. resources and an objective risk based process in support of the LBB Section 58 defence |
| 17 | November | Contractual Performance | Major Regeneration Adoption Agreement | Dollis Valley Regeneration Phase 1 Adoption Agreement will be completed | Major benefit in support of economic regeneration for LBB and Re. |

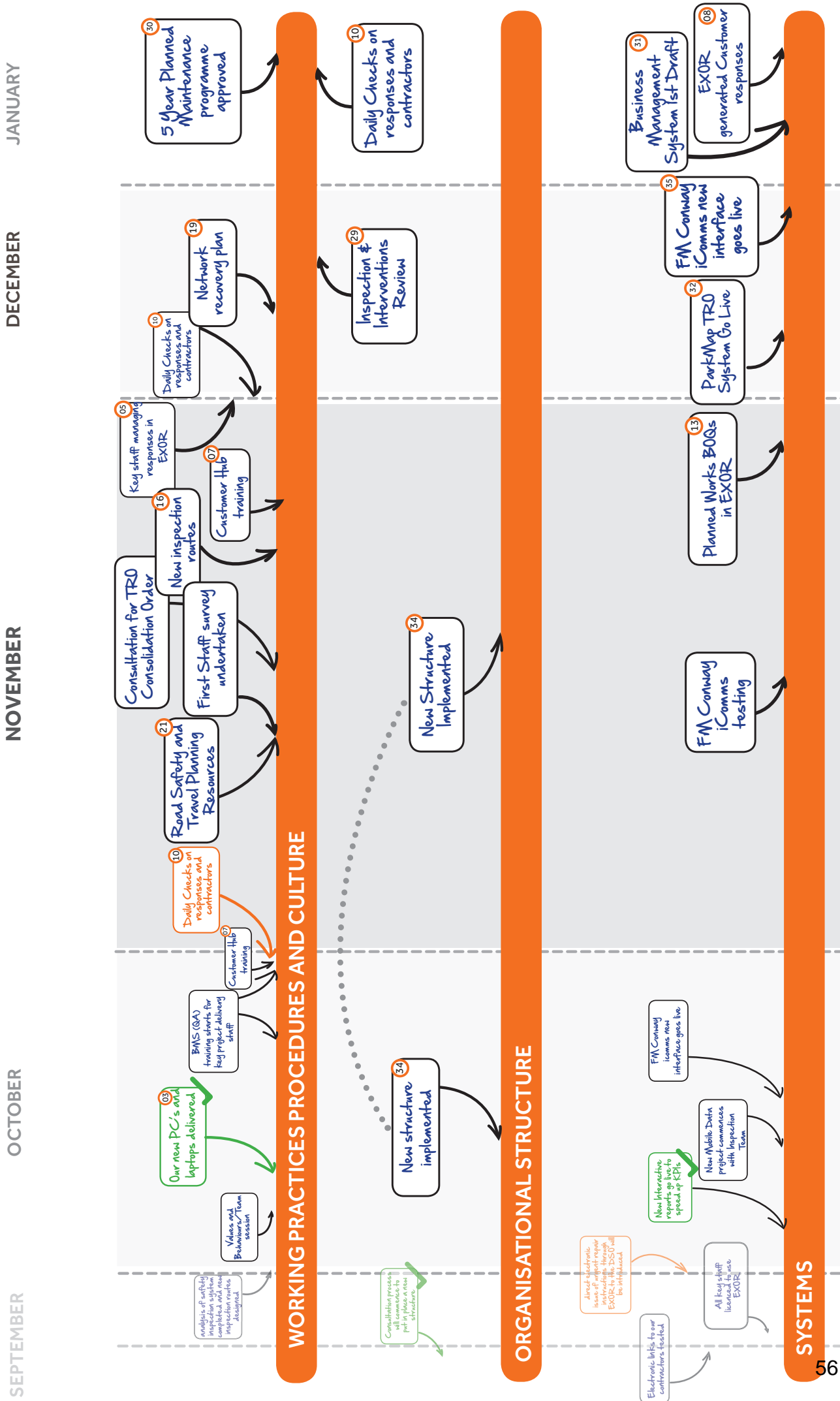
Our current milestone events are:-

| Service Improvement Milestones | | | | | Milestone Description | Service Improvement Outcome/Benefit |
|--------------------------------|-------------|-------------------------|--|--|---|-------------------------------------|
| Ref | Month-S/M/E | Category | Milestone Headline | Milestone Description | Service Improvement Outcome/Benefit | |
| 18 | January -E | Customer Perception | How are we doing surgery | "Undertake a service satisfaction surgery with the Leader and key Members and Clients to see how we are doing" | The service will obtain face to face objective feedback from key users of the service in order to inform the Improvement Plan. | |
| 19 | December-E | WPPC | "Network Recovery Plan" | A detailed Project Plan will set out the delivery of a significant injection of capital funding. | Improved customer satisfaction in the long term for the condition of the carriageways and footways. Less customer calls for reactive maintenance. | |
| 20 | December-M | Contractual Performance | New Regeneration Link Road opened | Grahams Park Regeneration Phase 1B new link road planned to open | Infrastructure implemented to support regeneration for LBB | |
| 21 | November | WPPC | Road Safety and Travel Planning Resources | Recruiting Resources into the Road Safety and Travel Plan Team. | Delivery of the Road Safety and Travel Planning Elements of the LIP and Borough Cycling Programmes. | |
| 22 | October | Contractual Performance | LIP 15/16 Annual Spending Submission | The 2015/16 LIP Annual Spending Submission sent to TFL in October 2014. | Contract specification requirement. Ensuring a prompt start in April 2015 will provide a good service for LBB | |
| 23 | December | Contractual Performance | LIP 15/16 Annual Spending Announcement | Late Dec 2014 – The TfL LIP funding announcement for 2015/16 is expected in late December 2014. | Contract specification requirement. Ensuring a prompt start in April 2015 will provide a good service for LBB | |
| 24 | January | Contractual Performance | Highway Improvement Programme 15-16 Approval | Programme of 2015/16 LIP and all other schemes for approval at the Assets & Capital Board on 14 January 2015 and for approval from the Environment Committee 27 January 2015. | Contract specification requirement. Ensuring a prompt start on site in April 2015 will provide a good service for LBB | |
| 25 | November | Client Perception | Transport for London School's STARS accreditation awards | Transport for London have confirmed Barnet School's STARS accreditation awards for 2014 - Bronze 45, Silver 11 and Gold 19. This is a particularly noteworthy achievement by the School Travel Team faced with reduced staff numbers and changes of staff. We were just 1 off the Silver or better target and 4 above for the Gold target. | Linked to achieving the PI's in Traffic and Development PI's for Sustainable Travel and Road Safety | |
| 26 | November | Contractual Performance | Parking Policy | Barnet' Parking Policy was approved at the 18 November 2014 Environment Committee. | Formal Commitment | |
| 27 | November | Contractual Performance | Consolidation of Traffic Management Orders | Data check of review data and articles enabling the borough to consolidate its Parking Traffic Management Orders on time. | Formal Commitment | |
| 28 | November-M | Contractual Performance | Winter Maintenance Annual Review completed | We are required to undertake an annual review of the service to check the adequacy of this important service that both supports road safety but also maintaining infrastructure for commerce during inclement weather. | Contractual requirement combined with ongoing review of efficiency opportunities for LBB | |
| 29 | December -M | WPPC | Inspection & Interventions Review | A fundamental review of the current LBB policy | | |
| 30 | January-M | WPPC | 5 Year Planned Maintenance programme approved | The development of a 5 year planned maintenance programme based on the availability of a long term capital budget award to deliver the Highway Asset Management Plan (Network Recovery approach) | An important strategic shift towards planned maintenance works increasing the % of the network treated, reducing costly reactive patching and improving general customer satisfaction | |

Our current milestone events are:-

| Service Improvement Milestones | | | | | Milestone Description | Service Improvement Outcome/Benefit |
|--------------------------------|-------------------------------|--------------------------|---|---|---|-------------------------------------|
| Ref | Month-S/M/E | Category | Milestone Headline | Milestone Description | Service Improvement Outcome/Benefit | |
| 31 | January-M | Systems | Business Management System 1st Draft | Integrated Business Management system 1st draft | Improved overall quality and process efficiency | |
| 32 | January -M | Systems | ParkMap TRO System goes live | Parkmap is a software system that Re. committed to introduce to manage Traffic Regulation Orders (TROs). The introduction has been linked with the review of TROs to produce a Consolidation Order in conjunction with LBB Parking Services | Parkmap software will realise operational efficiencies in Re. Highways and through links to TrafWeb will publish useful information on parking regulations to the public | |
| 33 | November-E and monthly repeat | Customer Perception | All Members enquiries meet new 5 day response | Re. is committed to improving customer care quality in general and specifically for Members the time it takes to provide a response. | Re. Highways will have delivered improved responsiveness | |
| 34 | November-M | Organisational Structure | New Structure Implemented | A revised organisational structure implemented through a defined staff consultation process | Service delivery efficiency | |
| 35 | December-M | Systems | FM Conway iComms new interface goes live | Implementation of a new electronic 2 way interface between the Re. EXOR Highways system and the framework contractor FM Conway. The interface will allow the direct sending of work instructions and the receipt of updated information on progression till final completion. | Improved process efficiency/much reduced administration and paper records. Live automated status updates. Digital photograph evidence that works have been completed. | |
| 36 | February-M | Systems | Highway Mobile Project go live | The final stage of the EXOR system development will be providing a mobile platform capability. | Service operational efficiency and less administration | |
| 37 | December-M | Contractual Performance | Interim Review of Contractor Options | A pros and cons review of options available to Re. and LBB to change current arrangements with the LBB Streetscene DSO and the LoHAC Framework Contract | Potential for improved service | |
| 38 | November-M and monthly repeat | Contractual Performance | Contractor Performance DSO meetings Conway AECOM | Regular performance meetings to ensure that Re. undertakes its' Managing Agent role and oversees the managed budgets | Improved customer service in terms of reliability of works being started and completed in accordance with information provided to customers. Customers are proactively advised if any significant changes happen. | |
| 39 | January-E | Customer Perception | Knowledge Management events calendar for Members & key stakeholders | Re. Highways will identify a programme of events at which our services are explained and Members meet our delivery team | Improved understanding of how service is delivered, key issues and improved relationships | |
| 40 | January-E | Contractual Performance | Commence Parking Review for Brent X Regeneration Project | Significant Parking Review project | Re. inputs will help ensure key Network Management duty in terms of road congestion arising from significant new developments | |

What good looks like and how are we progressing?





What good looks like and how are we progressing?

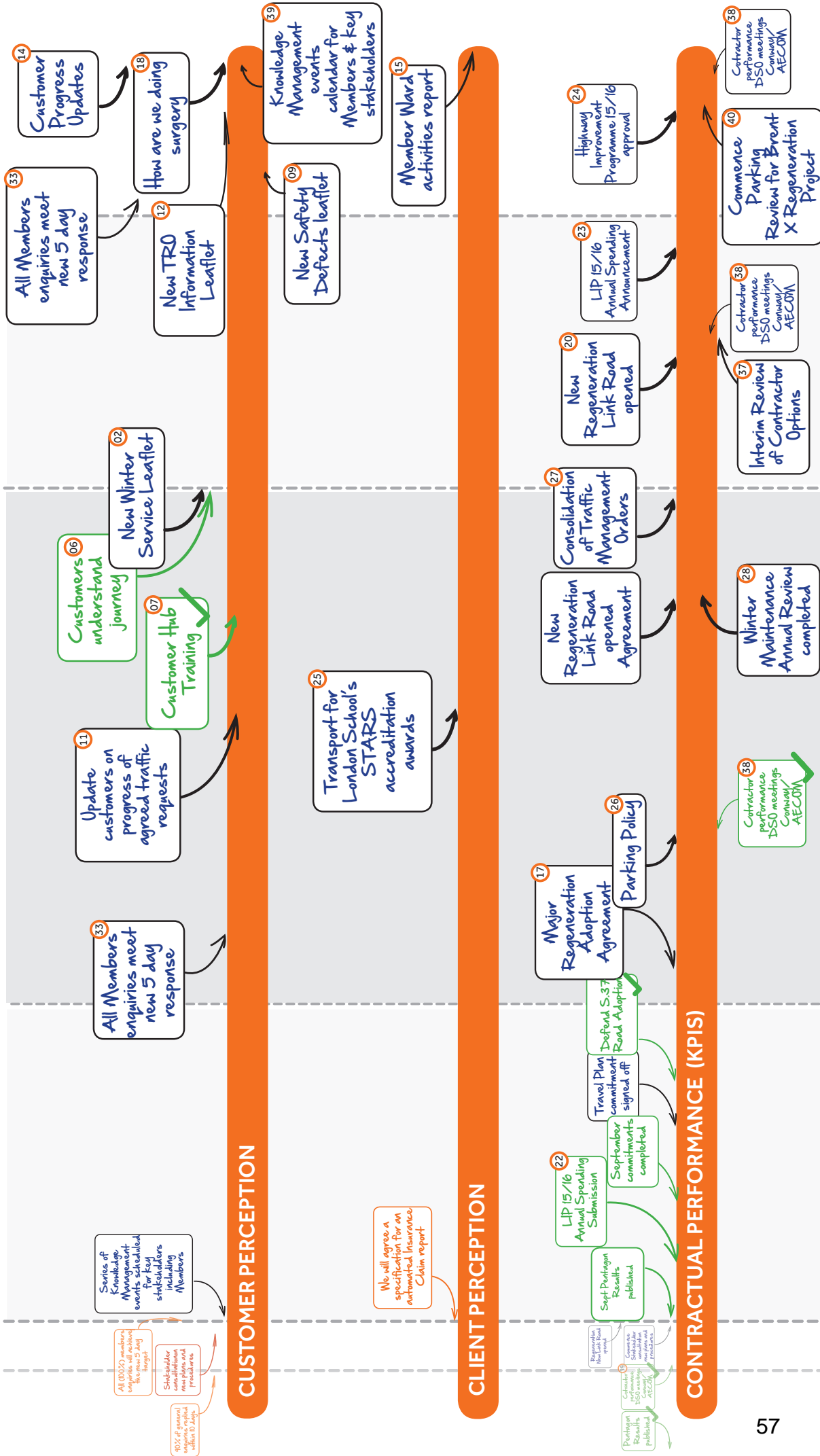
SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY



Where are we on the journey at the end of November?

Period: October **November** December

Recurring Monthly Milestone Updates

"We will be confident that each and every Service Request we receive is recorded"

All staff have been advised through their line management to direct all enquiries from Members or the Public to the Customer Team and this is happening. The Service continues to receive direct calls to officers and a general plan is being developed to minimise direct call contact numbers. We have increased the number of staff who directly access EXOR and the full roll out will be complete in November.

The proactive checking of customer care records by Rimini and Carolyn is playing an important part in our assessment of whether all customer enquiries are being registered.

"EXOR Technical Stabilisation (completed)"

During October the first deliveries of new desktop computers were made and assigned to those staff making the 'heaviest' use of EXOR. This has helped. Actions were also taken to re-route the proxy servers but users are still experiencing problems related to the Barnet

internet connection i.e. the connection is temporarily lost and is resulting in EXOR being disconnected. This is particularly significant for the Customer Service Hub whilst on live calls. We will continue with an extensive IT desktop pc and laptop replacement programme up to and beyond Christmas which will help with current issues with slow running machines. We are also looking at how the secure remote access arrangement could be changed to align with the Barnet network and dedicated lease lines to address internet connectivity drop outs.

How did we do with our October milestones?

"New interactive reports go live to speed up KPIs" (end of Sep)

Six completely new interactive reports were successfully completed. This milestone is now closed although Re. Highways plan to develop more interactive reports to help reduce administration and improve efficiency.

"direct electronic issue of urgent repair instructions through EXOR to the DSO will be introduced"

Good preparatory work took place in September and into October to train staff and agree process guidance notes. The first Cat 1 Safety Defect (48hr) repairs directly ordered through the Customer Service Hub started in October. The system will be stabilised and further developed in November.

Where are we on the journey at the end of November?

"we will agree a specification for an automated Insurance Claim report"

The workshop was held on Tuesday 7th October with Paul Lawrence and Pedro Shaw. The first draft development specification is being drafted for review and sign off prior to moving to development. Progress has had to be re-scheduled to allow focus on projects to provide improved customer information updates

"analysis of safety inspection system completed and new inspection routes designed"

We have created a new Mapinfo GIS database and applied all available information to adjust the operational hierarchy frequencies. The 22 premium/prestige footway Town Centre routes (monthly inspections) will remain unchanged. Proposals will be put forward to change a proportion of the current 6 monthly inspections to annual inspections based on a risk based system and the Code of Good Practice guidance. Alongside the hierarchy we are reviewing how inspection productively and Re's efficiency will be improved through system investment (mobile working), process analysis and training to allow a re-design of current routes.

A project plan to take this forward for LBB Client consideration and approval, including appropriate LBB Committee governance, is being prepared.

How did we do -with our October milestones?

"September Pentagon results published"

The September results were prepared and included in the September Improvement Plan update at the start of October.

"September commitments completed"

There were a small number of contractual commitments with a completion date of September 30th 2014. No issues have been identified preventing formal sign off by the Client. Re's Commercial and Transformation teams. Formal sign off is being processed through the Commercial Team. The three highway commitments were Interactive Reports, Mobile Working and Travel Plans

"Update customers on all live Traffic enquiries"

In response to feedback from the JV Board during October we initiated a review of all open/live traffic related service requests, typically relating to requests for safety/parking related traffic regulation orders and requests for pedestrian crossings and the like. We have started to identify customers who would benefit from an update on the current state of play and likely timelines for decisions or work to be completed. The team specifically updated customers requiring vehicular crossing that required changes to parking and requests for disabled parking bays that there was a short temporary suspension processings TROs as the new Parkmap system went live.

Where are we on the journey at the end of November?

06

"customers understand journey"

In response to feedback from the JV Board we are promoting a range of actions working closely with the Customer Service Hub to ensure that we make appropriate promises to customers and do not overpromise. Early specific actions have been initiated including customer front end 'scripting', the steady production of customer information leaflets, and investment in systems/reports that allow triggers to alert customers to key changes in information about their enquiry.

10

"daily checks on responses and contractors"

We have a specific resource assigned to proactively check and chase imminent replies or works, working closely to support operational team members. Increasing use of automated reports will further assist in dealing with matters before it is too late and importantly keeping customers advised on changes.

The new FM Conway iComms interface due for testing through November and into December will make it much easier to track progress with contractors and update customers should any delays be foreseen.

5 "key staff managing responses in EXOR"

Through October following the resolution of licence issues we have steadily expanded the number of Re. Highway staff and key clients who are able to directly access EXOR. We have provided support training and guidance notes and mentoring. We anticipate that the whole highway team will have direct access late November/early December. As the roll out happens we will stop the current process of e mailing staff details of their Service Requests.

08

"EXOR generated customer responses"

Development work commenced in the month as planned. It is scheduled for UAT in December with a go live in January 2015. It will use EXOR status changes, Document Manager and templates to generate standardised and consistent good quality responses to customers. It will speed up replies and at the same time reduce the staff time taken to formulate and arrange replies

03

"our new PCs and laptops delivered"

The team received 6 laptops for the streetworks team with Mifi functionality and also 4 new desktop pcs were delivered. A comprehensive IT refresh for the Highways Team will continue.

Where are we on the journey at the end of November?

07

"Customer Hub Training"

The Operational User Forum has maintained ongoing training programmes. The focus during October has been on the front end direct raising of Cat 1 48hr defects and direct issue to the DSO contractor.

"we will agree a specification for an automated Insurance Claim report"

The IT development specification agreement planned for October following initial involvement with Paul Lawrence and his team was unfortunately delayed to allow prioritisation of critical path set up work for the new web site.

It will be progressed as soon as possible. A realistic revised timetable of UAT pre-Christmas has been set. As Insurance reports require data for a 12 month period prior to an alleged incident it will be a little while before the automated report can fully automate the compilation of these important reports for the client team.

39

"Knowledge Management events calendar for Members and key stakeholders"

We planned to identify a programme to ensure we take advantage of key opportunities to explain service eg. Member Working groups and committees.

"defend S.37 Road Adoption"

We helped LBB to successfully defend a legal challenge by a developer to adopt a road which is not up to standard to prevent LBB taking on an unnecessary financial risk and liability.

-What milestones do we have November? -

33

"All Members enquiries meet the new 5 day target"

The contract target is 10 working days but we have been working to try to consistently achieve a shorter 5 working day target. We hope to achieve this improved target for all Member enquiries we receive. Our action plan for November will be based on the roll out of direct access to EXOR Public Enquiry Manager by key customer response staff.



Where are we on the journey at the end of November?

09 "new Safety Defects leaflet"

We have identified a need to provide better information to the public which it is hoped will improve customer satisfaction in terms of being informed and also help with automating the customer response process. In the medium term we would expect this to reduce the need for customer to contact us. We have prioritised 3 particular service enquiry types

14 "customer Progress Updates"

Going forward this will be combined with 8- or is it 6 ?? (EXOR generated customer responses) Development work commenced in October and will continue in November. It is scheduled for UAT in December with a go live in January 2015. It will use EXOR status changes, Document Manager and templates to generate standardised and consistent good quality responses to customers. It will speed up replies and at the same time reduce the staff time taken to formulate and arrange replies

17 "Major Regeneration Adoption Agreement"

02 "new Winter Service Leaflet"

We have identified a need to provide better information to the public which it is hoped will improve customer satisfaction in terms of being informed and also help with automating the customer response process. In the medium term we would expect this to reduce the need for customer to contact us. We have prioritised 3 particular service enquiry types

12 "new TR0 Information leaflet"

We have identified a need to provide better information to the public which it is hoped will improve customer satisfaction in terms of being informed and also help with automating the customer response process. In the medium term we would expect this to reduce the need for customer to contact us. We have prioritised 3 particular service enquiry types

Where are we on the journey at the end of November?


"Consultation for TR0 Consolidation Order"

During November we are scheduled to initiate consultation for the new LBB Traffic Regulation Order Consolidation Order. This is part of the initiative to set up the electronic Parkmap software package.

"First Staff survey undertaken"

During November we anticipate that a staff satisfaction and feedback survey will be planned and take place

"New inspection routes"

In November we expect to be in a position to propose revised Safety Inspection routes following analysis undertaken in October. The proposals will need to be consulted upon with the LBB Client and processed through the necessary Council channels. The underlying objective is to propose a more efficient system supported by a clear  risk based analysis.

"New Structure implemented"

During November we hope to be in a position to finalise the new structure although progress will be dependent on HR processes

"Planned Works BOQs in EXOR"

During November we are planning to initiate the expansion of EXOR training to include the use of the system for managing planned maintenance and improvement schemes.

16

34

13

Where are we on the journey at the end of November?

- Forward milestones December 2014 & January 2015

35 "FM Conway iComms new interface goes live (Dec)"

System set up and testing through September identified some technical issues that needed resolution. As a result the go live has been re-visited and re-scheduled for December. This milestone will allow much better tracking of the progress of works repairs and live information for customer service hub teams and officers. It will also cut down significantly on contract administration.

19 "Network recovery plan (Dec)"

29 "Inspections and interventions review (Dec)"

37 "Interim review of contract options" (Dec)

38 "Repeat contractor performance DSO meetings Conway" (Dec)

32 "ParkMap TR0 System Go Live (Dec)"

02 "New winter service leaflet (Dec)"

20 "New regeneration link road opened (Dec)"

23 "LP 15/16 Annual spending announcement (Dec)"

Where are we on the journey at the end of November?

- Forward milestones December 2014 & January 2015

08 "EXOR generated Customer responses (Jan)"

In November we will continue with development work to be in a position for UAT in December with a go live in January 2015. It will use EXOR status changes, Document Manager and templates to generate standardised and consistent good quality responses to customers. It will speed up replies and at the same time reduce the staff time taken to formulate and arrange replies

15 "Member Ward activities report (Jan)"

The Highway team will maintain involvement during November with a key Transformation project to provide members with an easy to use 'dashboard' performance. This is part of the underlying plan for a new website and ipad accessible information. The estimated go live is currently mid January 2015.

14 "Customer progress updates" (Jan)

10 "Repeat daily checkson responses & contractors (Dec & Jan)"

31 "Business management system 1st draft" (Jan)

33 "Repeat all members enquiries meet new 5 day response" (Jan)

40 "Start parking review for Brent Cross regeneration project (Jan)"

24 "Highway improvement programme 15/16 approval (Jan)"

30 "5 year palined maintenance programme approved (Jan)"

12 "New TR0 information leaflet (Jan)"

09 "New Safety defects leaflet (Jan)"

Where are we on the journey at the end of November?

Doing Well

This November refresh reflects our position 14 months in to the Re. contract and is the sixth month of publishing the Highway Pentagon dashboard. The latest results (at the back of this document) objectively demonstrate very good and sustained performance throughout the period by the Highway Team.

The Streetworks team in particular have achieved excellent performance with their contractual KPIs which are extremely onerous and require constant focus to stay on top of things. At the same time the team have been involved in opportunities to promote their expertise and knowledge around Permit Schemes and investigatory coring to develop the business

During October and November we have introduced incremental system changes to help achieve the 100% target for achieving Cat 1 Safety defects within 48 hours. In October we achieved 100% for the first time. The direct electronic issue of urgent worktickets to the Streetscene DSO "within minutes" is a good example of how we will benefit from the overall EXOR investment to join together our information and our teams. In November we started to run the new interactive reports designed to cut out significant amounts of time and effort gathering and presenting data for KPIs. In December and January we expect these to help significantly.

A particular focus throughout November has been rolling out direct access to the EXOR Public Enquiry Manager software (customer care) to improve the team's ownership and direct management of customer response deadlines. The training by Rimoni has gone particularly well and support will continue directly and via the now established operational user forums. We have done well to start to switchover from the old e mailing of CCUs to checking and monitoring of Service Requests direct in EXOR.

In the transportation arena we have managed to increase our resources for road safety, cycle training, travel planning and significantly a major piece of work working with LBB to introduce Parkmap Traffic Regulation Order new software and Traffweb is on track to go live in December. Behind this software implementation was the important need to consolidate the traffic regulation order We also did well to complete the agreement of the Parking Policy Review – a high profile and important subject area for our client. In the Development team it was good to see the formal completion of a major regeneration infrastructure adoption agreement and a link road opened (check with Gangan on names)

During November 'winter' officially started and whilst it has been mild the first precautionary salting operations of the year have commenced which are monitored as part of the contractual KPIs The teams across Highways have done very well to maintain this performance whilst dealing with the need to implement a reorganisation and the inevitable extra demands that this has created.



Where are we on the journey at the end of November?

Need to do better

Our priority for improvement at this point in time is Customer Care responses. We have set important service standards to reply back to all Members enquiries within a much improved 5 days and also to exceed 90% of replies for general enquiries within 10 days rising to 95%.

The latest results were disappointing particularly within the Traffic and Development team but the initiatives ongoing in November are aimed at addressing improved response times working closely with the Customer Hub

We are continuing to have to deal with issues around keeping up to date with data entry for inspections and worktickets. The situation is a combination of factors exacerbated by the ongoing technical stabilisation of EXOR where a poor internet connection disconnects the system and the necessary requirement between late September and November to suspend the instruction of worktickets on the 10890 budget.

Close attention is needed to ensure the completion of all works programmes including LIP by the end of March 2015.

There is ongoing recognition that we are not as yet maximising communication of what we do both to key stakeholders in the Council and the Highway Team so we have convened a working group to work with Cheryl Sinclair-Day to come up with an effective strategy and most importantly owners for communication.

How Do We Measure & Communicate Progress?

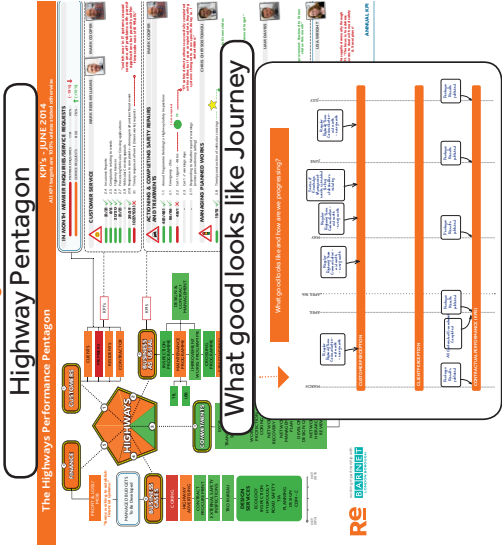
A comprehensive set of 27 contractual KPIs cover all aspects of the Highway Service Contract specifications. These are calculated monthly and reported to the Client in a comprehensive report prepared by Jonathan Tunde–Wright and his team.

A summary view of our Highway service performance (the Highway Pentagon) is prepared each and every month which uses the RAG Status principle.

The Highway Management Team reviews and measures progress against the Improvement Plan Action Plan.

To see the latest Highway Pentagon turn to next page

Monthly performance



Improvement Plan

Highways
Service Improvement Plan

RE BARNSLEY

Live action plan spreadsheet

| Service Improvement Item | Owner | Priority | Start Date |
|--|------------------|----------|------------|
| The Financial Management | | | |
| Objective: To ensure Effective Systems are Managed for LBB Managed Budgets. To ensure proactive early warning communication on under or over spends. To ensure VPM for LBB. | | | |
| Actions | | | |
| Implement EXOR Maintenance Manager module for workbooks | Innovations | | Oct-13 |
| Manage SAP System for commissioning and integrate replacement | Design | | Oct-13 |
| Align mapping of LBB Managed Budget Financial codes for EXOR systems | Design | | Jan-14 |
| Align mapping of LBB Managed Budget Financial codes for EXOR systems | Design | | Jan-14 |
| Establish temporary EXOR Integrate Information exchange interface | Design | | Apr-14 |
| Design and implement electronic automated EXOR-integrate interface | Ann Hildred | | June-14 |
| Specify requirements for interactive report to provide live budget knowledge and last interaction report | Matthew Harrison | | Aug-14 |
| Monthly reporting as part of contract performance via Jonathan L.W | Liam Davern | | Sep-14 |
| Include overview of Managed Budget performance in the monthly Highways | Liam Davern | | Aug-14 |

Responsible: Training for LBB Manager and Street Managers

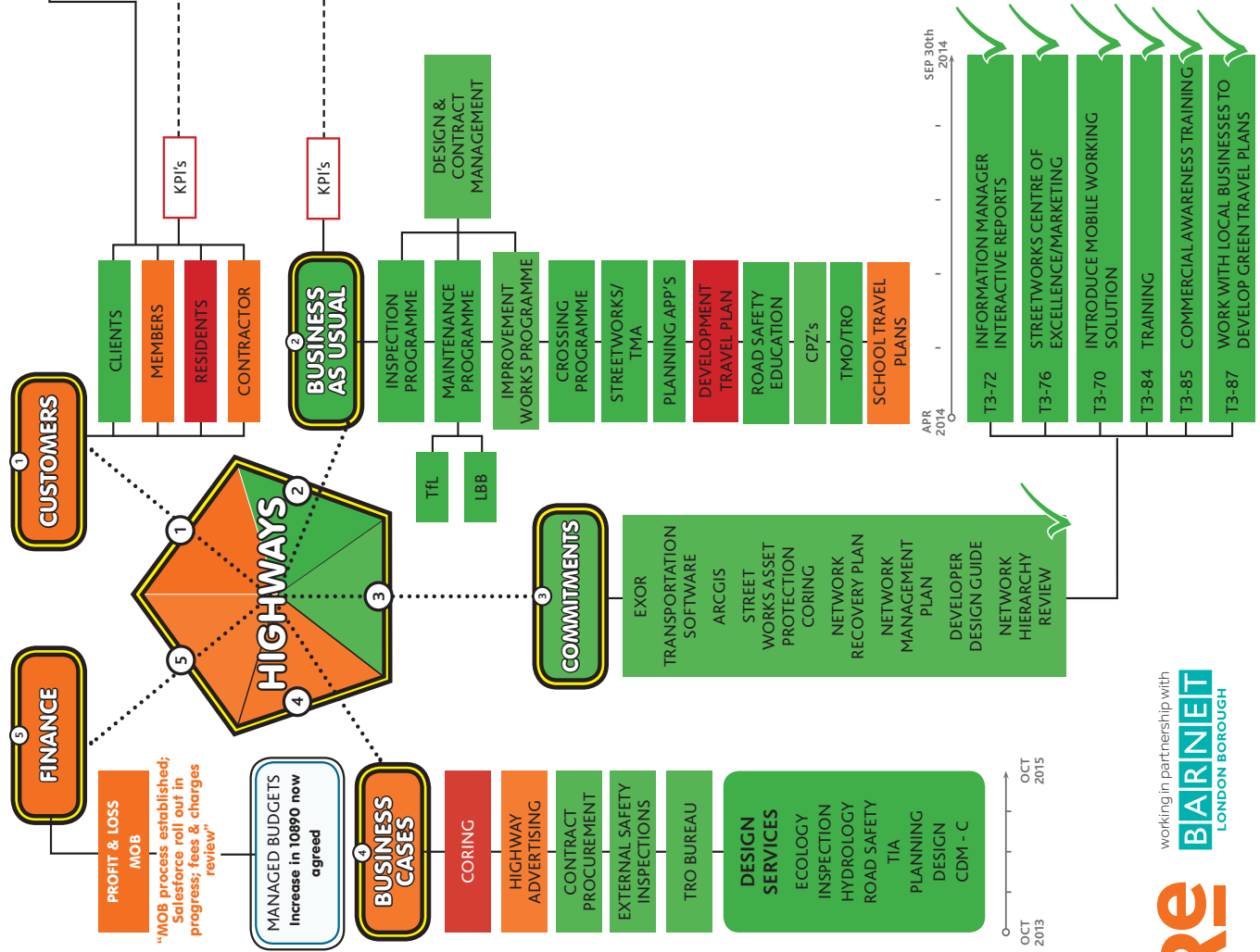


Highways Customer Services

The Highways Performance Pentagon

KPI's - November 2014

All KPI targets are 100% unless stated otherwise



IN MONTH MEMBER ENQUIRIES/SERVICE REQUESTS



CUSTOMER SERVICE

DEAN CRONK



- 2.4 Insurance Reports 27/27 ✓
- 2.5 Complaints relating to weeds 1/1 ✓
- 2.6 Highway licences 22/22 ✓
- 2.7 Processing Vehicular Crossing applications 20/20 ✓
- 2.8 Timely construction of vehicular crossings 13/16 X
- 2.9 Vehicular Crossing appeals 1/1 ✓
- 2.10 Response to complaints - drainage malfunction/flood event 27/27 ✓
- 3.1 Timely response to Permit (Streetworks) requests 1148/1150 X



"1 case deemed complex but contractor did not complete 2 cases"

"99.85% achieved"

MARK COOPER



ACTIONING & COMPLETING SAFETY REPAIRS AND TREATMENTS

MARK COOPER



- 1.1 Annual Programme Relating to Highway Safety Inspections 358/358 ✓
- 2.1 Emergency - 2hrs 93/93 ✓
- 2.2 Cat 1 Urgent - 48 hrs 130/138 X
- 2.3 Cat 1 - 7 working days 8/312hrs ✓
- 2.11 Responding to Weather reports/warnings (winter precautionary salting) 2/2 ✓



"electronic systems planned for 2015"

"94% achieved this month. All defects available to DSO within timescale"

MANAGING PLANNED WORKS

CHRIS CHRYSOSTOMOU



- 1.2 Carriageway resurfacing programme 2/2 ✓
- 1.3 Footway relay schemes 2/2 ✓
- 1.4 Highway Improvements 2/2 ✓
- 1.5 Condition Assessments -
- 1.6 Weed Prevention -
- 1.7 Gully cleansing 1695/1661 ✓
- 1.8 Bridge Inspections 6/6 ✓
- 1.9 Cyclical Bridge Inspections -



"218 sites attended but could not be cleansed due to obstructions, parked cars, jammed grids"

STREETWORKS

LIAM DAVIES



- 3.2 Appropriate conditions attached to permit 900/900 ✓
- 3.3 Appropriateness of approved/rejected extension 33/33 ✓
- 3.4 Chargeable Inspections 82/82 ✓
- 3.5 Levels of passed and failed inspections 0/33 ✓
- 3.6 Section 50 licences 3/3 ✓
- 3.7 Section 74 Overstay compliance 425/425 ✓
- 3.8 Interventions from Dft -



"5 overruns identified from 425 visits"

SUSTAINABLE TRANSPORT & ROAD SAFETY

LISA WRIGHT




- Non contractual transportation sustainable transport indicators
- H501 Delivery of Local Implementation Plan LIP ✓
 - H5TD03 Road Traffic Casualties (KSI) ✓
 - H5TD04 Road Traffic Casualties (all PI accidents) ✓
 - H5TD05 CO₂ emissions (emanating from ground based transport) ✓
 - TD01 Sustainable Travel Plan Accreditation ✓
 - TD02 Children travelling to school mode of transport usually used ✓
 - TD03 Monitoring and reporting Travel Plans ✓
 - H5TD01 Mode Share of residents (walking) ✓
 - H5TD02 Mode Share of Residents (cycling) ✓



"Data supplied annually through TfL. The focus is to address resources to deal with development Travel Plans & School Travel Plans"

ANNUAL KPI

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| | |
|---|---|
|  | <p>Performance and Management Committee</p> <p>11 February 2015</p> |
| <p>Title</p> | <p>Quarter 3 Budget and Performance Monitoring 2014/15</p> |
| <p>Report of</p> | <p>Deputy Chief Operating Officer</p> |
| <p>Wards</p> | <p>All</p> |
| <p>Date added to Forward Plan</p> | <p>1 April 2014</p> |
| <p>Status</p> | <p>Public</p> |
| <p>Enclosures</p> | <p>Appendix A Performance Report (including performance methodology)</p> <p>Appendix B Revenue Monitoring by Delivery Unit</p> <p>Appendix C Capital Monitoring Programme Outturn by Programme</p> <p>Appendix D Capital Programme Funding Adjustments</p> <p>Appendix E Transformation Programme</p> <p>Appendix F Prudential Indicator Compliance</p> <p>Appendix G Investments outstanding as at 31 December 2014</p> <p>Appendix H Corporate Risk Register</p> <p>Appendix I Capita Payments</p> <p>Appendix J Corporate Plan Indicator Rationale</p> |
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Summary

This report provides the delivery and financial performance of both contracts and non-contracted services from paragraph 1.6. Additional overview on the contract performance can be located in Appendix A at section 2.5.

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; promote responsible growth, development and success across the borough; support families and individuals that need it, promoting independence, learning and wellbeing; and improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study. Targets are in place to encourage improvement against these priority areas.

Of the Corporate Plan Indicators (CPIs) that reported in quarter 3, the balance of met and missed targets was 70% were rated as green, 3.4% green amber, 13.3% red amber and 13.3% of Corporate Plan Indicators were rated as red. Specific challenges are highlighted below in section 1.4.2.

There are a number of successes to report from quarter 3 of 2014/15, including: a reduction in the number of households in emergency accommodation from 511 to 461; an increased number of private rented sector lettings to 280; final attainment for academic year 2013-14 shows an increased percentage of pupils making two levels progress from Key Stage 1 to Key Stage 2 to 94% for both reading and writing; the attainment gap between pupils eligible for Free School Meals (FSM) and their peers reduced from 18% to 13% for the achievement of level 4 or above in reading, writing and maths at Key Stage 2; Early Years attainment showed improvement with 65% of children achieving a good level of development; 1,926 eligible people received health checks against a target of 1,350 for the quarter reported; a reduction in the number of mothers that smoke at time of delivery from 4.1% to 2.9%.

The key corporate plan challenges from quarter 3 include provisional figures for academic year 2013-14 indicating a decline in the percentage of looked after children making the expected level of progress in English and Maths between Key Stage 2 and Key Stage 4 from 11.8% to 9.4%. Notably, GCSE grades are unknown for 12.5% of Barnet Looked after pupils. In adult social care, the number of younger adults in residential and nursing care increased from 302 to 306 by the end of quarter 3.

Customer experience

Performance in quarter 3 has been varied. Call answering performance has declined for a

consecutive quarter, down to 74.7%, although satisfaction levels remain above target at over 71%. Complaints handling times are improving further although remain below target, and responding to Freedom of Information requests remains significantly above target.

Contract monitoring

Detailed assessment of the contracts monitored through the quarterly monitoring report (Re, CSG, Barnet Homes, Parking & Infrastructure 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 2.5. 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 3 2014/15 that require the council to deliver high level improvement plans:

- Revenue monitoring position across Adults and Communities, Commercial – Parking and Infrastructure and Barnet Homes remain a concern.
- Agency levels have increased by 10% since quarter 2.
- The continued volatility in the Parking budget continues to be a concern and will be monitored closely.
- A significant amount of transformation is underway in Streetscene and a continued programme of support is in place during this transformation.
- Timescales for the relocation of the depot remain tight, work continues to progress options at two confirmed sites.
- Securing sufficient Early Years places for vulnerable two year-olds remains a challenging commitment which requires a comprehensive effort by the council and it's partners.

Delivery performance

A summary of progress against commissioning priorities is provided in section 1.8, 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. Across the performance indicators reported in quarter 3, 83% are on target. A summary of successes and challenges is provided in section 1.8.

Benchmarking

The council continues to perform strongly compared to peers. The Local Government Association's benchmarking tool shows that Barnet is above the England benchmark (single tier and county councils) for 83% of service indicators.

Programmes

The Transformation programme progress is rated as amber. There are no red rated projects.

The Capital programme is rated green. Two thirds of the projects are green rated and

there are no red rated projects.

The Regeneration programme overall is rated as green with good progress being made across most schemes. There are 12 open projects of which none are red-rated which is unchanged from the last three quarters.

Risk summary

Appendix H outlines the Corporate Risk Register. Movement in the risk profile has been monitored during the quarter and reflected in the risk register.

Budget outturn

The quarter three forecast outturn general fund expenditure (after reserve movements) is £287.339m, which is an adverse variance of £1.572m (0.5%) against the revised budget of £286.412m. The overall over spend projected at quarter 3 in the prior year, 2013/14 was £1.598m. The final outturn for the prior year was an under spend variance of £0.120m.

Treasury Outturn

The Council has been compliant throughout quarter 3 2014/15 with the set Prudential Indicators and has not breached its Affordable Borrowing Limit.

Investment Performance

As at 31 December 2014, deposits outstanding were £208.100m, achieving an average annual rate of return of 0.64 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.35 per cent.

Capita Payments

Appendix I outlines the payments made to Capita relating to the CSG and Re contracts. This will be reported as part of future quarterly reporting with payments made within the quarter only.

Corporate Plan Indicator Rationale

As requested by the previous committee, on the 11 November 2014, appendix J outlines the rationale for the choice in the indicators used to report the success of progress towards achieving the Corporate Plan.

| Recommendations |
|--|
| 1. The Committee is asked to note the quarter 3 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.15. |
| 2. The Committee is asked to note the Agency Costs for the quarter 3 2014/15 as detailed in paragraph 1.16. |
| 3. The Committee is asked to note the Transformation Programme position as at the 31 December 2014 as detailed in paragraph 1.17. |
| 4. The Committee is asked to note the Treasury position outlined in paragraph 1.19. |
| 5. The Committee is asked to note the projected £18,323 capital slippage of the outturn at quarter 3 2014/15, as outlined in Appendix C. |
| 6. The Committee is asked to note the Capita Payments outlined in Appendix I. |
| 7. The Committee is asked to note the additional information requested at committee on the 11 November 2014; the rationale behind the choice of Corporate Plan Indicators, as outlined in Appendix J. |

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 performance of Delivery Units is measured across a number of areas:
- The Corporate Plan's measures of success, measured as Corporate Plan Indicators – successes and challenges are highlighted in section 1.4.
 - Commissioning Priorities, the success of activities specified for internal Delivery Units to deliver the commissioned priorities – these are outlined in section 1.7.
 - Delivery performance indicators which measure the success of the delivery of key services – successes and challenges are outlined in section 1.8.
- 1.3** 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
- 1.4 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 3 2014/15, these have been highlighted as:

- Number of households in emergency accommodation reduced from 511 to 461.
- The number of private rented sector lettings has increased to 280.
- The use of car parking, both on-street and off-street, have both increased compared to the same period last year - 16% and 70% respectively.
- Final results show an increase in pupils making two levels progress from Key Stage 1 (aged 5-7) to Key Stage 2 (aged 7-11) to 94% for both reading and writing.
- Attainment of pupils eligible for Free School Meals (FSM) improved in 2013/14 with the gap between their peers reducing from 18% to 13% for achieving the expected level in reading, writing and maths at Key Stage 2 (aged 7-11).
- Early Years attainment showed improvement with 65% of children achieving a good level of development compared to a London average of 62%.
- Number of eligible people receiving health checks remains high at 1926 against a target of 1,350 for the quarter.
- There has been a reduction in the number of mothers that smoke at time of delivery from 4.1% to 2.9%.

1.4.2 **Challenges**

There are a number of challenges in quarter 3 requiring the implementation of improvement actions:

- The Council's **revenue monitoring position**, although improved, continues to have pressures around Adults and Communities, Commercial – Parking and Infrastructure and Barnet Homes.
- Work to **relocate the depot** is progressing as the purchase of 2 potential sites has been approved subject to planning permission. However challenges remain as there are tight timescales to exit Mill Hill Depot.
- **Agency levels** have increased by 10% from quarter 2, with 543 agency staff currently employed. Delivery Units are creating workforce plans to ensure appropriate use of agency workers to maintain front line services during the Council's transformation.

- Elements of the **customer experience** have declined since quarter 2 and are of increasing concern; in particular the call answering performance. There have also been issues relating to data collection.
- The **number of younger adults in residential and nursing care** increased from 302 to 306. This is one of the areas of pressure creating the projected over spend within Adults and Communities as outlined in section 1.11.1.
- Take up of funded education for **two year olds** is below target, although there has been a 51% increase since the summer term. Meeting the challenging target will require renewed focus across a number council services and support from partners.
- Although there has been recent decline in the number of households in **emergency temporary accommodation**, continuing high costs have created a significant projected overspend from the budget.
- **Recycling** performance is very close to the target but a reduction in the income, received per tonne of recycling, has led to a pressure on the waste budget.
- Provisional figures for 2013/14 show an increased gap between percentage of **looked after children** making the expected level of progress in English and Maths between Key Stage 2 (aged 7-11) and Key Stage 4 (aged 14-16).

As highlighted at the Performance and Contract Management Committee on the 11 November 2014, an error occurred at the start of quarter 3 with the planning service provided by Re. A recommendation was made to the Planning Committee to modify an existing planning permission. The original permission has been granted in error on 1 October because it had been made without being presented to the relevant planning committee. This process is required where a case receive five or more objections, in this case 6 objections were received. Once the error had been discovered by officers, the matter was presented to the next Finchley & Golders Green Planning Committee on 22 October 2014. The service has enhanced the processes and checks to avoid a repeat of this instance.

1.5 Customer experience

Resident Perception Survey

The Council uses a twice yearly sample of customer and resident satisfaction with the borough and public services. The Autumn 2014 Resident Perception Survey was carried out between October and December by the Council's consultation partner, ORS. The survey was a telephone survey of 1,600 residents of Barnet.

Barnet is making £72.5m savings between 2011 – 2015, with significant changes taking effect. In this context, the Resident Perception Survey continues to show a broadly positive direction of travel.

Table 1: Summary of Resident Perception Survey

| Question | Autumn 2014 | Spring 2014 | Autumn 2013 | Autumn 2013 | Benchmark |
|---|-------------|-------------|-------------|-------------|---|
| Residents' satisfaction with their local area as a place to live | 88% | 87% | 86% | 88% | 82% (National – Oct 2014) |
| Residents' satisfaction with the way your local council runs things | 71% | 72% | 74% | 63% | 68% (National – Oct 2014) 70% (London – Autumn 2014) |
| Barnet Council provides value for money | 50% | 51% | 50% | 43% | 51% (National – Oct 2014) |

N.B. not all questions are asked across other areas so not all benchmarks are available for all indicators.

- 88 per cent of residents reported Barnet is a good place to live, 6 percentage points above the national average.
- 50 per cent of residents reported that they think Barnet council provides Value for Money, an increase of 7 percentage points from 2012 and in line with the national average.
- Overall satisfaction with the council remains significantly higher than 2012 and above the London average.
- Satisfaction with Council services has been maintained since the spring 2014 survey. Satisfaction with 9 services significantly higher than they were in 2012.
- 'Conditions of roads and pavements' remains the top concern although a significantly lower proportion of residents include this in their top three concerns. 'Lack of affordable housing' and 'crime' remain the second and third top concerns.

Full survey results will be available at the end of February from: <http://engage.barnet.gov.uk/consultation-team/residents-perception-survey-autumn-2014>

Details are available for individual Delivery Units reports at www.barnet.gov.uk/currentperformance

To further increase transparency of the Council's performance; each quarter's results are published on the Council's data portal <https://open.barnet.gov.uk/>.

Customer Experience report

Although calls answered by the CSG contact centre within 20 seconds has remained below the target, 74% against a target of 80%, satisfaction has continued to exceed the target with 77% of people satisfied.

The proportion of complaints dealt within target has continued to rise, to 76%, but remains below the 90% target. Freedom of Information requests have continued to exceed the target with 98% responded to within target.

Overall customer experience performance is summarised in table 2 below.

Table 2: Customer Experience summary

| Area | Target | Performance previous quarter | Performance current quarter | DoT |
|--|--------------|------------------------------|-----------------------------|-----|
| % Complaints resolved within SLA | 90% | 71% | 76% | ↑ |
| % Member Enquiries resolved within SLA | 90% | 87% | 78% | ↓ |
| % Calls resolved at first contact (FCR) | 50% | 54% | 54% | → |
| % FOIs resolved within SLA | 90% | 97% | 98% | ↑ |
| % CSG calls answered within SLA | 80% | 77% | 74% | ↓ |
| % non CSG calls answered within SLA (Re & Barnet House) | 80% | 59% | 59% | ↑ |
| % desk calls answered within SLA | 80% | 71% | 72% | ↑ |
| % Emails responded to within SLA | 90% | 68% | 71% | ↑ |
| % Webforms responded to within SLA | 90% | 53% | 39% | ↓ |
| Avg. initial waiting time (min.) Barnet House only | Max. 5 min. | 1.3 | 1.5 | ↓ |
| Avg. secondary waiting time (min.) Barnet House only | Max. 10 min. | 5.2 | 7.3 | ↓ |
| Case Closure satisfaction (all services recorded on Lagan CRM) | tbc | | 39% | |
| Govmetric satisfaction | 65% | 81% | 77% | ↓ |
| Mystery Shopping | 90% | 76% | 79% | ↑ |

Please note: *SLA* refers to the service level agreement which outlines the target for each indicator.

CSG will be introducing three new KPIs in quarter 3, which will drive improvements in those areas that matter most to customers.

1.6 Performance against the Corporate Plan

Table 3 below provides a breakdown of the RAG rating of the Corporate Plan Indicators, expected to report in quarter 3, by each Delivery Unit.

Table 3: Corporate Plan Indicator by Delivery Unit

| Delivery Unit | Total no. of Corporate Plan indicators | No. of indicators expected to report in Quarter 2 2014/15 | RAG ratings | | | | Positive/neutral Direction of Travel | Negative Direction of Travel |
|---------------------------------|--|---|--------------------|--------------------|---------------------|---------------------|--------------------------------------|------------------------------|
| | | | Green | Green amber | Red amber | Red | | |
| Adults and Communities | 10 | 7 | 4 | 1 | 1 | 1 | 5 | 2 |
| Children's Education and Skills | 6 | 6 | 5 | 0 | 0 | 1 | 4 | 1 |
| Family Services ¹ | 5 | 4 | 1 | 0 | 0 | 2 | 2 | 2 |
| Commissioning Group | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 |
| Streetscene | 3 | 2 | 0 | 0 | 2 | 0 | 1 | 1 |
| Public Health | 4 | 4 | 4 | 0 | 0 | 0 | 3 | 1 |
| Barnet Homes | 2 | 2 | 2 | 0 | 0 | 0 | 2 | 0 |
| R ^{sz} | 5 | 5 | 2 | 0 | 1 | 0 | 3 | 2 |
| Parking and Infrastructure | 2 | 2 | 2 | 0 | 0 | 0 | 2 | 0 |
| Total | 38 | 33 | 21 (70%) | 1 (3.4%) | 4 (13.3%) | 4 (13.3%) | 23 | 9 |

Of the Corporate Plan Indicators (CPIs) that reported in quarter 3, the balance of met and missed targets was 70% were rated as green, 3.4% green amber, 13.3% red amber and 13.3% 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 80% success rate.
- Support families and individuals that need it- promoting independence, learning and well-being has met 73% success targets.

¹ One indicator is for monitoring purposes and has not been RAG rated.

² Two indicator targets are annual and are reported for monitoring purposes quarterly.

- Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study is currently at 57% of success measures being met.

See section 2.4 of Appendix A for full detail.

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 4 outlines the RAG rating for the Commissioning Priorities by area:

Table 4: 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 | - | 3 | 2 |
| Schools, Skills and Learning (Children's Education and Skills) | 2 | 3 | - | 5 | - |
| Family & Community Wellbeing (Family Services) | 1 | 4 | - | 5 | - |
| Environment (Streetscene and Parking & Infrastructure) | 3 | 2 | - | 5 | - |
| Public Health (Public Health) | 5 | - | - | 5 | - |
| Total | 13 | 12 | - | 23 | 2 |

A total of 13 out of 25 Commissioning Priorities were achieved a green rating in quarter 3 2014/15. Of the indicators that reported, 52% of the RAG ratings were Green with the remainder (48%) rated as Amber (indicating improvement required).

Later Life (Adults and Communities)

In quarter 3, two commissioning priorities showed a negative direction of travel from green to amber. **Delivery of health and social care integration including through the Better Care Fund** received an amber rating as a result of NHS England requiring further assurance on the target to reduce emergency admissions; additional work is currently subject to approval. The timescales to go live with the **Delivery of the new vision for adult social**

care by 1 April are challenging resulting in an amber rating. **Sufficiency and quality of the social care delivery workforce** remained amber with a recruitment drive for permanent staff beginning within the quarter.

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

Three commissioning priorities remained amber rated in quarter three. **Driving a rise in attainment in schools** remains amber until there is an increase in the percentage of schools achieving good or outstanding. Provisional results for progress of looked after children from Key Stage 2 to Key Stage 4 indicate a continued challenge for the **attainment of vulnerable children. An alternative delivery model** recommendation was referred to full council and the impact of MTFs cannot be realised until detailed proposals have been evaluated.

Family & Community Wellbeing (Family Services)

Four out of five commissioning priorities remained amber in quarter three. Work is on-going and monitoring of Children's Social Care, Children's Centres and the Youth Offending Service continues to **ensure practice is 'inspection ready'**. The **Looked After Children transformation programme** is on track to deliver within timescales although the challenge in ensuring the right foster carers are in place to meet the specific need of children requiring placement continues. **Implementation of the Early Years review** has commenced following consultation and the presentation of the business case to committee during the quarter. **The future of early intervention services and the Family Focus team** is in phase 2 of recruitment with detailed design work underway to determine operating models for each service area.

Environment (Streetscene and Parking & Infrastructure)

Two out of five commissioning priorities remained amber. **Establishing a coherent, co-ordinated customer facing service offer with a clear accessible policy and increasing resident satisfaction of the parking service** remained amber as a result of technical issues with the database; the parking policy consultation is currently underway. The Children's service are currently exploring routes to manage demand and client needs to **enhance passenger transport service delivery offer and reduce costs**. This commissioning priority remains amber as a result of piloting of brokerage function impacting the financial position for new cases with clients being able to select personal transport budgets.

Public Health (Public Health)

All commissioning priorities were on target in quarter three. The review of school nursing and health visiting remain on track ahead of **assuming responsibilities for health visiting services at the end of 2015. Fit and Active Barnet (FAB) Campaign continues to deliver environmental and behavioural interventions to promote physical activity** with a new section

added to the website to encourage disabled people to participate in sports and physical activity. Health and social care integration tier 1 plans were finalised and submitted as part of the introduction of a **new self-care programme in partnership with CCG**. A local sexual health strategy was presented to Barnet Health and Well Being board as part of the **re-procurement of sexual health services and drug and alcohol services**. **Support to other areas of the council that influence the wider determinants of health** has been implemented through two employment services to provide motivational and psychological support and individual placement support.

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 3 2014/15 for each Delivery Unit is outlined in table 5 below:

Table 5: 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 | 7 | - | - | 1 | 5 | 3 | 8 |
| Children's Education and Skills | 3 | 4 | 1 | 2 | 9 | 1 | 10 |
| Family Services <i>(reported as Commissioning Priorities)</i> | 4 | - | - | - | 3 | 1 | 10 |
| Streetscene <i>(reported as Commissioning Priorities)</i> | 10 | - | 1 | 2 | 6 | 6 | 12 |
| Public Health | 9 | - | - | 3 | 6 | 5 | 12 |
| Barnet Homes | 10 | 1 | - | 2 | 10 | 3 | 13 |
| R ^e | 49 | 1 | - | 5 | 39 | 17 | 64 |
| CSG | 15 | - | - | 3 | 8 | 10 | 18 |
| HB Public Law | 14 | - | - | - | 8 | 5 | 14 |
| Parking & Infrastructure | 15 | - | 2 | - | 13 | 4 | 17 |
| Total | 136 (82.9%) | 6 (3.7%) | 4 (2.4%) | 18 (11.0%) | 107 | 55 | 178 |

*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 3 2014/15 – a large majority of indicators met their target (82.9%).

The Council uses an escalation approach which highlights where there are performance challenges within Delivery Units, whether an internal or external Delivery Unit. This approach ensures that the areas 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 3 2014/15, these have been highlighted as:

- Number of households in Emergency Accommodation pending enquiries or found to be intentionally homeless has improved at 30.8% and is now on target.
- Customer satisfaction levels for customer services were 71.7% and first contact resolution was 53.7% for quarter 3, both exceeding the targets.
- The percentage of committee reports and delegated power reports cleared within 5 working days met the target this quarter with 97.7%

There were also some challenges experienced across Barnet Delivery Unit KPIs for quarter 3 2014/15 which include:

- Current tenant arrears and temporary accommodation (TA) arrears continue to worsen;
 - current arrears as a percentage of debit was 3.74% against a target of 2.83% and;
 - Temporary Accommodation arrears as percentage of debit was 7.78% against a target of 4.6%
- Customer Services answered 75% of calls in 20 seconds against an 80% target; this is the second consecutive quarter that the target has been missed.
- Revenues and Benefits faced challenges with meeting the target of 6 days for processing changes to circumstances with an average of 9.23 days in quarter 3.
- Successful completion of drug treatment for opiate and non-opiate users continued to worsen;
 - 7.99% of opiate users completed drug treatment and did not return within 6 months from July to September (a reduction from 9.2%)
 - There were 22.2% of non-opiate users that did not return within 6 months of treatment against a target of 40.2%
- There were no strategic planning documents completed and signed off (out of three required) by the Authority during quarter 3.

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 Associations' (LGA) public benchmarking tool – LG Inform – ranks Barnet across 18 service indicators. Barnet was above benchmark in 83% of service indicator (15 out of 18), See appendix A, section 4 for full details.

The 3 service indicators highlighted as below benchmark are:

- *Total revenue expenditure on Housing services* is illustrated as in the bottom quartile (highest spending) across Unitary/ County Council benchmark.

- *Social care-related quality of life* is illustrated as in the 3rd quartile across Unitary/ County Council benchmark. Barnet's performance is better than the London and Barnet's peers benchmarks.
- *Overall satisfaction of people who use services with their care and support* is illustrated in the 3rd quartile across Unitary/ County Council benchmark. Barnet's performance is better than the London and Barnet's peers benchmarks.

1.10 Programmes

Within the Transformation programme progress has been made across a number of projects, with a number of complex projects in the design phase therefore the overall assessment is that the programme is amber. There are no red rated projects. The Depot relocation project is rated as amber, with two relocations options under consideration and detailed work on the next stage of the business case is underway.

The Capital programme is rated green. Two thirds of the projects are green rated and there are no red rated projects.

The Regeneration programme overall is rated as green with good progress being made across most schemes. There are 12 open projects of which none are red-rated which is unchanged from the last three quarters. Positively, it is noted that invoices are now being raised in a timely manner to recover costs and there have been improvements in communications. For Grahame Park, £56 million loan to Genesis was approved from central government treasury for the next phase. Two projects, Brent Cross Cricklewood and West Hendon have moved from green to amber ratings. For Brent Cross Cricklewood there is good overall progress, however, there are a few challenges such as the possible delay to implementation of Compulsory Purchase Order, completion of agreements with partners and central government. Concerns for the West Hendon project are due to the considerable objection to the scheme, with a Planning Inquiry underway in January 2015.

1.11 Quarter 3 Revenue Monitoring

Table 6 below provides a summary of the quarter 3 forecast position for the outturn at 31 March 2015. This analysis compares the quarter 3 forecast to the revised budget position. The quarter 3 forecast outturn general fund expenditure (after reserve movements) is £287.984m, which is an adverse variance of £1.572m (0.5%) against the revised budget of £286.412m.

Note that the overall over spend projected at quarter 3 in the prior year, 2013/14 was £1.598m. 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 6: 2014/15 Revenue Quarter 3 Analysis – Summary

| Description | Variations | | | | |
|--|-----------------|----------------|----------------|-----------------|-----------------------------|
| | Original Budget | Budget V1 | Q3 Forecast | Variation | Variation vs Revised Budget |
| | £000 | £000 | £000 | £000 | % |
| Adults and Communities | 89,669 | 90,814 | 91,671 | 857 | 0.9 |
| Assurance | 4,005 | 4,057 | 3,955 | (102) | (2.5) |
| Children's Education | 7,069 | 7,120 | 7,120 | 0 | 0.0 |
| Children's Family Service | 48,342 | 50,359 | 50,359 | 0 | 0.0 |
| Commissioning Group | 6,668 | 7,322 | 7,027 | (295) | (4.0) |
| Streetscene | 15,650 | 15,695 | 15,453 | (242) | (1.5) |
| Commercial - Parking and Infrastructure | (1,657) | (942) | (59) | 883 | (93.7) |
| Public Health | 14,302 | 14,335 | 14,335 | 0 | 0.0 |
| HB Public Law | 1,782 | 1,952 | 1,993 | 41 | 2.1 |
| Barnet Group | 3,338 | 4,254 | 5,303 | 1,049 | 24.7 |
| Re | 767 | 1,030 | 1,302 | 272 | 26.4 |
| CSG | 22,153 | 22,922 | 23,422 | 500 | 2.2 |
| Central Expenses | 74,323 | 67,493 | 66,103 | (1,390) | (2.1) |
| Service Total | 286,412 | 286,412 | 287,984 | 1,572 | 0.5 |
| Allocations agreed from GF Balances | | | | | |
| GF Balances as at 01/04/14 | | | | (15,950) | |
| Forecast GF Balances as at 31/03/15 | | | | (14,378) | |

Please see table 7 for the impacts to General Fund Balances

Housing Revenue Account

| Description | Variations | | | | |
|-------------------------|-----------------|-----------|-------------|-----------|-----------------------------|
| | Original Budget | Budget V1 | Q3 Forecast | Variation | Variation vs Revised Budget |
| | £000 | £000 | £000 | £000 | % |
| Housing Revenue Account | 0 | 0 | (68) | (68) | (100.0) |

Please see table 8 for the impacts to the Housing Revenue Account Balances

Dedicated Schools Grant

| Description | Variations | | | | |
|-------------------------|-----------------|-----------|-------------|-----------|-----------------------------|
| | Original Budget | Budget V1 | Q3 Forecast | Variation | Variation vs Revised Budget |
| | £000 | £000 | £000 | £000 | % |
| Dedicated Schools Grant | 0 | 0 | (3,221) | (3,221) | (100.0) |

Please see table 9 for the impacts to the Dedicated Schools Balances.

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

Impact on Balances

Table 7: General Fund Balances

| | £'000 |
|---|-----------------|
| General Fund Balances brought forward 1 April 2014 | (15,950) |
| Budgeted Use of Balance | 0 |
| Outturn Variation | 1,572 |
| Forecast General Fund Balances 31 March 2015 | (14,378) |

*Subject to Policy and Resources Committee approval

The Council's overall general fund balance position has improved since quarter 2 (reported as £13.231m); to now forecasting a year-end general fund balances of £14.378m.

Delivery units have been proactively managing the situation through formulating and implementing service recovery plans to mitigate adverse variances from the reported quarter two position. The largest contribution to the movement is the decrease in forecasts within commercial – Parking and Infrastructure, amounting to £1.202m largely relating to the Special Parking account, discussed further in paragraph 1.11.1. The other major contributor towards the movement includes the elimination of the anticipated £0.623m over spend reported within Children's Education and Family services in quarter two, again detailed further in paragraph 1.11.1.

Also, the Policy and Resources committee in December 2014 approved that the pressures on permit income within the Special Parking Account (£1.020m) will be funded from contingency.

Further, the Policy and Resource Committee in December 2014 that any impacts of an inflationary pay award for all staff will also be funded from contingency. Service recovery plans are being put in place by Delivery Units to ameliorate any significant budget variances.

Table 8: Housing Revenue Account Balances

| | £'000 |
|--|-----------------|
| Housing Revenue Account Balances brought forward 1 April 2014 | (14,831) |
| Budgeted Use of Balance | 3,346 |
| Outturn Variation | (68) |
| Forecast Housing Revenue Account Balances 31 March 2015 | (11,553) |

The in-year Housing Revenue Account (HRA) is showing a £0.068m increased surplus than budgeted position for the 2014/15 financial year. The projected increase in surplus is largely due to anticipated unrecoverable regeneration staffing expenditure (£0.278m) as a consequence of exceeding the private developer agreement (PDA) value, off-set by anticipated under spends of £0.055m within other staffing budgets and increased levels of service charges income amounting to £0.291m largely due to increases in collection rates. Hence, the Council's Housing Revenue Account balances are forecast to be £11.553m, which will be factored into the 30-year business plan.

Table 9: Dedicated Schools Grant Balances

| | £'000 |
|--|----------------|
| DSG Balances brought forward 1 April 2014 | (3,678) |
| Budgeted Use of Balance | 2,333 |
| Outturn Variation | (3,221) |
| Forecast DSG Balances 31 March 2015 | (4,566) |

The projected in year under spend is £3.221m, this is due to £0.608m anticipated under spends mainly in the take up of the two-year old offer within Early Intervention and Prevention and £2.613m under spend relating to top up funding in high needs due to more up to date information from out of borough schools and the reduction in the use of more expensive placements.

Special Educational Needs budgets for individual pupils are volatile and no contingency has been set aside. Moreover, if schools are funded on a similar basis as 2014/15, the reported under spend will be used to support the 2015/16 budget.

Growth in pupil numbers is putting pressure on the Schools budgets. Whilst ideally the services would distribute the under spend to schools, to maintain prudence, the under spend may be needed for advanced funding of new schools in 2016/17 and 2017/18.

The projected Dedicated Schools Grant (DSG) balance at year end is expected to be £4.566m.

1.11.1 Commentary for Budget Variances

Adults and Communities

The over spend for Adults and Communities of £0.857m represents 0.9% of the delivery unit budget (£90.814m). The key drivers for this variance are detailed as follows;

There is a forecasted under spend within Prevention and Well-being amounting to £0.995m. This is in relation to early achievement of savings on housing related support contracts, over and above medium term financial strategy for 2014/15 (being used to partially offset MTFs savings pressures within Social Care); and anticipated additional public health funding in relation to the provision of Leisure Services.

Within Integrated Care – Learning Disability and Mental Health there is a forecasted £0.939m over spend. This is due to additional pressures resulting from 7 new ordinary residence clients and an increase in service users with Learning Disabilities compared to last year; this is mainly in relation to transitions clients where, over the last 4 years, there has been pressures on the service due to clients transitioning over from Children's to Adult's services. This is due to two reasons, new clients coming through and an increase in cost for existing clients where there is no change in client needs. The year to date pressure for 2014/15 of £1.100m has largely been absorbed within Adult's budget. However, there is likely to be additional pressure for additional 8 to 9 clients in the last quarter of 2014/15, included in the forecast. Further, for 2015/16 an additional 34 clients are expected, resulting in another anticipated additional pressure estimated to cost £1.014m. Adults and Communities do not receive any additional demographic growth for the pressure caused by the increase in transitions clients.

Finally, a £1.042m over spend is anticipated due to clients who were self-funders, whose funds have depleted and are now the responsibility of the local authority (seventeen in total). The number of self-funders who come forward is difficult to predict and the local authority has a legal duty to support client's un-met eligible needs. EMI Nursing and Residential are both areas of pressure within this service, where client numbers have increased from 114 in month 2 of 2013/14 to 134 at the end of month 9 2014/15, reflecting Barnet's increasing older population. The £0.800 demographic growth and £1.167m inflation received by Adults and Communities is not sufficient to meet these additional demand on services. The forecast also assumes £0.500m MTFs savings in relation to procurement savings on the equipment contract will not be achieved.

Assurance

The under spend for Assurance of £0.102m represents 2.5% of the delivery unit budget (£4.057m). The under spends are largely due to the savings realised as a consequence of the revised members allowance scheme (£0.136m), implemented in June 2014, Off-set by anticipated over spends of 0.033m within Assurance Management and Internal Audit and CAFT due to interim cover.

Children's Education and Skills

The Children's Education and Skills outturn is forecast to be as per delivery unit budget (£7.120m).

The Delivery unit is forecast to under spend by £0.033m within the Management Team budgets due to reduced costs relating to supplies and services and by £0.312m within Education Partnership and Commercial Services from managing the demand in the schools causing concern budget, where funding is provided to schools to avoid schools going into special measures.

These under spends are anticipated to be off-set by over spends within High Needs Support services amounting to £0.345m due to budget efficiencies not being fully realised in 2013/14, with the same underlying problems remaining in 2014/15 within Special Educational Needs transport. Projects are now in place in Street scene and Education and Skills to identify possible ways to achieve further savings.

Children's Family Services

The Children's Education and Skills outturn is forecast to be as per delivery unit budget (£50.359m).

The forecasted outturn spend to budget is the net impact of variances across the service. Within the management team there is a forecast £0.311m under spend due to budgets including centrally held inflation monies, offset against over spends in transformation project (£0.138m).

There is an anticipated over spend of £0.437m within Assessment and Children in Need, largely due to over spends within direct payments and respite services off-set by anticipated under spends in short breaks resulting in a net over spend position of £0.230m. The remaining over spend within the service is due to the utilisation of agency staff for established posts.

Within Children's in Care and Provider services there is a forecast over spend of £0.714m in relation to staffing and external placement costs.

Further, there are anticipated under spends within Commissioning and Business Improvement service amounting to £0.650m arising from staff vacancies and a substitution of funding source and the use of reserves to bring overall budgets back in line as per service recovery plans. Finally, within Youth and Community services due to further staffing vacancies and sponsorship of training courses there is an anticipated under spend amounting to £0.276m.

Commissioning Group

The projected under spend for the Commissioning Group of £0.295m represents 4.0% of the delivery unit budget (£7.322m).

The variance is largely as a consequence of under spends within staffing expenditure within commercial services amounting to £0.152m due to vacancies not being filled.

Streetscene

The projected under spend for Streetscene of £0.242m represents 1.5% of the delivery unit budget (£15.695m).

Savings are expected within Transport totalling £0.173m due to lower than anticipated fuel prices and usage as well as other efficiencies generated in the service resulting in lower than anticipated maintenance costs. Within Greenspaces there is an anticipated under spend of £0.078m largely as a result of reductions in weed spraying rounds and efficient management of staffing and supplies costs.

Within the Waste service there are anticipated savings of £0.136m from fuel and general transport costs. This saving is off-set by an equivalent over spend within the Recycling service due to a projected shortfall in the £1.100m co-mingled recyclable materials income. This is a result of significant market changes affecting the value of this waste material stream. In particular, a 9% price adjustment per tonne of waste (£25.00 to £23.71 per tonne). This is managed by the North London Waste Authority on behalf of the Council and maximises economies of scale for participating authorities.

The under spend is to be reviewed to take into account possible provisions for expenditure in future years.

Commercial – Parking and Infrastructure

The over spends for Commercial – Parking and Infrastructure of £0.883m represents 93.7% of the services budget (income of £0.942m). The over

spend is almost wholly as a consequence of the anticipated Special Parking Account (SPA) contribution to the general fund. There is expected to be a £0.967m shortfall largely due to reduced permit income of £0.950m (resulting from a judicial review), with the remaining balance of the under spend being explained by the off-setting Bus lane Penalty Charge Notice (PCN) income being forecast to be slightly above budget and a forecast shortfall on street PCN income. As reported in 'impact on balances' section above, it was approved at the Policy and Resources Committee in December 2014 that the reduced permit income pressure (£0.950m) would be funded from contingency with the area.

Public Health

Public Health outturn is forecast to be as per delivery unit budget (£14.335m). Although there is a forecast under spend of £552k for Public Health, this is being utilised to fund GF pressures in Adults and Children's and is included in the forecasts for the relevant services to maximise efficiency.

HB Public Law

The over spends for Legal Services of £0.041m represents 2.1% of the delivery unit budget (£1.952m). This figure shows that the current income target is not being achieved. As with any income target this amount is based on a number of historical assumptions and therefore total accuracy cannot be predicted.

Barnet Group

The over spends for the Barnet Group of £1.049m represents 24.7% of the delivery unit budget (£4.254m). The variance is due to temporary accommodation pressures that have resulted due to increasing number of clients and high inflation rates for emergency accommodation during 2014, despite recent decreases in emergency accommodation costs where numbers were 461 by the end of December and with relatively low demand in month 9, where emergency accommodation has been utilised less than expected.

The demand is being controlled as far as possible through mitigations being undertaken within the service. There is also a shortfall in the budgeted rental income for regeneration buy back properties.

Re

The over spend for Re of £0.272m represents 26.4% of the delivery unit budget (£1.030m). The over spend is largely due to a higher than budgeted number of officers being funded from Re's management fee. A recovery plan has been developed and this is currently being verified.

Customer Support Group (CSG)

The over spends for Customer Support Group (CSG) of £0.500m represents 2.2% of the delivery unit budget (£22.922m). The over spend is due to base lining of income guarantees currently taking place, where the income in certain areas such as schools is lower than anticipated. Work is ongoing to identify mitigating savings.

Central Expenses

The under spends for Central Expenses of £1.390m represents 2.1% of the budget (£67.493m). The under spend is predominantly as a consequence of under spends against the North London Waste Authority (NLWA) and London Pension Fund Authority (LPFA).

1.12 Savings

Table 10: Savings

| | 2014/15 | Acheiveable | Non-achievable | Achieved | Identified |
|---|-------------------------|---------------|----------------|---------------|----------------------------|
| | MTFS savings allocation | savings | savings | savings | savings against allocation |
| | (£000s) | (£000s) | (£000s) | (£000s) | % |
| Adults and Communities | 8,377 | 7,877 | 500 | 6,782 | 81% |
| Assurance | 40 | 40 | 0 | 40 | 100% |
| HNR | 55 | 55 | 0 | 55 | 100% |
| Commissioning Group | 800 | 796 | 4 | 796 | 100% |
| CSG | 2,393 | 2,393 | 0 | 2,393 | 100% |
| Education and Skills | 561 | 561 | 0 | 561 | 100% |
| Family Services | 3,879 | 3,404 | 475 | 3,404 | 88% |
| HB Public Law | 150 | 117 | 33 | 117 | 78% |
| Re | 1,355 | 1,355 | 0 | 1,355 | 100% |
| Street Scene | 1,005 | 1,005 | 0 | 1,005 | 100% |
| Commercial - Parking and Infrastructure | 395 | 395 | 0 | 395 | 100% |
| Total | 19,010 | 17,998 | 1,012 | 16,903 | 89% |

There is a risk that £1.012m of the savings for 2014/15 are not achievable. The breakdown of savings is outlined in table 10 above. The outlook for 2015/16 is that savings of £13.669m need to be achieved.

1.13 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 £8.880m.

Table 11: Provisions

| Description | Provsions brought | Q3 Forecast in-year | Written back in year | New provision | Provsions carried |
|----------------------------------|-------------------|---------------------|----------------------|---------------|-------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Adults | 552 | (552) | 0 | 0 | 0 |
| Resources (grant unit) | 105 | (105) | 0 | 0 | 0 |
| Corporate (insurance provisions) | 8,850 | 0 | 0 | 0 | 8,850 |
| Regional Enterprise (RE) | 160 | (160) | 0 | 0 | 0 |
| Commercial | 256 | (256) | 0 | 0 | 0 |
| Childrens | 152 | (152) | 0 | 0 | 0 |
| Streetscene | 67 | (67) | 0 | 0 | 0 |
| Carbon Reduction Commitment | 373 | (343) | 0 | 0 | 30 |
| Total | 10,515 | (1,635) | 0 | 0 | 8,880 |

1.14 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 £91.624m. As at quarter 3, the forecasted level of reserves anticipated to be carried forward at 31 March 2015 is £68.864m.

Table 12: Reserves

| Description | Reserves brought | Q3 Forecast in-year | New reserves raised in-year | Reserves carried |
|--|------------------|---------------------|-----------------------------|------------------|
| | £000 | £000 | £000 | £000 |
| Central - Financing | 2,673 | (122) | 0 | 2,551 |
| Central - Community Infrastructure Levy | 992 | 0 | 0 | 992 |
| Central - Infrastructure | 21,573 | (4,050) | 8,417 | 25,940 |
| Central - Risk | 15,500 | (2,046) | 0 | 13,454 |
| Central - Services Development | 9,577 | (4,535) | 0 | 5,042 |
| Central - Transformation | 11,293 | (6,750) | 0 | 4,543 |
| Service - Other | 12,237 | (2,079) | 1,844 | 12,002 |
| Sub total general fund earmarked reserves | 73,845 | (19,582) | 10,261 | 64,524 |
| Service - DSG | 3,676 | (2,333) | 0 | 1,343 |
| Service - Housing Benefit | 5,773 | (5,773) | 0 | 0 |
| Service - NLSR | 1,228 | (235) | 0 | 993 |
| Service - PFI | 3,117 | (3,117) | 0 | 0 |
| Service - Street Lighting | 1,149 | (1,149) | 0 | 0 |
| Service - Section 256 - NHS Social Care Funding | 1,596 | (7,166) | 6,634 | 1,064 |
| Service - Public Health | 831 | (300) | 0 | 531 |
| Special Parking Account (SPA) | 409 | 0 | 0 | 409 |
| Sub total ring fenced reserves | 17,779 | (20,073) | 6,634 | 4,340 |
| Total all earmarked reserves | 91,624 | (39,655) | 16,895 | 68,864 |

The largest reserve the Council has is the infrastructure reserve, where income is received from the New Homes Bonuses.

1.15 Quarter 2 Capital Monitoring

The quarter 3 forecast expenditure during 2014/15 on the Council's capital programme is £98.604m, £70.785m of this relates to the general fund

programme and £27.819m for the HRA capital programme. This is a variance of £19.103m against the latest approved budget of £117.707m. The table below summarises the expenditure by each service.

Table 13: Capital Programme Position at Quarter 2

| Description | 2014/15 Latest Approved Budget | Additions/ (Deletions) - Quarter 3 | (Slippage) / Accelerated Spend - Quarter 3 | 2014/15 Budget (including Quarter 3) | Forecast to year-end | Variance from Revised Budget | % slippage of 2014/15 Approved Budget |
|---|--------------------------------|------------------------------------|--|--------------------------------------|----------------------|------------------------------|---------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | % |
| Adults and Communities | 2,574 | 0 | (4) | 2,570 | 2,570 | (4) | (0.1) |
| Children's Family Services | 2,051 | 315 | (440) | 1,925 | 1,925 | (125) | (21.5) |
| Children's Education and Skills | 36,793 | (15) | (6,195) | 30,583 | 30,583 | (6,210) | (16.8) |
| Commissioning Group | 3,191 | 0 | (981) | 2,210 | 2,210 | (981) | (30.7) |
| Commercial - Parking and Infrastructure | - | 162 | (72) | 90 | 90 | 90 | 0.0 |
| Street Scene | 3,230 | (38) | (109) | 3,083 | 3,083 | (147) | (3.4) |
| Re delivery Unit | 37,734 | (1,133) | (6,432) | 30,169 | 30,169 | (7,565) | (17.1) |
| The Barnet Group | 152 | 3 | 0 | 155 | 155 | 3 | 0.0 |
| General Fund Programme | 85,725 | (707) | (14,232) | 70,785 | 70,785 | (14,940) | (16.5) |
| HRA | 31,982 | 0 | (4,163) | 27,819 | 27,819 | (4,163) | (13.0) |
| Total Capital Programme | 117,707 | (707) | (18,395) | 98,604 | 98,604 | (19,103) | (15.6) |

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

Table 14 below analyses the 2014/15 capital programme as at the end of quarter 3. A detailed analysis of changes including additions, deletions and budget movements is provided in Appendix D.

Table 14: 2014/15 Capital Funding Changes at quarter 2

| Description | Grants | S106 / Other Contribution | Capital Receipts | Revenue/M RA | Borrowing | Capital Reserve | Total |
|---|----------------|---------------------------|------------------|----------------|----------------|-----------------|-----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Adults and Communities | (4) | | | | | | (4) |
| Children's Family Services | (195) | | (194) | (41) | | 304 | (125) |
| Children's Education and Skills | (3,356) | | (82) | (300) | (2,472) | | (6,210) |
| Commissioning Group | | | (15) | (73) | (892) | | (981) |
| Commercial - Parking and Infrastructure | | | | 90 | | | 90 |
| Street Scene | 105 | (61) | | (162) | (30) | | (147) |
| Re delivery unit | (185) | (3,464) | (323) | | (2,443) | (1,150) | (7,565) |
| The Barnet Group | | | 3 | | | | 3 |
| General Fund Programme | (3,633) | (3,525) | (612) | (486) | (5,837) | (846) | (14,940) |
| HRA | | | (2,350) | (1,813) | | | (4,163) |
| Total Capital Programme | (3,633) | (3,525) | (2,962) | (2,299) | (5,837) | (846) | (19,103) |

1.15.1 There is a forecasted 16.2% reduction in the capital programme at end of quarter three, with the projected outturn expenditure being £98.604m against the latest budget of £117.707m. It is projected, over the full financial year; there will be slippage of £18.395m, representing 15.6% of the latest approved budget programme.

The main outturn slippage this quarter is as follows:

- The total Children's Education and Skills programme has net slipped by £6.210m. This is composed of slippage on the Orion Primary and Blessed Dominic schools project, forecast to slip by £1.566m due to re-profiling of budgets to support the change in project scope and contingencies. Slippage of £0.848m has been requested for the watching brief of St Joseph's RC Junior & St Joseph's RC Infants School based on cash flow forecasts. There is anticipated slippage of £1.083m on the St Mary's and St John's project and consideration is now being given to potential changes in the project brief for phase three of. There is also anticipated slippage on the London Academy amounting to £0.974m as a consequence of re-profiling of contract sums in line with contractor billing time lines. Finally, the modernisation of Primary and Secondary schools has slipped by £0.771m, largely due to delays in construction start dates and associated costs.
- The Re delivery unit programme has been revised by £7.565m. This is composed of forecast reduction and slippage of £0.401m on Highways Transport for London bus stop accessibility allocations. Total anticipated slippage of £1.373m is anticipated on the Highways Colindale Development Area programme. This is largely due to projected slippages on the reconstruction of railway bridges amounting to £0.850m due to re-profiling of bridge retention funds and projected slippages on Improvement and Signalisation Infrastructure amounting to £0.356m predominantly due to re-profiling of Section 106 projects. The Highways Investment Capital programme is forecast to slip by £0.540m, also predominantly due to re-profiling of section 106 projects. The Highways drainage project is also envisaged to slip by £0.373m due to re-profiling of budgets. The General Fund regeneration programme is forecast to slip by £2.128m. This is largely due to projected slippages on infrastructure improvements on Graham Park Regeneration amounting to £0.450m due to re-profiling of the project, anticipated slippages on the Thameslink Project totalling £1.000m due to delays in the commencement of the project and forecast slippages £0.478m on the General Fund Regeneration project due re-profiling of the project. Finally, the Empty Properties project is envisaged to slip by £0.500m due to delays in acquiring properties under Compulsory Purchase Order (CPO).
- There are also net anticipated accelerations within the Re delivery unit programme amounting to £0.972m, largely due to the funding of the programme moving from capital to revenue.

1.15.2 The slippage column in the report is a net figure based on slippage (budget required for future financial years) and accelerated spend (budget required from future years). As an example, a budget may be set for a school build but construction may not start until half way through the year and is due to continue into future financial years. As construction accounts for the majority of the budget, it needs to be re-profiled (slipped) into the financial year it is required for. Slippage does not indicate an over spend, just a movement of budget into future financial years.

1.16 Agency Costs

The table below details all agency staff costs incurred during quarter three 2014/15 financial year in comparison to quarter three 2013/14 financial year. This identifies that agency expenditure has reduced by £0.914m from the equivalent quarter last year.

The current level of agency usage is consistent with the Council's strategic approach to ensure business critical functions continue to operate and perform while going through significant change. This strategic approach reflects the Council's desire to reduce redundancies from the workforce.

Table 15: Agency Costs for 2014/15

| Directorate | 2013/14 | 2014/15 |
|-----------------------------|---------------|---------------|
| | Agency Spend | Agency Spend |
| | £000 | £000 |
| Adults and Communities | 2,846 | 3,265 |
| Assurance | 23 | 79 |
| Barnet Group | 52 | 0 |
| Central Expenses | 0 | 0 |
| Children's Education | 1,014 | 1,162 |
| Children's Families Service | 1,877 | 2,533 |
| Commercial | | |
| Commissioning Group | 2,217 | 1,929 |
| CSG | 2,638 | 1,254 |
| HRA | 237 | 0 |
| Public Health | 0 | 0 |
| Re | 720 | 0 |
| Schools Direct Management | 142 | 0 |
| Street Scene | 1,220 | 1,851 |
| Total | 12,988 | 12,074 |

1.17 Transformation Programme

The expenditure on the Transformation programme and projections for 2014/15 as at December 2014 is included in Appendix E. The Policy and Resources Committee on the 2nd December 2014 approved transformation reserve drawdown of £2.530m. The budgets in Appendix E have been amended to reflect the drawdown from the transformation reserve.

1.18 Write-offs and Debt Information

As part of the quarterly monitoring process the Council will now report on all scheduled write-offs in excess of £5,000

Sundry Debt write-offs

The value of a write off is determined at a debt value as per the Council's financial regulations. Debts under £5,000 are approved by the Director of Finance in consultation with HB Public Law, as set out in the *Scheme of Delegation* (section 15 of the Constitution).

Actions taken to recover debt is as per the Council's Income & Debt Management Policy. If an invoice is raised and remains unpaid, "dunning" process comes into play as follows:-

- Level 1 - a reminder is sent after 21 days
- Level 2 - a final notice is sent after 35 days i.e. a further 14 days

The Income Team will review all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery should proceed.

Depending on the type of debt, customer and circumstances consideration of the use of debt collectors or issuing proceedings in the County Court is considered. Every case is treated individually, hence the circumstances of each debt is assessed prior to taking a decision on the recovery of the debt in conjunction with the delivery unit.

There were no additional write-offs in quarter 3.

Council Tax and Non-Domestic Rates

Irrecoverable council tax debts of £555,462.43 are recommended for write off. The individual debts are all £5,000 or more and cover the financial years from 2000/2001 to 2014/2015.

All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded, including some who are known to now be abroad. Other debts are either individuals subject to bankruptcy, or limited companies that have been dissolved, or companies registered abroad. No or insufficient monies to clear these debts were yielded (council tax debt does not rank as a preferential debt in insolvency proceedings) and no further action can be taken.

The breakdown of the value of the Council Tax debts by year is as follows:

| Sum of Write Off Amount Council Tax | |
|-------------------------------------|--------------------|
| Financial Year debt raised | Value of debt |
| 2000/2001 | £5,126.40 |
| 2001/2002 | £3,071.60 |
| 2002/2003 | £3,698.48 |
| 2003/2004 | £6,126.42 |
| 2004/2005 | £14,282.41 |
| 2005/2006 | £22,236.15 |
| 2006/2007 | £41,957.06 |
| 2007/2008 | £59,224.91 |
| 2008/2009 | £97,228.45 |
| 2009/2010 | £92,073.63 |
| 2010/2011 | £86,271.49 |
| 2011/2012 | £81,061.74 |
| 2012/2013 | £29,947.31 |
| 2013/2014 | £12,754.43 |
| 2014/2015 | £401.95 |
| Grand Total | £555,462.43 |

Non-domestic rates totalling £1,150,288.78 are recommended for write off. The individual debts are all over £5,000 and cover the financial years 2005/2006 to 2014/2015.

Attempts to trace absconded debtors include searches of internal systems, enquiries made with owners, agents and new occupiers of properties, and visit reports by the council's Enforcement agents. Having regard to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts, with a greater number of checks being carried out in respect of larger debts. The breakdown of the value of the Business Rates debts by year is as follows:

| Sum of Write Off Amount Business Rates | |
|--|----------------------|
| Financial year debt raised | Value of debt |
| 2005/2006 | £2,034.38 |
| 2006/2007 | £2,641.30 |
| 2007/2008 | £4,325.06 |
| 2008/2009 | £7,376.21 |
| 2009/2010 | £17,874.97 |
| 2010/2011 | £136,081.23 |
| 2011/2012 | £359,106.22 |
| 2012/2013 | £294,511.28 |
| 2013/2014 | £169,010.74 |
| 2014/2015 | £157,327.39 |
| Grand Total | £1,150,288.78 |

Housing

The aggregate of the anticipated scheduled Housing write-off's where the individual debt level is in excess of £5,000 is currently forecast to total £0.267m, with £0.245m relating to the General Fund and £0.022m relating to the Housing Revenue Account.

1.19 Treasury Outturn

1.19.1 In compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice this report provides Members with a summary report of the treasury management activity during the period to 31 December 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 September 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 assessments.

1.19.2 Investment Performance

Investment deposits are managed internally. As at 31 December 2014, deposits outstanding were £208.100m (excluding Icelandic deposits), achieving an average annual rate of return of 0.64 per cent (adjusted for Icelandic deposits) against a benchmark average (London Interbank Bid Rate - LIBID) of 0.35 per cent. A list of deposits outstanding as at 31 December 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.

There have been no Icelandic bank deposit settlements in the quarter ending 31 December 2014. To date the Council has received £10.970m from the Glitnir Winding-up Board with a further £2.5 million held in an escrow account in Icelandic Krónur, because of the Icelandic currency export restrictions. The Council approved the sale of the Landsbanki claim under executive powers on 20 January 2014 and the claim was sold by auction on 30 January 2014. Finally, the Urgency Committee approved on the 29th January 2015 that the Council proceed with the auctioning of the escrowed balances it has with Glitnir on the 10th February 2015.

1.19.3 Debt Management

The total value of long term loans as at 31 December 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 31 December 2014 was 3.89%.

2. REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to allow the Council to meet the budget agreed by Council on 4 March 2014.

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; Streetscene; 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.

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 meet the duty to pay due regard to equalities by:

- Trying to understand the diversity of our customers to improve our services
- Being mindful of 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 3 2014/15

1. Corporate performance overview

1.1 Corporate performance dashboard

| Delivery Unit | Corporate Plan Overall performance rating achieved against all Corporate Plan Indicators reported this quarter | Management Agreement/ Contract Performance Overall performance rating achieved against all Management Agreement or Contract Indicators reported this quarter | Projected revenue budget variance £'000 Expected revenue expenditure variation from revised budget | Capital actual variance £'000 Capital spend variation from budgeted amount as at quarter end |
|---------------------------------|---|--|--|--|
| Adults and Communities | 3 (7) | 6 (8) | 857 | (4) |
| Assurance | n/a | n/a | (102) | N/A |
| Children's Education and Skills | 5 (6) | -0.5 (10) | - | (6,210) |
| Family Service | -1 (3) | n/a | - | (125) |
| Commissioning Group | 1 (1) | n/a | (295) | (981) |
| Street Scene | -1 (2) | n/a | (242) | 15 |
| Parking and Infrastructure | 2 (2) | 17 (17) | 883 | (162) |
| Public Health | 4 (4) | 5 (12) | - | N/A |
| Barnet Group | 2 (2) | 8.5 (13) | 1,049 | 3 |
| R ^e | 1.5 (3) | 44.5 (64) | 272 | (7,403) |
| CSG | n/a | 12 (18) | 500 | N/A |
| HB Public Law | n/a | 14 (14) | 41 | N/A |
| Central Expenses | n/a | n/a | (1,390) | N/A |
| Totals | 5.5 (9) | 6.5 (8) | 1,572 | (4,163) |

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. () = max points available

2. Whole council summary tables

2.1 Key finance indicators

| Indicator | | 2014/15 Position as at 31/12/14 | 2014/15 Position as at 30/09/14 |
|-----------|---|---------------------------------------|---------------------------------------|
| 1 | Revenue Expenditure | | |
| | (a) Balances and Reserves: | | |
| | (i) General Fund Balance | £m 14.38 | 13.23 |
| | (ii) HRA Balances | £m 11.55 | 11.47 |
| | (iii) School Balances | £m 15.19 | 15.19 |
| | (b) Performance against Budget: | | |
| | Variations: | | |
| | (i) Overspends | £m 6.71 | 6.34 |
| | (ii) Underspends | £m 5.14 | 2.24 |
| 2 | Capital Expenditure | | |
| | (i) Total Slippage | £m 18.3 | 31.1 |
| 3 | Debt Management | | |
| | (i) Total Debt Outstanding over 30 days | £m 11.5 | 12.6 |
| | (i) Total Debt Outstanding over 12 months | £m 4.2 | 3.4 |
| | (iii) Council Tax - % paid | % 82.56 | 57.25 |
| 4 | Creditor Payment Performance | | |
| | (i) % of Creditors paid within 30 days | % 98.63 | 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

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 | 2 | 0 | 1 | 0 | 3 | 80% |
| | To maintain the right environment for a strong and diverse local economy | 0 | 0 | 0 | 0 | 0 | |
| | To create better life chances for children and young people across the borough | 4 | 0 | 0 | 1 | 5 | |
| | To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health | 4 | 0 | 0 | 0 | 4 | |
| Support families and individuals that need it, promoting independence, learning and well being | To maintain the right environment for a strong and diverse local economy | 2 | 0 | 0 | 0 | 2 | 73% |
| | 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 | 0 | 1 | 1 | 4 | |
| | To promote family and community well-being and create engaged, cohesive and safe communities | 3 | 0 | 0 | 2 | 5 | |
| | To create better life chances for children and young people across the borough | 0 | 0 | 0 | 0 | 0 | |
| Improve satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work, and study | To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough | 3 | 0 | 2 | 0 | 5 | 57% |
| | To promote family and community well-being and create engaged, cohesive and safe communities | 1 | 1 | 0 | 0 | 2 | |

*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 Results <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 outturn 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 compared to other councils</i> |
|--------|--|---|--|---|--|--|---|--|---|
| 1001 | Increase the percentage of eligible adult social care customers receiving self-directed support | Dec 14 | 99.1% | 75% | $\frac{2,632}{2,641}$ | 99.7% | 32.9% | Improving | 83.9% LAPS Q2 2014/15 group average. |
| 1002 | Increase the percentage (and number) of eligible adult social care customers receiving direct payments | Apr 14 - Dec 14 | 31.23% | 35% | $\frac{1,229}{3,957}$ | 31.1% | 11.3% | Worsening | Non-comparable local indicator |
| 1003 | Increase the number of carers who receive support services (includes information and advice) | Apr 14 - Dec 14 | 33.88% | 30% | $\frac{1,261}{3,719}$ | 33.9% | 13% | Improving | Non-comparable local indicator |
| 1004 | Reduce the number of younger adults in residential and nursing care | Dec 14 | 302 | 300 | N/A | 306 | 2.0% | Worsening | Non-comparable local indicator |
| 1008 | Increase in community confidence in police and the local authority dealing with crime and anti-social behaviour | Mar 14 | 67% | 70% | N/A | 68% | 2.9% | Improving | Not yet established |
| 1009 | Maintain the level of the rate of proven adult reoffending | Apr 12 - June 12 | 24 | 22 | N/A | 17.4 | 99.2% | Improving | Most up to date National average rate in 12 months to March 2012: 25% (to nearest 1%) |

| 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 Results <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 outturn 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 compared to other councils</i> |
|---------------|---|--|---|--|---|---|--|---|--|
| 1010 | Maintain the reduction in the level of domestic burglary | Dec 13 - Nov 14 | 19.88 | 22 | N/A | 19.8 | 10% | Improving | London average for same time (Dec 13 - Nov 14): 15.2 Most Similar Group (MSG) average: 13.4 |

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 outturn 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 compared to other councils</i> |
|---------------|---|--|--|--|---|---|--|---|--|
| 3002 | Increase the number of early years places available for eligible two year olds | Autumn Term 2014 | 726 | 1,284 | N/A | 820 | 36.1% | Improving | Not available at present |
| 3007 | Monitor the number of referrals to social care to 368 per 10,000 of the under 18 population | As at 31 Dec | 397.2 | N/A | N/A | 392.0 | N/A | Improving | 2012/13 520.7 England |
| 3008 | Reduce the number of first time entrants to the Youth Justice System aged 10 to 17 | Oct 12 - Sep 13 | 286 | 357 | N/A | 337 | 5.6% | Worsening | London 487 England 460 |

| 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 outturn 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 compared to other councils</i> |
|---------------|---|--|--|--|---|---|--|---|--|
| 3009 | Increase the proportion of young offenders in education training or employment | As at 31 Dec | 79.3% | 75.0% | $\frac{21}{34}$ | 61.8% | 17.6% | Worsening | London 65.3% National 58.4% |

3. Education and Skills

| 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 outturn 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 compared to other councils</i> |
|---------------|---|--|--|--|---|---|--|---|--|
| 3001 | Increase the percentage of children achieving a 'Good Level of Development' in the Early Years Foundation Stage Profile | Academic Year 2013 | 60% | 65% | N/A | 65% | 0% | Improving | Outer London (62%), London (62%), England (60%) |
| 3003 (A) | The percentage of pupils making two levels of progress in reading between Key Stages 1 and 2 | Academic Year 2013 | 91% | 91.5% | N/A | 94% | 2.7% | Improving | Outer London (93%), London (93%), England (91%) |

| 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 compared to other councils</i> |
|---------------|--|--|--|--|---|---|--|---|--|
| 3003 (B) | The percentage of pupils making two levels of progress in writing between Key Stages 1 and 2 | Academic Year 2013 | 92% | 92.5% | N/A | 94% | 1.6% | Improving | Outer London (95%), London (95%), England (93%) |
| 3004 | The percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths | Academic Year 2013 | N/A | 64.3% ¹ | N/A | 67.5% | 5% | N/A | Outer London (62.4%), London (61.5%), England (53.4%) |
| 3006 (A) | Reduce the achievement gap between pupils eligible for FSM(Free School Meal) and their peers achieving expected level (L4+) in Reading, writing and maths at KS2 | Academic Year 2013 | 18% | 15% | N/A | 13% | 13.3% | Improving | Outer London (15%), London (13%), England (18%) |
| 3006 (B) | Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4 | Academic Year 2013 | 11.8% | 35% | N/A | 9.4% | 73.2% | Worsening | No benchmarking data available |

¹ Please note, following a change in the methodology in the reporting of this indicator by the Department for Education, the previous outcome has been removed as it is not comparable and the target has been re-aligned to the top 10% nationally.

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>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 compared to other councils</i> |
|-----------|--|---|---|---|--|--|---|--|---|
| 4002 (A) | Increase the percentage of household waste sent for reuse, recycling and composting to 41% | 01/04/2014 - 30/09/2014 | 34.97% | 42.29% | $\frac{15,087.58}{38,211.73}$ | 39.48% | 6.6% | Improving | Ranked 12th out of 32 London Boroughs (Waste DataFlow 14/01/2015) |
| 4002 (B) | Maintain overall satisfaction levels for the recycling and refuse service | 23/09/2014 - 28/11/2014 | 76% | 80% | N/A | 75% | 3.8% | Worsening | Residents' Perception Survey Autumn 2014 - +7½% difference compared to London Average |

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>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 compared to other councils</i> |
|-----------|--|---|---|---|--|--|---|--|--|
| 2001 | Reduction in numbers of mothers that smoke at time of delivery | July 14 to Sept 14 | 4.1% | 6.0% | $\frac{37}{1,258}$ | 2.9% | 1.9% | Improving | Public Health Indicator Framework July - Sept 14 - ranked 7th out of 19. Average England 11% |
| 2003 | Increase the number of eligible people who receive an NHS Health | July 14 to Sept 14 | 2,647 | 1,350 | N/A | 1,926 | 42.7% | Worsening | Public Health Outcomes Framework July - September 14 - ranked |

| 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 outturn 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 compared to other councils</i> |
|---------------|---|--|--|--|---|---|--|---|--|
| | Check | | | | | | | | 19 out of 19, England Average 9.03% |
| 2002 (a) | Reduce the proportion of children aged 4 to 5 classified as overweight or obese | July 14 to Sept 14 | 21% | 21% | N/A | 20.8% | 0.9% | Improving | National Child Measurement Programme 2013-14 data: England 23.3%; London 23.0% |
| 2002 (b) | Reduce the proportion of children aged 10 to 11 classified as overweight or obese | July 14 to Sept 14 | 33.6% | 34.0% | N/A | 33.6% | 1.3% | Improving | National Child Measurement Programme 2013-14 data: England 33.3%; London 37.4% |

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 outturn 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 compared to other councils</i> |
|----------------|--|---|---|---|--|--|---|--|--|
| 8001 (a) | Reduce the number of households placed in emergency accommodation to 500 | 01 December 2014 | 511 | 500 | N/A | 461 | 7.8% | Improving | There has been a slight dip in ranking (comparing Q2 and Q1) from 22nd to 23rd in London (including City of London). For both London and outer London there was a 12% increase in households compared to a 5% increase for Barnet. |
| 8001 (b)(i) | Increase the number of Private Rented Sector lettings achieved to 315 | Apr-Dec 2014 | 190 | 236 | N/A | 280 | 18.6% | Improving | No comparative data |

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>How performance compared to other councils</i> |
|------------|--|---|---|---|--|--|---|--|--|
| 1.2 NM | Annual Programme relating to Carriageway Resurfacing schemes | October - December | 100% | 100% | $\frac{8}{8}$ | 100% | 0% | Same | Barnet specific indicator. |
| 1.3 NM | Annual Programme relating to Footway Relay schemes | October - December | 100% | 100% | $\frac{10}{10}$ | 100% | 0% | Same | Barnet specific indicator. |
| REGENKPI05 | Delivery of affordable housing completions | October - December | 36 | Annual target 308* | N/A | 43 | N/A | Improving | 2012/13 completions for neighbouring boroughs according to London Development Database: Brent 224, Camden 299, Enfield 243, Haringey 364, Harrow 292. |
| EH04 A | Number of empty properties brought back into residential use | October - December | 25 | Annual target 100 | N/A | 13* | N/A | Worsening | 2012/13 totals for neighbouring boroughs according to London Development Database: Brent 141, Camden 518 264, Harrow 214 LBB Survey: Ealing 2013/14 106 Q1 2014/15 13 |
| 2.2 NM | Make Safe within 48 hours all intervention level potholes reported by members of the public | October - December | 98.3% | 100% | $\frac{473}{486}$ | 97.3% | 2.7% | Worsening | Barnet specific indicator. |

* REGENKPI05 - Delivery of affordable housing completions - The annual target has been adjusted from 367 to 308 units. There are schemes which were originally included in the projections where there was a delay in them starting on site. Completions will therefore be delayed until 2015/16.

**** EH04A - Number of empty properties brought back into residential use** - With a total of 119 properties having been delivered already, the end of year target was exceeded during Q3. Priority is now being given to promoting Empty Property Grants, in particular the externally funded cases, as this funding stream is only available until the end of March 2015.

8. Parking and Infrastructure

| 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 Results <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> | DoT <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|-----------|--|---|--|---|--|--|---|--|---|
| 4004 (a) | Increase transactions for parking bays (on-street) in Town centres | Oct- Dec 2014 | 430,343 | 405,500 | N/A | 482,273 | 18.9% | Improving | Local Indicator: No comparative data |
| 4004 (b) | Increase transactions for car parks in Town Centres | Oct- Dec 2014 | 105,798 | 71,300 | N/A | 121,432 | 70.3% | Improving | Local Indicator: No comparative data |

9. 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 Results <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> | DoT <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|-----------|--|---|--|---|--|--|---|--|---|
| 5001 | Increase residents' satisfaction with their local area as a place to live above 88% | Autumn 2014 | 87% | 88% | N/A | 88% | 0% | Improving | LGA public poll on resident satisfaction 82% (October 2014) |

2.5 Delivery Performance- Commissioning Priorities and Key Performance Indicators

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

Adults and Communities – 73% of targets met

11 out of the 15 performance targets were met, successes include:

- The Weekend Social Work Service in acute hospitals has resulted in faster discharge from hospital back in the community.
- Following feedback from service users, the website has been updated with information on services and advice, including Social Care Connect and information for carers
- 'The Autumn Health and Wellbeing Board catch-up took place with over 80 people attending – including service users, carers, councillors and board members.

Assurance

Successes include:

- The first round of the Area Committee Budgets has been completed and will culminate in three Area Committees in mid-January
- Completion of the Individual Electoral Registration and publication of the Revised Register
- Internal Audit Service have completed all the Key Financial Systems audits on behalf of Capita

Barnet Homes – 80% of targets met

12 out of the 15 performance targets were met, successes include:

- Satisfaction with Barnet Homes as its landlord has risen to 81.1%, representing top quartile performance compared to London peers.
- Barnet Homes is top quartile in a benchmarking exercise to Housemark for 2013.14
- Barnet Homes has taken part in a London Councils initiative to cap rates paid for emergency accommodation. Since it's introduction, the average cost has fallen 14%.

CSG – 80% of targets met

12 out of the 15 performance targets were met, successes include:

- The IT Data Centre Migration plan was successfully completed.
- Two new schools, Copthall and St Josephs, were completed and handed over to Heads.
- Customer Satisfaction has remained above the 65% target, with 72% of customers reporting satisfaction.

Education and Skills – 62% of targets met

8 out of the 13 performance targets were met, successes include

- Average attainment for primary school pupils on free school meals rose by 7% at Key Stage 2, compared to 2% across London

- Successful bid in collaboration with West London Alliance to the Department for Communities and Local Government for a Transformation Challenge Fund Award of £0.5m for a project to deliver Opportunities for Young People in Barnet and Ealing.
- Agreed a new approach to school improvement with schools and developed detailed plans for the establishment of a number of schools' led school improvement partnerships.

Family Services – 70% of targets met

7 out of 10 performance targets were met, successes include:

- Good progress in increasing the number of 2-year olds places
- The Care Leaving Hub, in place at Onwards and Upwards, was a Gold Winner in the Innovation category at the DwP Excellence Awards.
- A successful Looked After Children Achievement Day was held at Allianz Park in October 2014

HB Public Law – 100% of targets met

All 13 performance targets were met, successes include:

- Four charges for unauthorised works on listed buildings were successfully prosecuted
- The first appeal against a decision to nominate land as a community asset was successfully in upholding the original decision
- Successful completion of a section 106 agreement on the Hendon Football Club site to provide 135 dwellings (including 29 affordable units), a range of public realm improvement and associated highway works

Parking and Infrastructure – 89% of targets met

17 out of 19 performance targets were met, successes include:

- The system to allow variable control of lighting is 99.9% complete with less than 150 lanterns to complete
- Energy consumption has been reduced, meeting the target saving of £200k
- Footpath LED lighting conversions are 98% complete.

Public Health – 81% of target met

13 out of 16 performance targets were met, successes include:

- Two new employment services have commenced following successful pilots of the programmes
- 48 schools are registered for the Health School London awards.
- Good progress has been made on the Health and Social Care Integration Programme with plans submitted as part of the Better Care Fund application and the Winter Well programme agreed.

R^e – 76% of targets met

51 out of the 67 performance targets were met, successes include:

- Significant regeneration achievements, including Grahame Park to benefit from a £56m injection from a government programme which provides loans to speed up regeneration of major estates; works completed to the Colindale tube station façade; and, business cases submitted for the West London Alliance (WLA) Community Budget work streams on Long Term Unemployed and NEET (Not in employment, education or training).
- Phase 1 on transformation was completed with a new IT system going live to support more efficient services and allow an improved customer service through faster communication.
- Building Control service won the Local Authority Building Control (LABC) Bricks and Partnership Award.
- Environmental Health successfully prosecuted a landlord letting out poor quality accommodation.
- All works on the cremator replacement programme were successfully completed allowing for a 7-day-a-week service.

Street Scene – 67% of targets met

10 out of the 15 performance targets were met, successes include:

- Resident satisfaction levels have improved for the refuse service, with both refuse and recycling services being viewed by residents as the top services by the Council.
- Parks and open spaces received an impressive Health and Safety audit result
- Finance recovery plan from quarter 2 has concluded and Quarter 3 demonstrates a much improved position.

Your Choice Barnet – 60% of targets met

12 out of the 20 performance targets were met, successes include:

- Referrals continue to demonstrate a positive performance with 49 referrals up to Q3 against a target of 45 (60 for the full year)
- (Service Utilisation) is almost at capacity in all services including an increase in utilisation at Barnet Independent Living Service (92%)
- Valley Way utilisation for the Year-to-date is at 82% overall and was at 92% for Q3.

2.6 Delivery Unit Performance Challenges - Overview

This section identifies performance challenges from delivery indicators. Please see performance page for detailed reports www.barnet.gov.uk/performance

| Delivery Unit | Indicator Title | Relevant Previous Outturn | Target | Final Outturn | Direction of Travel |
|------------------------|---|---------------------------|--------|---------------|---------------------|
| Adults and Communities | TC015- Reduction in violence against the person crimes per 1,000 population | 11.96 | 8.92 | 12.90 | Worsening |
| | AD004- The percentage of children who applied on time for a Reception place made an offer on national offer day (Key Performance Indicator) | 98.4% | 99% | 98.8% | Improving |
| | ED002- The percentage of parents offered one of their top three preferences of school (primary); | 91% | 92% | 91% | Same |
| | ED003- The percentage of parents offered one of their top three preferences of school (secondary) | 90% | 91% | 90% | Same |
| | ED004- The percentage of statements completed within statutory timescales | 64% | 100% | 80% | Improving |
| Education | ED008- The percentage of local authority appointed governors that are vacant (vacant as at snapshot in time) | 28.8% | 20% | 28.8% | Same |
| | ED009- Percentage of children achieving a level 2 qualification by the age of 19 | 88% | 90% | 89% | Improving |
| | ED010- Percentage of 16 year olds recorded in education and training | 98% | 98% | 96.2% | Worsening |
| Barnet Homes | BH007- Current arrears as percentage of debit | 3.45% | 2.83% | 3.74% | Worsening |
| | BH008- Temporary Accommodation arrears as percentage of debit | 6.49% | 4.6% | 7.78% | Worsening |

| Delivery Unit | Indicator Title | Relevant Previous Outturn | Target | Final Outturn | Direction of Travel |
|----------------------|--|---------------------------|--------|---------------|---------------------|
| | BH012- Gas servicing completion | 99.99% | 100% | 99.99% | Same |
| Public Health | PH007- Number of large employers signing up to the healthy workplace charter | 1 | 1 | 0 | Worsening |
| | PH002- Increased number of drug users successfully completing drug treatment and not returning within 6 months - opiate users | 9.2% | 8.2% | 7.9% | Worsening |
| | PH003- Increased number of drug users successfully completing drug treatment and not returning within 6 months - non-opiate users | 23.7% | 40.2% | 22.2% | Worsening |
| | CS003- Percentage of calls answered within 20 seconds | 78.1% | 80.0% | 74.7% | Worsening |
| CSG | HR010- All projects/interventions that have been agreed are delivered in a rolling quarterly Programme of Work order to positively reduce the Authority's absence in levels where completion is within the Service Providers span of control | N/A | Pass | Fail | Worsening |
| | RB023- Average speed of processing for changes | 3.28 | 6.00 | 9.23 | Worsening |
| Re | EH02F- Implementing Health & Safety Inspection Programme | 100% | 100% | 9.1% | Worsening |
| | KPI 1.7 NIM- Implementation of the Annual programme of Gully Cleansing | 97.5% | 100% | 94.9% | Worsening |
| | KPI 2.8 NIM- Construction of Vehicle Crossovers within timescales following receipt of payment | 100% | 100% | 96% | Worsening |

| Delivery Unit | Indicator Title | Relevant Previous Outturn | Target | Final Outturn | Direction of Travel |
|----------------------------|--|---------------------------|--------|---------------|---------------------|
| | KPI 3.1 NIM- Timely response to Highways works permit requests (Number of permits answered on time/Number of permit applications received) | 99.8% | 100% | 99.9% | Improving |
| | KPI001LC- Average time taken to process requests for Full Official Searches (online and post) in Land Charges (days) | 1.78 | 3.00 | 3.85 | Worsening |
| | SKPI01-Percentage of Strategic Planning Documents completed and signed off by the Authority | 20% | 100% | 0% | Worsening |
| Parking and Infrastructure | NSL KPI011 - Banking and Financial | 100% | 100% | 98.7% | Worsening |
| | NSLKPI012 - Lines and signs maintenance | 100% | 100% | 99.5% | Worsening |
| Your Choice Barnet (YCB) | <ul style="list-style-type: none"> Agency Staff – The use of agency staff is still high at 22% as the organisation continues to recruit to permanent posts. Valley Way void rates are slightly higher (8%) than the target (5%) but have significantly improved since quarter 1. Accident/Incident Rate – A higher rate compared to quarter 2 due to more robust reporting of incidents and near misses as well as accidents. | | | | |
| HB Law | | None. | | | |
| Family Services | Reported as part of Commissioning Priorities. | | | | |
| Street Scene | | | | | |

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 | Green Status | Amber Status | Red Status | Comments |
|--------------------------|--------------|--------------|------------|--|
| Transformation Programme | 4 | 3 | - | Within the Transformation programme progress has been made across a number of projects. The Depot relocation project is rated as amber, with two relocation options under consideration and detailed work on the next stage of the business case is underway. The Early Years project has improved from amber to green rated, with a delivery plan in place including options to adapt the service model to provide reduced implementation costs and improved chances of success. For the Education and Skills project, Full Council approved the progression of the Joint Venture model and work is now underway on this next phase. |
| Capital Programme | 20 | 9 | - | Two thirds of the projects are green rated and there are no red rated projects. A number of projects have progressed positively, such as practical completion has taken place at Compton school and a feasibility study of the PRU Pavilion Way is complete. We have completed detailed review of London Academy, Wren and Oak Lodge schools, increasing the budget to ensure sufficient funding is in place, that we can maximise the use of the central government grants and supply places for September 2015. |
| Regeneration | 8 | 4 | - | There are 12 open projects of which none are red-rated which is unchanged from the last three quarters. Positively, it is noted that invoices are now being raised in a timely manner to recover costs and there have been improvements in communications. For Grahame Park, £56 million loan to Genesis was approved from central government treasury for the next phase. Two projects, Brent Cross Cricklewood and West Hendon have moved from green to amber ratings. For Brent Cross Cricklewood there is good overall progress, however, there are a few challenges such as the possible delay to implementation of CPO, completion of agreements with partners and central government. Concerns for the West Hendon project are due to the considerable objection to the scheme, with a Planning Inquiry underway in January 2015. An updated communications plan has been developed to better interact with stakeholders and respond to a number of the concerns raised as objections to the CPO. |

Delivery Unit Transformation Programmes and key cross-cutting projects

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, Unified Reward 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. |
| Unified Reward | The development of a single, unified pay structure for all Council employees; and the discussion, negotiation and consultation on potential changes to terms and conditions, development of policies or practices within the Council. |

3. Customer Experience

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

Performance in quarter 3 is mixed. The tables below show that call answering performance, which has previously been a consistent strength for CSG, was below target in quarter 2 and dipped further below in quarter 3. Nonetheless RE and Barnet Homes were also unable to answer 80% calls in 20 seconds in quarter 3. Yet customer satisfaction ratings for all three call centres have remained very high. CSG has struggled to meet improved standards for responding to customer emails within 5 days, but performance is improving. Unfortunately responsiveness to webforms – the council’s priority channel – appears poor and deteriorated in quarter 3, but figures were not fully separable from the email responsiveness figures, an issue which is corrected for quarter 4.

Delivery units are striving to meet an improved standard for responding to members enquiries, so whilst performance appears to have gone down, this is against a 5 day standard compared to a 10 day standard in quarter 2. Responsiveness to complaints has improved since quarter 2, but is yet to meet the corporate target. Other than Assurance, timely call answering by delivery unit staff remains below target.

Responding to FOIs on time remains excellent across all delivery units. CSG and Street Scene are the two delivery units failing the target in the highest number of areas.

Overall performance

| Area | Target | Performance previous quarter | Performance current quarter | DoT |
|--|--------------|------------------------------|-----------------------------|-----|
| % Complaints resolved within SLA | 90% | 71% | 76% | ↑ |
| % Member Enquiries resolved within SLA | 90% | 87% | 78% | ↓ |
| % Calls resolved at first contact (FCR) | 50% | 54% | 54% | ↔ |
| % FOIs resolved within SLA | 90% | 97% | 98% | ↑ |
| % CSG calls answered within SLA | 80% | 77% | 74% | ↓ |
| % non CSG calls answered within SLA (Re & Barnet House) | 80% | 59% | 59% | ↑ |
| % desk calls answered within SLA | 80% | 71% | 72% | ↑ |
| % Emails responded to within SLA | 90% | 68% | 71% | ↑ |
| % Webforms responded to within SLA | 90% | 53% | 39% | ↓ |
| Avg. initial waiting time (min.) Barnet House only | Max. 5 min. | 1.3 | 1.5 | ↓ |
| Avg. secondary waiting time (min.) Barnet House only | Max. 10 min. | 5.2 | 7.3 | ↓ |
| Case Closure satisfaction (all services recorded on Lagan CRM) | tbc | | 39% | |
| Govmetric satisfaction | 65% | 81% | 77% | ↓ |
| Mystery Shopping | 90% | 76% | 79% | ↑ |

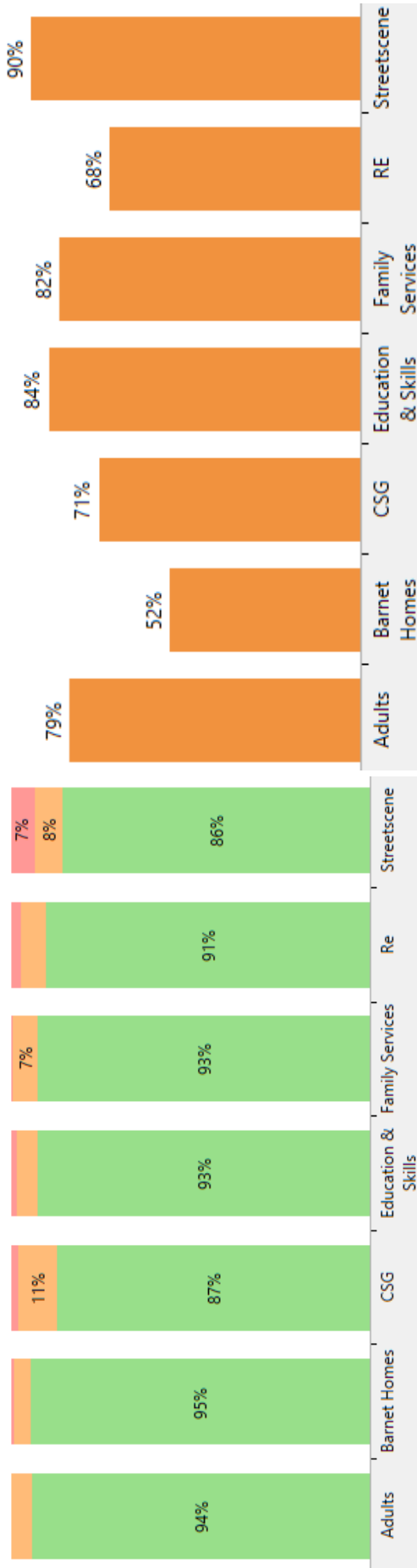
Performance by delivery unit

| Area | Target | Adults | Assurance | Barnet Homes | Commissioning | CSG | Education & Skills | Family Services | Re | Streetscene |
|---|--------|--------|-----------|--------------|---------------|-------|--------------------|-----------------|-------|-------------|
| % Complaints resolved within SLA | 90% | Red | Red | Red | Green | Red | Red | Green | Red | Red |
| % Member Enquiries resolved within SLA | 90% | Red | Red | Red | Green | Red | Red | Green | Red | Red |
| % Calls resolved at first contact (FCR) | 50% | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| % FOIs resolved within SLA | 90% | Green | Green | Green | Green | Green | Green | Green | Green | Green |
| % CSG calls answered within SLA | 80% | Red | Green | Green | Green | Red | Green | Green | Green | Green |
| % non CSG calls answered within SLA (Re & Barnet House) | 80% | Green | Green | Red | Green | Green | Green | Green | Green | Green |
| % desk calls answered within SLA | 80% | Red | Green | Red | Red | Red | Red | Red | Red | Red |
| % Emails responded to within SLA | 90% | Red | Red | Red | Green | Red | Red | Red | Red | Red |
| % Webforms responded to within SLA | 90% | Green | Red | Red | Green | Red | Red | Red | Red | Red |
| Govmetric satisfaction | 65% | Green | Red | Green | Green | Green | Green | Green | Green | Green |
| Mystery Shopping | 90% | Green | Green | Green | Green | Green | Green | Green | Green | Green |

Successes

Satisfaction surveys completed by customers showed high satisfaction with services received over the telephone (89%) and face to face (71%). Relatively high satisfaction ratings were given to those CSG emails specifically about Education & Skills (69%), and emails from Barnet Homes (67%), although volumes remain very low due to a technical barrier in including the survey within all outgoing email, for which CSG are

Barnet Homes and Re call centre ratings were over 90% positive, despite call answering within 20 seconds being 52%, respectively 68%, which suggests that longer waits do not significantly affect customer satisfaction. However there is likely to be a positive bias for telephony satisfaction, as customers are selected for the survey by call handlers, whereas responses via other channels are self-selected by customers.



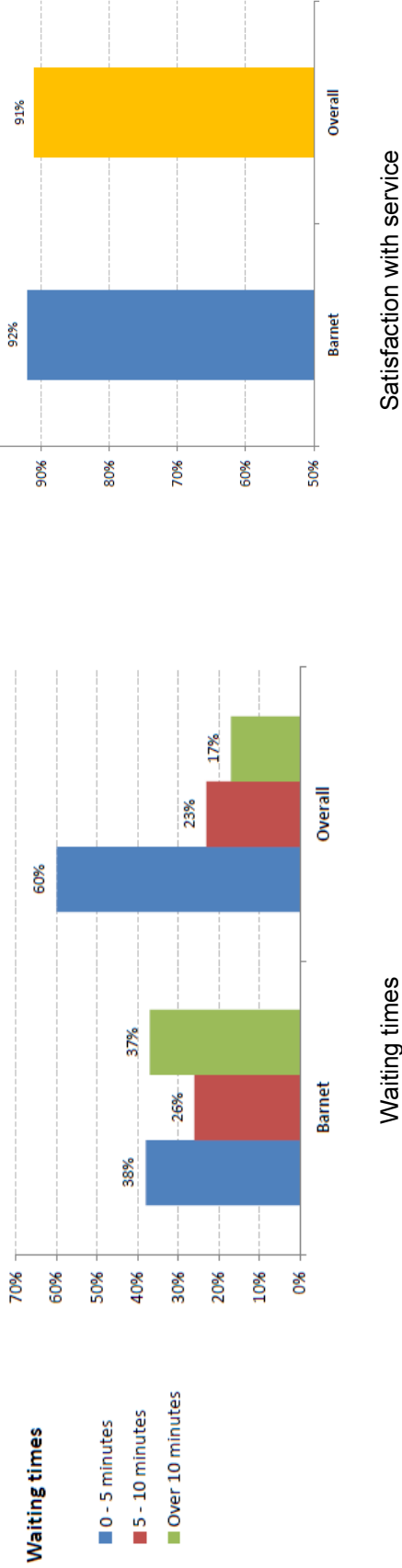
Percentage of calls answered in 20 seconds by the three contact centres (CSG customer services handles high volume calls for Adults & Communities; Education & Skills, Family Services and Street Scene)

| | |
|--------------------------|-----------|
| Telephone | Oct-14 |
| Top Quartile | >0.95 |
| Med High Quartile | 0.92<0.95 |
| Med-Low Quartile | 0.88<0.92 |
| Low Quartile | <0.88 |
| Average Net Satisfaction | 0.910 |

Comparing the results with other GovMetric Councils in October 2014, Barnet is performing at the average level with an average net satisfaction score for telephony of 0.91, putting the council in the medium-low quartile.

Initial and secondary wait times at Barnet House have been consistently better than the corporate standard of 5 and 10 minutes respectively, so although there were slightly increased waits in quarter 3, performance is still excellent. Wait times for the Burnt Oak centre have been consistently longer, and there are also inconsistencies with measurement that mean the data is not reportable for quarter 3. A project is due to complete in early 2015 that will correct these data flaws.

In October 2014, a benchmarking exercise conducted with a set of other London councils found that customers at Burnt Oak and Barnet House experienced longer average wait times than the other participating councils, with 37% of respondents reported waiting in excess of 10 minutes to be seen, 20% more than the overall average. Nonetheless 92% of respondents were either satisfied or very satisfied with the service, compared to a 91% average for the group.

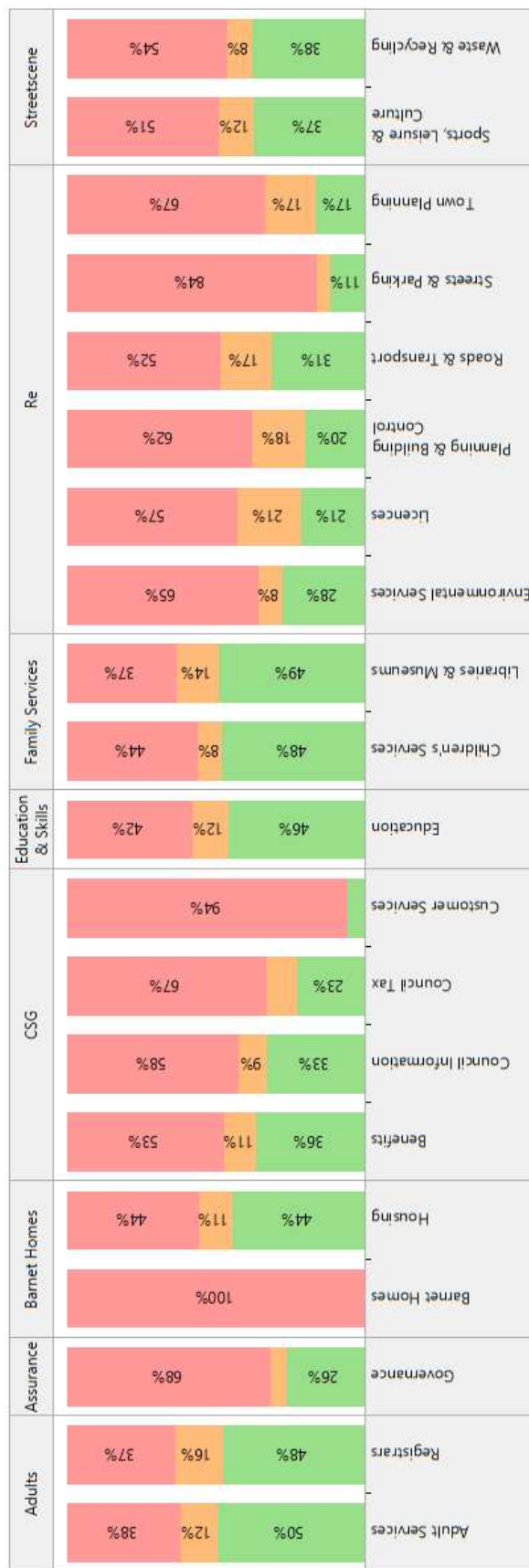


Re had the third best response rate to member enquiries in 5 days (81%), despite handling the largest volume (608) across all the delivery units. CSG Customer services responded to 84% of its 139 member enquiries within 5 working days.

Performance of FOI requests responded to within SLA for quarter 3 was 98% across the council, an area of continued strength.

Challenges

Ratings for the council's priority channel, the website, dropped to a record low of 36% in quarter 3 compared to the 42% in quarter 1. This was mostly due to a web outage in October, caused by human error, which affected the site for 4 days from 18th October. Residents could view the homepage but when trying to navigate to other pages, forms or downloads, they found the message 'page not available'. Many links were broken and the search functionality was unavailable. The negative ratings received during these 4 days account for 22% of all quarter 3 negative ratings for the web channel.



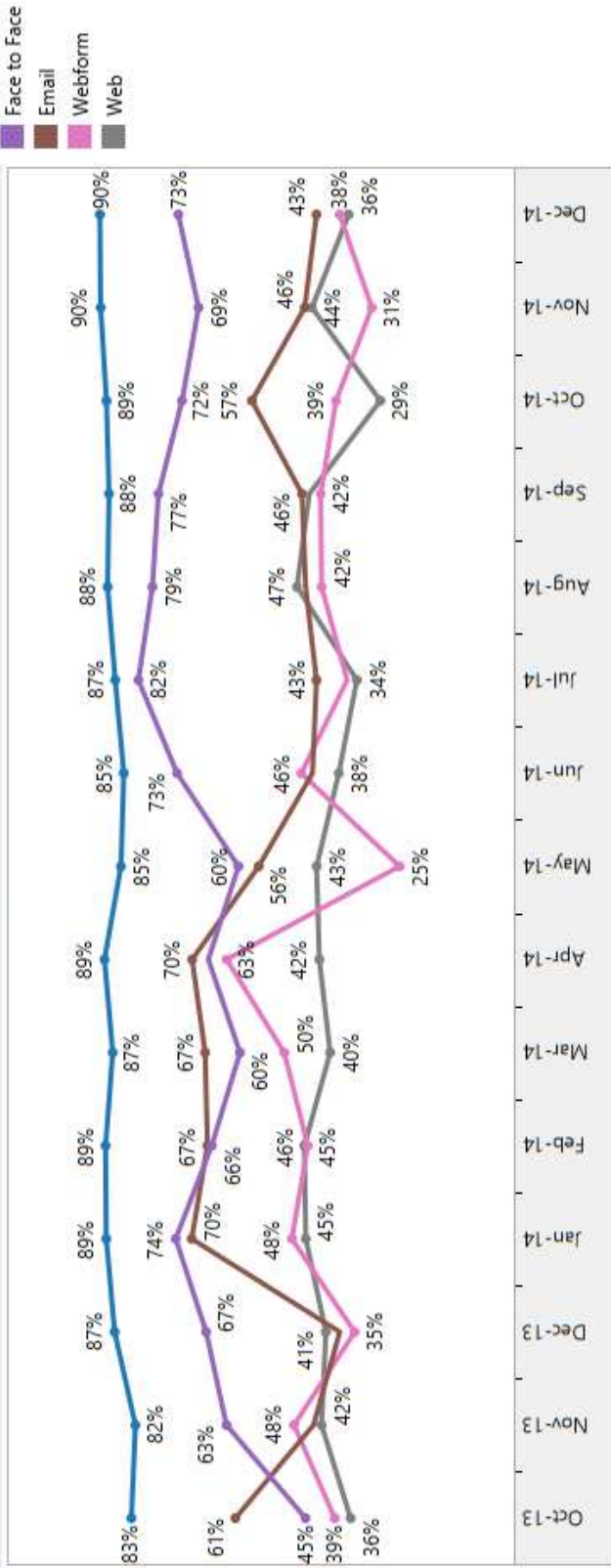
Govmetric satisfaction ratings over web

Satisfaction was lowest with web pages belonging to Re (17%), CSG (30%), and Street Scene (38%). The weakest areas were the CSG Customer Services (6%) and Streets & Parking (11%) pages, while even the highest rated pages (Adult Services - 50% and Libraries & Museums - 49%) fall short of the 65% target. In January 2015 the council has completed a significant re-write and restructure of its web content, affecting the 450 most popular pages, and ongoing efforts are being made to encourage all delivery units to read and act on comments submitted by customers, that are then published every month on the council's website. The new website with enhanced functionality including a new 'My Account' facility for secure transactions will launch in March 2015 and should start to boost positive ratings.

Govmetric ratings for CSG customer services emails about Street Scene have deteriorated considerably, standing at just 28% satisfied in quarter 3 (from 32% in quarter 2). Not all ratings are accompanied by explanations, but of those that were, cited lack of timeliness and lack of query resolution. CSG has recognised that customers are not informed how long they needed to wait until their request was processed and receive no update when their request was resolved, which is being addressed by reviewing the procedure and adding relevant information to email templates.

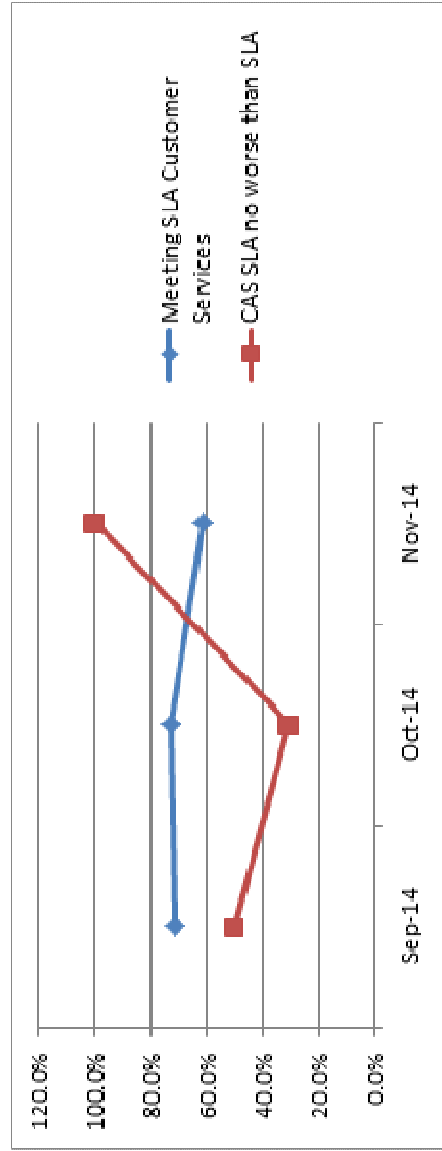
The percentage of satisfied customer ratings increased only for the telephone channel in quarter 3, whereas it decreased for all other channels.

Percentage of satisfied customers by channel



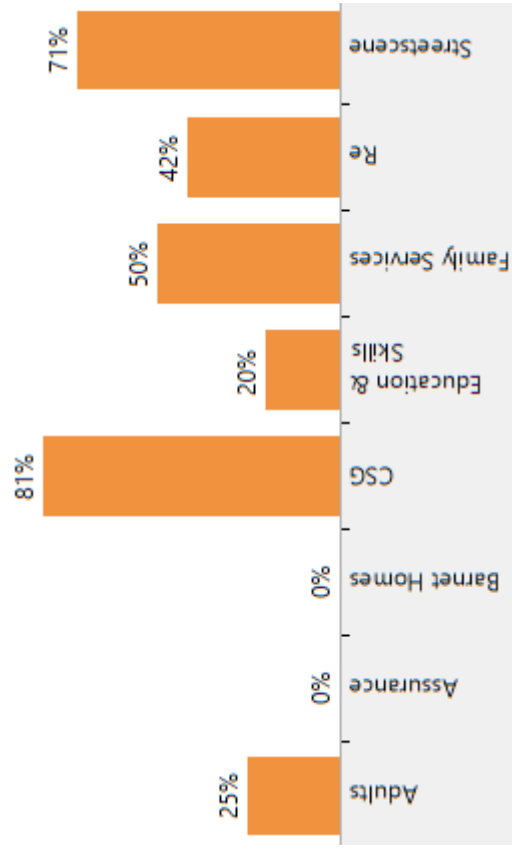
From September 2014, CSG began to measure how many cases raised by customer services were closed within the SLA assigned to them (e.g. 5 days, 10 days etc). This is a new CSG KPI from January 2015, with a target to reach 75% case closure within SLA in quarter 4, and 90% by the end of 2015. Additionally, CSG are required to identify customers who need additional support ('CAS') to engage effectively with the council at the point of service request, so that their cases can be monitored and chased if necessary to ensure that resolution times are consistent with those achieved for all other customers.

Early results have shown disappointing performance – performance for cases fully managed by customer services (Parking and Assisted Travel) between Sept-Nov 2014 stood at 69%, with CAS cases below this at 57%. As this is a new measure, performance is expected to show improvement in quarter 4, and there will also be results available pertaining to cases fulfilled by other delivery units such as Street Scene.

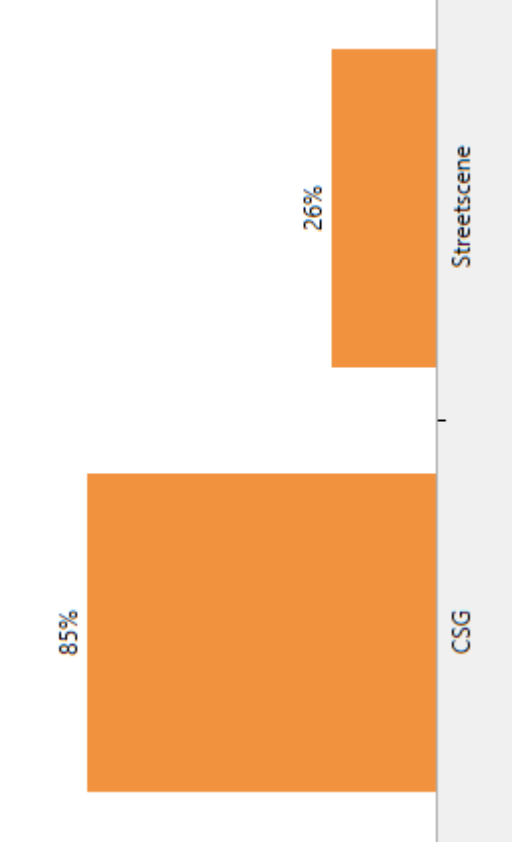


CSG has also implemented a new satisfaction survey for all customers who access a service via the contact centre, rather than simply make an enquiry. All customers receive an email or letter inviting them to complete the survey. The response rates thus far have been disappointingly low, as have the results. Only 39% (56) of customers rated the council services they received as good or very good. Customer satisfaction was higher with services delivered in full by the contact centre (Assisted Travel and Parking) than with those fulfilled by another delivery unit (Adults, Benefits, Council Tax, Street Scene, Family & Youth Information). Results need to be interpreted with caution due to the small number of respondents who completed the survey, and CSG have been asked to look at ways of boosting the response.

The targets of 90% emails and webforms responded to within 5 working days was not met by any delivery unit. Emails regarding Street Scene services improved slightly to 71% in Q3 from 69% in quarter 2, helped by a volume reduction of almost half. There was a significant drop in performance for Re – from 83% in Q2 to 42%. Emails and webforms relating to Adults & Communities, Education & Skills, and Family Services were all significantly below target. The same applies to Street Scene webforms with only 26% responded to within the 5-day SLA in quarter 3. Statistics on webforms for previous quarters are not entirely reliable due to data gaps and data quality issues and are not suited for comparison. All issues should be resolved in Q4 data.



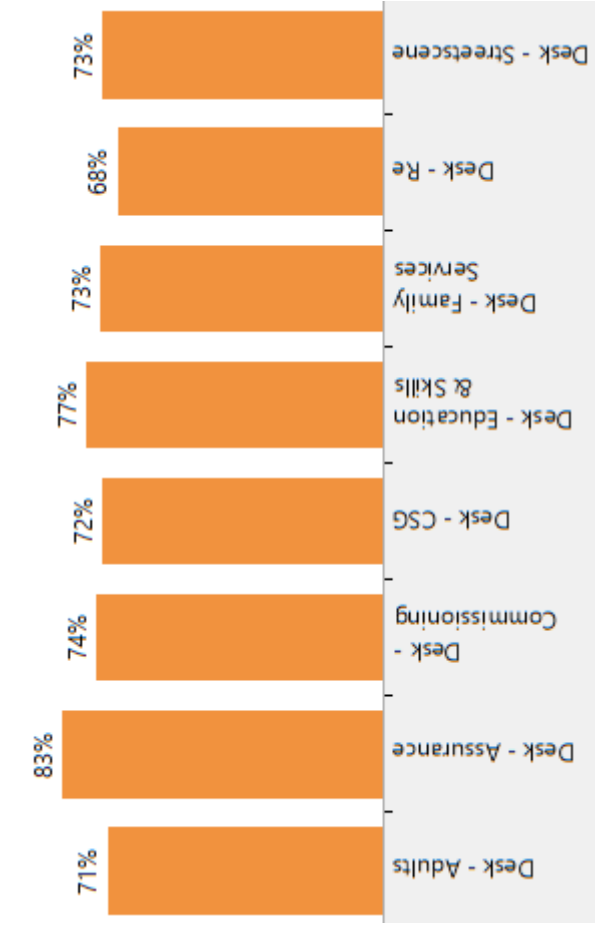
Emails responded to within SLA (some delivery unit figures may include webforms)



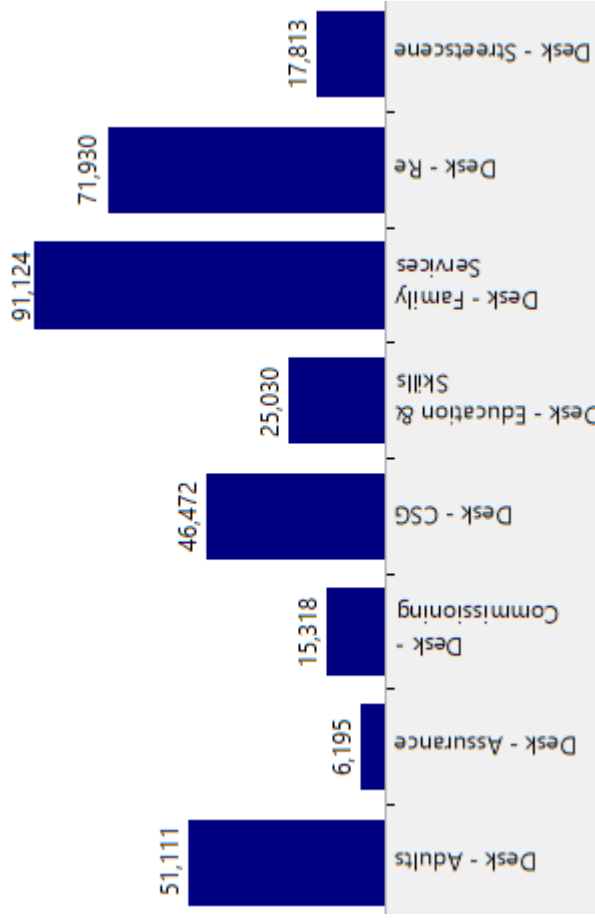
Webforms responded to within SLA (webforms received by other delivery unit's were recorded as emails, this issue will be fixed from Q4)

Despite decreasing volumes of member enquiries, the response rates were low (between 30% and 60%) for Adults, Assurance, Barnet Homes, and Family Services. This was mostly due to users not closing cases on the system within a precise 5 day timescale, despite the reply having been sent within 5 days. System users have been advised on this requirement and therefore this issue should disappear for quarter 4.

Desk phone response rates within the Council are generally below the 80% target, with Assurance, with Assurance – an area of low volumes and primarily internal calls – being the only delivery unit where this SLA is met. The lowest desk phone response rate within SLA is found in Re (68%) and may be due to the high volume of incoming calls (over 70,000).



Percentage of desk calls answered in 20 sec.



Volume of desk calls presented

Complaints

Stage 1 complaints increased by 40% in quarter 3, driven by a doubling of complaints to Barnet Homes. This increase has been attributed primarily to gas complaints, associated with the onset of winter. 62% of stage 1 complaints in Barnet Homes were upheld and partially upheld in quarter 3, demonstrating that customers are often raising legitimate concerns. The level of Barnet Homes complaints is consistently disproportionate to the contact volumes received (52% of the council's total complaints vs. 15% of the council's total contact centre telephone calls in quarter 3) and is an area that needs investigation, given how positive the Barnet Homes satisfaction survey ratings are.

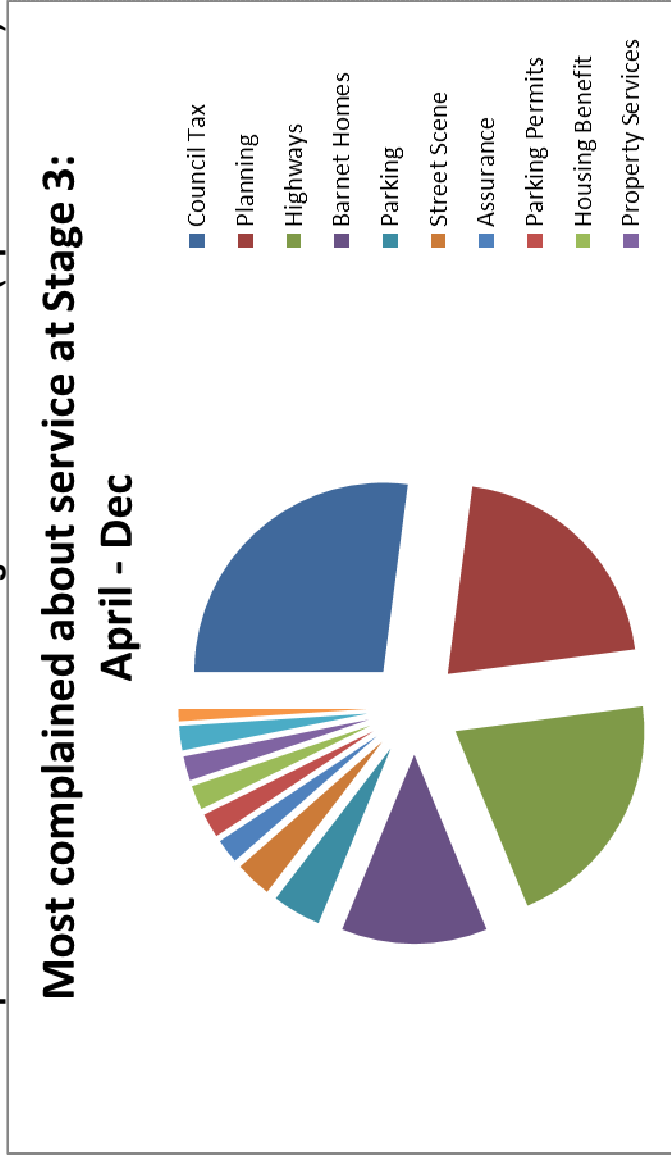
CSG and RE also saw significant complaints volume increases – it is not yet clear to what extent these are real increases, or due to underreporting in quarter 2, as a result of users getting used to the new Lagan CRM system.

Whilst Street Scene still receives the second highest volume of stage 1 complaints, the delivery unit has seen a dramatic reduction, from an average of 200 a quarter, to only 74 in quarter 3. The drop in volume of complaints is due to improved service delivery and to how the call centre deal with queries by changing potential complaints into requests for service. It is also positive that 90% of its stage 1 complaints were not upheld in quarter 3.

Over 50% of stage 1 complaints were upheld or partially upheld in Education & Skills and Re. CSG is notable for one of the highest rejection rates with 95% of complaints not upheld.

The number of stage 3 complaints received decreased from 21 in quarter 2 to 15 in quarter 3. The majority of stage 3 complaints are now rejected because they do not meet the criteria for a stage 3 investigation. The proportion rejected rose from 67% in quarter 2 to over 70% in quarter 3.

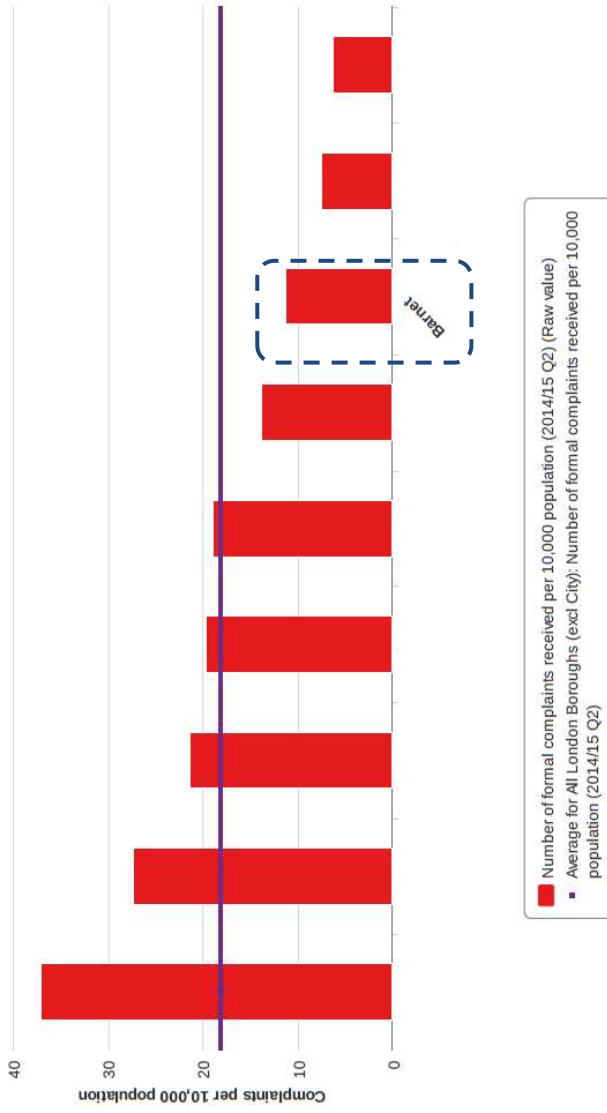
Most complained about service at Stage 3 – Year to date (April – Dec 2014)



Of those stage 3 complaints accepted, the majority are fully or partially upheld. In quarter 3, stage 3 complaints outcomes were against Barnet Homes (1 - upheld), Re (2 - upheld), and Street Scene (1 – partially upheld). The causes for the outcome of these complaints were repeated delays in action, no response at stages 1 and 2, and poor standard of customer care.

Complaints benchmarking data from quarter 2 shows that Barnet ranks 7 out of 10 similar London authorities for the number of formal complaints received per 10,000 population in Barnet, which is extremely positive, as long as Barnet complaints were reported accurately in quarter 2.

Number of formal complaints received per 10,000 population (2014/15 Q2) for Barnet & All London Boroughs (excl City)



With regard to responding to complaints within the timescales in the corporate complaints policy, the council average rose slightly quarter 2 and quarter 3, but at 76% still falls short of expectation. The worst performing areas in Q2 were Parking (25%), Adults & Communities (47%), CSG (50%) and Education (50%). Family Services however showed excellent performance, pushing up the council average.

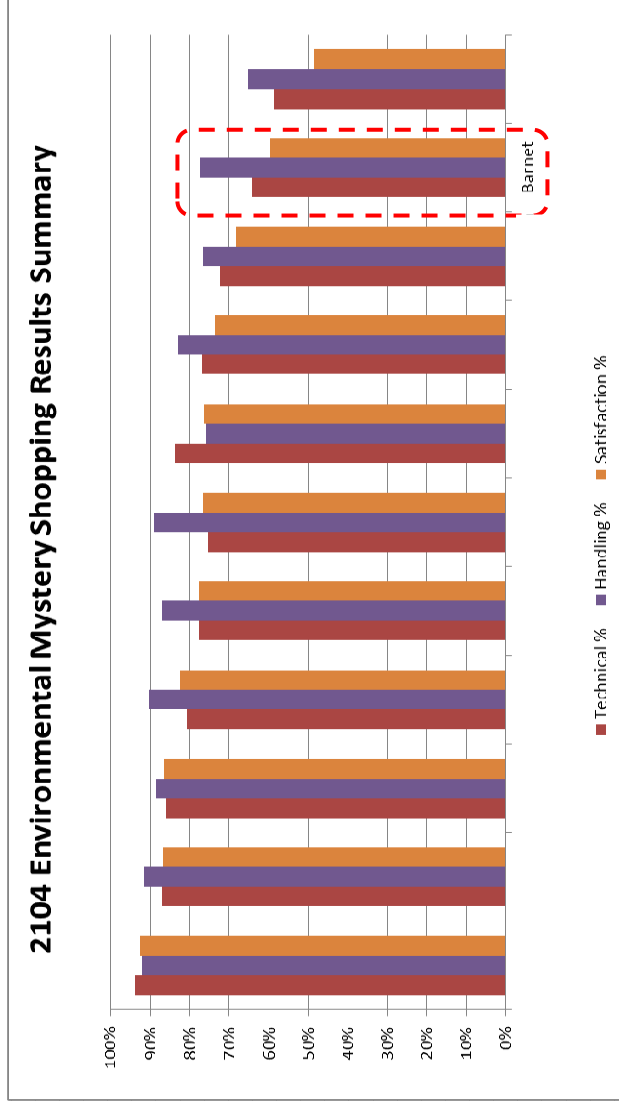
Mystery Shopping

36 mystery shops were conducted in October 2014 by council staff, using scenarios written by the delivery units, primarily through calling the CSG and RE contact centres. Each experience is judged against a range of criteria including how long they waited for the phone to be answered, whether the answer they were given matched the correct answer in the scenario, and how professional and friendly the member of staff was.

The overall satisfaction result of 79% is slightly higher than the previous quarter.

The highest overall scores (91%) were achieved in relation to Libraries, and Parking, and the lowest for Waste and Recycling (52%, a dramatic decrease from 94% in quarter 2) which was particularly let down by poor timeliness and attitude ratings (20% and 27% respectively). Across all scenarios, attitude tended to have the lowest scores, with resolution getting the highest scores, at 87% across the different areas. Since resolution is the primary driver of customer satisfaction this is good news, but as the scenarios are written to enable 100% resolution over the phone, the aim is to reduce the current gap. The results of each mystery shop are provided to the affected service areas to enable them to use them in training and development activities.

In October 2014, Barnet also participated in a pan-London mystery shopping exercise, involving 10 other councils. Each council's contact centre received 100 phone calls made by the other councils over a 3 week period, to test 10 common customer services enquiries for the accuracy of the answers and the quality of customer care given. Six of the 10 scenarios were for the RE contact centre (such as a request for a dropped kerb request, and cutting back overhanging trees), four of them were for the CSG contact centre (enquiries included car removal and bin collection days). Barnet's performance in this mystery shopping exercise was disappointing, placing second to last amongst the 11 participating councils. Barnet's overall score for accuracy ('technical') was 65%, customer care ('handling') was 78%, and overall satisfaction was 60%. The two worst scenarios for technical scores were car removal (CSG) and skip hire (RE). CSG and RE received full feedback sheets to support targeted training and development for staff.



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

| Education Services | |
|--|----------------|
| Total revenue expenditure on education service per head of population (2013/14) | £689.97 |
| Achievement of 5 or more A*-C grades at GCSE or equivalent, including English and Maths (2013/14) | 66.3% |
| Permanent exclusions from primary schools as a % of pupils (2012/13) | 0.00 |
| Proportion of population aged 16-64 qualified to at least level 2 of higher (2013) | 77.2 |
| Children's Services | |
| Total revenue expenditure of Children's services per head of population (0-17) (2013/14) | £576.51 |
| Percentage of child protection cases which were reviewed within required timescales (2013/14) | 98.7% |
| Percentage of children becoming the subject of a child protection plan for a second or subsequent time (2013/14) | 11.8% |
| Children looked after rate, per 10,000 children aged under 18 (2013/14) | 36 |
| Care leavers in suitable accommodation (2012/13) | 95.0% |
| Care leavers in education, employment or training (2012/13) | 62.0% |
| Adult's Services | |
| Total revenue expenditure on Adult's services per head of population (2013/14) | £449.87 |
| Social care-related quality of life (2013/14) | 18.7 |
| Overall satisfaction of people who use services with their care and support (2013/14) | 61.8% |
| Delayed transfers of care from hospital per 100,000 population (2013/14) | 6.9 |
| Housing Services | |
| Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14) | £77.01 |
| 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) | 1.8% |
| Total households on the housing waiting list as at 1 st April (2013/14) | 1,045 |

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

- Social care-related quality of life (2013/14)
- Overall satisfaction of people who use services with their care and support (2013/14)
- Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14)

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) | Apr-Dec 2014 | 6 | | To be reported in Q4 | | 9 days (CIPFA, All Members & other Unitary Authorities 2012) |
| Performance reviews | % Performance reviews completed and agreed for eligible staff only | N/A | 100% | Data Not available | N/A | N/A | 72% (CIPFA, All Members & other Unitary Authorities 2012) |
| Cost | Variance of total payroll to budget | Oct-Dec 2014 | +/- 5% | -19.7% | N/A | N/A | N/A : measure applicable to LBB only |
| Employee Relations | High Risk - Employee Relations cases as % of total cases | Oct-Dec 2014 | N/A | 5% (4) | N/A | N/A | N/A : measure applicable to LBB only |

| As at 31 December 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 | Resource paid in the quarter | TOTAL |
| Without CSG and Re | 2,667 | 1,775 | 1,466 | 170 | 543 | 1,635 | 4 | 1 | 5 | Total |
| Total | | | | | 543 | 1,635 | 4 | 1 | 5 | 137 |

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 | Some concerns | Serious concerns |
| Corporate Plan & HR performance scores | More than 2 | < 0.5% | 0.5 - 1% | More than 1% |
| | | 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 |

Adults and Communities

| Description | Variations | | | | Comments |
|---|-----------------|---------------|---------------|------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Births Deaths & Marriages | (161) | (161) | (111) | 50 | The overspend is in relation to a reduction in income as a result of a decrease in the number of citizenship ceremonies taking place in Barnet, due to a Home Office decision to move resources away from administration of citizenship ceremonies and onto processing of passport applications. |
| Community Well-Being Trans & Res Team | (289) | 211 | 199 | (12) | |
| Community Safety | 1,965 | 1,965 | 1,926 | (39) | |
| Prevention & Well Being | 6,967 | 6,486 | 5,492 | (995) | Underspend in relation to early achievement of savings on Housing related support contracts, over and above MTFS target for 14/15 (being used to partially offset MTFS savings pressures within Social Care); and additional Public Health funding secured in relation to the provision of Leisure Services. |
| Social Care Commissioning | 918 | 934 | 845 | (88) | |
| Social Care Management (Adults) | 1,396 | 396 | 363 | (33) | |
| Care Quality | 1,363 | 1,349 | 1,350 | 0 | There is an overspend in this area 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 throughout the year. The demand for this service is unpredictable and the LA has a legal duty to support clients who come forward for support. The forecast assumes that £500k additional funding will be available to meet this pressure; this funding is to be agreed at Delivery Board. |
| Integrated care - Learning Disabilities & Mental Health | 38,923 | 40,887 | 41,825 | 939 | There is additional pressure resulting from 7 new Ordinary Residence clients and an increase in service users with Learning Disabilities compared to last year; this is mainly in relation to transitions clients where, over the last 4 years, there has been pressure on the service due to clients transitioning over from Children's to Adults. This is made up of 2 elements – (1) New clients coming through and (2) an increase in cost for existing clients where there is no change in client needs. The year to date pressure for 14/15 of £1.1m has largely been absorbed within the Adults budget. However, there is likely to be additional pressure for an additional 8/9 clients in the last quarter of 14/15 and, for 15/16, an additional 34 clients expected. A&C do not receive any additional demographic growth for the pressure caused by the increase in Transitions clients. |
| Care Services - Older Adults - Physical Disabilities | 38,403 | 38,562 | 39,604 | 1,042 | The overspend is due to clients who were self funders whose funds have depleted and are now the responsibility of the LA - 17 in total; the number of self funders who come forward is difficult to predict but the LA has a legal duty to support clients unmet eligible needs. EMI Nursing and Residential are both areas of pressure within this line where client numbers have increased from 114 in month 2 of 13/14 to 134 at the end of month 9 14/15, reflecting Barnet's increasing older population. The £800k demographic growth received by A&C is not sufficient to meet these additional demand on services. The forecast also assumes £500k MTFS savings in relation to Capita procurement savings on the Equipment contract will not be achieved. |
| Dir Adult Soc Serv & Health | 185 | 185 | 178 | (7) | |
| Total | 89,669 | 90,814 | 91,671 | 857 | |

Assurance

| Description | Variations | | | | Comments |
|-----------------------|-----------------|--------------|--------------|--------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Assurance Management | 562 | 527 | 556 | 29 | |
| Governance | 2,582 | 2,631 | 2,495 | (136) | Savings arising from the implementation of the new Governance Scheme |
| Internal Audit & CAFT | 861 | 900 | 904 | 4 | |
| Total | 4,005 | 4,057 | 3,955 | (102) | |

Children's Education

| Description | Variations | | | | Comments |
|---------------------------------------|-----------------|--------------|--------------|-----------|---|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| E&S Management Team | 195 | 195 | 162 | (33) | Underspend relating to reduced costs in supplies & services |
| Edu Partnership & Commercial Services | 1,056 | 858 | 546 | (312) | Underspend from managing the demand in the schools causing concern budget. Variance also from additional income from Traded service. |
| High Needs Support | 5,806 | 6,067 | 6,413 | 345 | Budget reductions not fully realised in 2013/14 and the same underlying problems remain. Projects in place in Streetscene and Education and Skills to identify possible ways to achieve further savings |
| Schools Direct Management | 11 | 0 | 0 | 0 | |
| Children's Education | 7,069 | 7,120 | 7,120 | 0 | |
| Total (excluding SDM) | 7,058 | 7,120 | 7,120 | 0 | |

Children's Family Service

| Description | Variations | | | | Comments |
|---------------------------------------|-----------------|---------------|---------------|-----------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Management Team | 660 | 897 | 586 | (311) | Budget includes Inflation monies held centrally offset against overspend in the Transformation project (£138k). |
| Social Care Management | 1,694 | 1,853 | 1,854 | 0 | Projected to come in line with budget. |
| Assessment & Children in Need | 6,807 | 7,142 | 7,579 | 437 | Direct payments & Respite service is projected to overspend, offset by underspend in short breaks (net position £230k). Rest of the overspend is due to agency covers for permanent posts. |
| Childrens in Care & Provider services | 20,829 | 21,939 | 22,653 | 714 | Overspend in staffing and External Placement budgets. |
| Safeguarding & Quality Assurance | 1,857 | 1,909 | 1,986 | 77 | Overspend on staffing due to the use of agency staff. |
| Commissioning & business improvement | 3,006 | 3,252 | 2,601 | (650) | Underspend arising from staff vacancies and substitution of funding source and use of reserves to bring overall budget back in line as part of the recovery plan. |
| Family Support & Early Intervention | 5,803 | 5,541 | 5,551 | 10 | Net overspend relates to staff budgets. |
| Youth & Community | 7,687 | 7,826 | 7,550 | (276) | Underspend from vacancies and sponsorship for training courses. |
| Total | 48,342 | 50,359 | 50,360 | 0 | Overspend projected at £298k. This will either be funded via reserves held in Family Service or Transformation reserves. |

Commissioning Group

| Description | Variations | | | | Comments |
|--------------------------------|-----------------|--------------|--------------|--------------|----------|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Commissioning Group | 1,541 | 1,537 | 1,537 | (0) | |
| Commercial | 765 | 1,224 | 1,072 | (152) | |
| Deputy Chief Operating Officer | 3,924 | 4,155 | 3,990 | (165) | |
| Commissioning Strategy | 438 | 405 | 428 | 23 | |
| Total | 6,668 | 7,322 | 7,027 | (295) | |

Streetscene

| Description | Variations | | | | Comments |
|---------------------------------|-----------------|---------------|---------------|--------------|---|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Street Scene Management Team | 650 | 650 | 651 | 1 | |
| Business Improvement | 335 | 335 | 334 | (1) | |
| Mortuary | 137 | 141 | 151 | 10 | Repair and maintenance costs have been incurred to keep the mortuary suitable for public use. |
| Transport | (2) | 48 | (125) | (173) | Savings are expected due to lower fuel prices and usage, as well as other efficiency savings resulting in lower maintenance costs. |
| Highways Inspection/Maintenance | 0 | 0 | 0 | 0 | |
| Parking | 0 | 0 | 0 | 0 | |
| Greenspaces | 5,051 | 4,867 | 4,867 | 0 | |
| Street Cleansing | 4,255 | 4,406 | 4,328 | (78) | |
| Waste | 1,944 | 5,178 | 5,042 | (136) | Transport savings are expected due to fuel and general transport cost savings, combined with higher than expected trade waste income. |
| Recycling | 3,279 | 70 | 206 | 136 | A shortfall in co mingled recycling income is expected due to changes in the market price per tonnage. |
| Total | 15,650 | 15,695 | 15,454 | (241) | Under spend to be reviewed to take into account possible provisions for expenditure in future years. |

Commercial - Parking and Infrastructure

| Description | Variations | | | | Comments |
|----------------------------|-----------------|--------------|-------------|------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Street lighting | 6,140 | 6,295 | 6,277 | (18) | A slight underspend is expected to result due to savings within the staffing budget. |
| Parking and Infrastructure | (166) | 74 | 8 | (66) | Staffing savings are expected within highways as well as revenue from car parks being slightly above budget. These are helping to offset a shortfall in sign shop sales which are leading to income expected to be below budget. |
| Special Parking Account | (7,631) | (7,311) | (6,344) | 967 | The overall shortfall within the SPA budget is due to residential and visitors permit income at a reduced level as the result of a judicial review ruling (£0.950m). Bus lane PCN income is slightly above budget which helping to offset a shortfall in on street PCN income. |
| Total | (1,657) | (942) | (59) | 883 | |

Public Health

| Description | Variations | | | | Comments |
|---------------|-----------------|---------------|---------------|-----------|---|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Public Health | 14,302 | 14,335 | 14,335 | 0 | There is a forecast underspend of £552k for Public Health but this is being utilised to fund GF pressures in Adults and Childrens and is included in the forecasts for the relevant services. |
| Total | 14,302 | 14,335 | 14,335 | 0 | |

HB Public Law

| Description | Variations | | | | Comments |
|----------------|-----------------|--------------|--------------|-----------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Legal Services | 1,782 | 1,952 | 1,993 | 41 | The overspend has reduced by re-charging legal hours / disbursement costs to projects where relevant. In addition, CSG legal disbursement costs are lower than profiled therefore reducing the overall expected overspend. |
| Total | 1,782 | 1,952 | 1,993 | 41 | |

Barnet Group

| Description | Variations | | | | Comments |
|--------------|-----------------|--------------|--------------|--------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Barnet Group | 3,338 | 4,254 | 5,303 | 1,049 | Temporary accommodation costs have remained above budget due to high demand and increasing costs, despite recent decreases in emergency accommodation costs. There is also a shortfall in the budgeted rental income for regeneration buy back properties. |
| Total | 3,338 | 4,254 | 5,303 | 1,049 | |

Re

| Description | Variations | | | | Comments |
|--------------------------------|-----------------|----------------|--------------|------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Managed Budgets Management Fee | 1,065 (299) | 1,145 (115) | 1,145 157 | 0 272 | The £0.622m overspend is due to a higher than budgeted number of TUPE officers being funded from RE's management fee. A recovery plan has been developed and this is currently being verified. |
| Total | 766 | 1,030 | 1,302 | 272 | |

CSG

| Description | Variations | | | | Comments |
|--------------|-----------------|---------------|---------------|------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| CSG | 22,153 | 22,922 | 23,422 | 500 | Baselining of income guarantees is currently taking place and the income in certain areas such as schools is lower than anticipated. |
| Total | 22,153 | 22,922 | 23,422 | 500 | |

Central Expenses

| Description | Variations | | | | Comments |
|--------------------------|-----------------|---------------|---------------|----------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Corporate Subscriptions | 314 | 314 | 256 | (58) | Underspend on subscriptions for LGA, London Councils. Primarily NLWA & LPFA budgets higher than actuals. |
| Levies | 31,252 | 31,252 | 30,046 | (1,206) | |
| Central Contingency | 13,181 | 6,752 | 6,752 | 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 | 101 | (4) | |
| Car Leasing | 2 | 2 | 0 | (2) | |
| Corporate Fees & Charges | 799 | 399 | 213 | (186) | |
| Miscellaneous Finance | 423 | 426 | 492 | 66 | |
| Total | 74,323 | 67,493 | 66,103 | (1,390) | 66 RCCO, and London Residuary Body expenditure less additional grant received (LSSG). |

Dedicated Schools' Grant

| Description | Variations | | | | Comments |
|---------------------------------------|-----------------|-----------|----------------|----------------|--|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| Childrens Social Care (DSG) | 426 | 428 | 427 | (1) | Underspend mainly from the take up in the 2 year old offer. Net underspend relates to top up funding in high needs due to more up to date information from out of borough schools and the reduction in the use of more expensive placements. |
| Early Intervention & Prevention (DSG) | 6,579 | 5,966 | 5,358 | (608) | |
| Education (DSG) | (7,006) | (6,393) | (9,006) | (2,613) | |
| Schools Funding DSG | 0 | 0 | 0 | 0 | |
| Total | 0 | 0 | (3,221) | (3,221) | |

Housing Revenue Account

| Description | Variations | | | | Comments |
|---|-----------------|-----------|-------------|-------------|---|
| | Original Budget | Budget V1 | P9 forecast | Variation | |
| | £000 | £000 | £000 | £000 | |
| LBB Retained | 218 | 218 | 163 | (55) | A lower than expected amount of staff costs are expected to be recharged to the HRA representing staff time for working on the HRA. |
| HRA Regeneration | 1,083 | 1,083 | 1,361 | 278 | There is likely to be an amount of staff time that has exceeded the private developer agreements and cannot be fully recovered from private developers. |
| HRA Other Income and Expenditure (net)/Support services recharges | 2,125 | 2,125 | 1,834 | (291) | The current forecast indicates that higher than budgeted income is expected for service charges. |
| Interest on Balances | (80) | (80) | (80) | 0 | |
| HRA Surplus/Deficit for the year | (3,346) | (3,346) | (3,346) | 0 | |
| Total | 0 | 0 | (68) | (68) | |

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| Capital Programme Description | Sub-Description | Current 2014-15 Budget (incl. Slippage and Substitutions) | 2014-15 Forecast to year end | Variance from Revised Budget | Additions/ Deletions Recommended | Slippage / Accelerated Spend Recommended | Explanation for Additions / Deletions & Requested Slippage |
|---|---|---|------------------------------|------------------------------|----------------------------------|--|---|
| | | £000 | £000 | £000 | £000 | £000 | |
| Adults and Communities | | | | | | | |
| SWIFT | | 748.17 | 1,466.17 | 718.00 | 500.00 | 218.00 | Projecting increased costs, Mosaic System due to go live in April 2014. |
| Capital Works | | 0.00 | 0.00 | 0.00 | | | |
| CCTV Installation | | 814.00 | 814.00 | 0.00 | | | |
| Centre for Independent Living | | 499.00 | 290.00 | (209.00) | | (209.00) | Revised forecast based on the ongoing negotiations between London Borough of Barnet & Southgate college. |
| PSS Community capacity Grant | | 512.66 | 0.00 | (512.66) | (500.00) | (12.66) | £500k transferred to the IT project for the implementation of the Mosaic system |
| IT | | 0.00 | 0.00 | 0.00 | | | |
| Adults and Communities | | 2,573.83 | 2,570.17 | (3.66) | 0.00 | (3.66) | |
| Children's Education | | | | | | | |
| Modernisation Primary & Secondary | | 5,157.27 | 4,386.09 | (771.18) | | (771.18) | Final confirmation of construction start dates, associated costs, final accounts and retentions |
| Modernisation Primary & Secondary | | 5,157.27 | 4,386.09 | (771.18) | 0.00 | (771.18) | |
| Temporary Expansions - Allocated | | 1,077.77 | 1,058.65 | (19.12) | 44.54 | (63.66) | Final confirmation of FFE requirements for temporary class rooms, a new budget requirement, construction start dates, associated costs and retentions |
| Temporary Expansions -Unallocated | | 0.00 | 0.00 | 0.00 | (44.54) | 44.54 | Required for new allocations and revisions |
| Urgent Primary Places - Perm | Broadfields (Perm) | 0.00 | 0.00 | 0.00 | | | |
| | Millbrook Park (MHE) | 4,364.67 | 4,364.67 | 0.00 | | | |
| | Orion Primary/ blessed Dominic | 2,369.06 | 803.09 | (1,565.97) | | (1,565.97) | Reprofile of budget to support the change in project scope and project contingencies |
| | Moss hall Infants and Juniors | 745.07 | 735.75 | (9.33) | (5.00) | (4.33) | Transfer of budget to RE to undertake works in relation to travel plans and slippage of project contingencies |
| | Brunswick Park | 653.87 | 562.00 | (91.87) | (5.00) | (86.87) | Transfer of budget to RE to undertake works in relation to travel plans and slippage of project contingencies |
| | Menorah Foundation | 916.67 | 916.67 | 0.00 | | | |
| | St Mary's and St Johns | 3,835.78 | 2,753.27 | (1,082.51) | | (1,082.51) | Considering potential change to project brief for phase 3 |
| | Martin Primary | 602.07 | 532.12 | (69.96) | (5.00) | (64.96) | Transfer of budget to RE to undertake works in relation to travel plans and slippage of project contingencies |
| | Oakleigh School | 144.73 | 133.00 | (11.73) | | (11.73) | Transfer of budget to RE to undertake works in relation to travel plans and slippage of project contingencies |
| | Beis Yakov | 348.08 | 348.08 | 0.00 | | | |
| | St Joseph's RC Junior & St Joseph's RC Infants School | 1,048.08 | 200.20 | (847.88) | | (847.88) | |
| | Osidge Primary School | 0.00 | 0.00 | 0.00 | | | |
| | Monkfrith | 500.06 | 400.06 | (100.00) | | (100.00) | Delay due to ecological findings |
| | Wren Academy | 1,339.30 | 1,339.30 | 0.00 | | | |
| | London Academy | 2,227.80 | 1,253.36 | (974.44) | | (974.44) | Slippage of £974k due to reprofiling of contract sum |
| | Oak Hill Campus | 250.00 | 0.00 | (250.00) | | (250.00) | Potential change of project scope |
| | Unallocated | 0.00 | 0.00 | 0.00 | | | |
| Urgent Primary Places | | 20,423.02 | 15,400.21 | (5,022.81) | (15.00) | (5,007.81) | |
| Wave 1 - Whittings Hill | | 200.62 | 200.62 | 0.00 | | | |
| Wave 1 - Northway/Fairway | | 214.68 | 214.68 | 0.00 | | | |
| Primary Schools Capital Investment Programme | | 415.30 | 415.30 | 0.00 | 0.00 | 0.00 | |
| East Barnet & Project Faraday | | 439.00 | 414.00 | (25.00) | | (25.00) | Timing of works |
| East Barnet Schools Rebuild | | 439.00 | 414.00 | (25.00) | 0.00 | (25.00) | |
| Christ's College | | 864.82 | 859.50 | (5.32) | | (5.32) | Final project costs due in 15/16 |
| Copthall | | 2,966.93 | 2,933.58 | (33.35) | | (33.35) | Final project costs due in 15/16 |
| Compton | | 3,192.48 | 3,292.48 | 100.00 | 100.00 | | Agreed additional requirement |
| Oak Lodge Special School | | 1,355.47 | 897.32 | (458.15) | | (458.15) | Delay in the planning process |
| New Secondary 14-19 Provision | | 0.00 | 0.00 | 0.00 | | | |

| | | | | | | | |
|--|--|------------------|------------------|-------------------|----------------|-------------------|--|
| Relocation of PRU | | 47.17 | 52.91 | 5.74 | | 5.74 | Reprofile of budget |
| Bishop Douglas | | 500.00 | 500.00 | 0.00 | | | |
| Unallocated | | 0.00 | 0.00 | 0.00 | (100.00) | 100.00 | Agreed additional requirement for Compton |
| Permanent Secondary Expansion Programme | | 8,926.87 | 8,535.78 | (391.09) | 0.00 | (391.09) | |
| Primary Capital Programme | | 832.04 | 832.04 | 0.00 | | | |
| Targeted Capital 14-19 SEN | | (0.00) | (0.00) | 0.00 | | | |
| TCF - Kitchen & Dining | | 0.00 | 0.00 | 0.00 | | | |
| Infant Free School Meals Capital Fund | | 600.00 | 600.00 | 0.00 | | | |
| Other Schemes | | 1,432.04 | 1,432.04 | 0.00 | 0.00 | 0.00 | |
| Children's Education | | 36,793.49 | 30,583.41 | (6,210.08) | (15.00) | (6,195.08) | |
| Children's Families Service | | | | | | | |
| Short Breaks | | 392.28 | 55.99 | (336.29) | (336.29) | | Slippage: Corporate parenting IT system costs due in 21015/16 |
| Information Management | | 0.00 | 286.29 | 286.29 | 336.29 | (50.00) | |
| E Financial | | 100.36 | 237.27 | 136.92 | 147.20 | (10.29) | Design, Implementation and Project Management and contingency Transfer of money is to balance the two budgets being |
| Education Systems | | 77.00 | 36.24 | (40.76) | | (40.76) | Reprofile as to when costs are due |
| Early Intervention System | | 130.93 | 298.27 | 167.34 | 167.34 | | Design, Implementation and Project Management Transfer of money is to balance the two budgets being managed by the EHM and Efinance projects as a single budget |
| Implementation of libraries Strategy | | 766.04 | 571.62 | (194.42) | | (194.42) | Reprofile of building works |
| 2 year old offer | | 584.19 | 439.67 | (144.52) | | (144.52) | Creation of places in 2015/16 |
| Children's Families Service | | 2,050.79 | 1,925.34 | (125.45) | 314.54 | (439.99) | |
| Children's Services | | 38,844.28 | 32,508.75 | (6,335.53) | 299.54 | (6,835.07) | |
| 6,335.53 | | | | | | | |
| Capital Schemes Managed by Schools | | | | | | | |
| Locally controlled VA programme | | 0.00 | 0.00 | 0.00 | | | |
| Capital Schemes Managed by Schools | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Total - Capital Schemes Managed by Schools | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Re Delivery Unit | | | | | | | |
| Enabling Works | | 3.56 | 0.00 | (3.56) | (3.56) | | Deletion of residual Enabling Works project balance |
| Enabling Works 2011-12 | | 5.00 | 0.00 | (5.00) | (5.00) | | Deletion of residual Enabling Works project balance |
| Local Implementation Plan | | 1,488.75 | 1,488.75 | 0.00 | | | |
| TFL 2014-15 | Local Implementation Plan 2014/15 | 5,226.50 | 5,496.50 | 270.00 | 270.00 | | Agreed carry forwards |
| TFL 2014-15 | Bus stop Accessibility | 500.00 | 21.10 | (478.90) | (78.00) | (400.90) | Reduction & slip forward in Bus Stop Accessibility allocation |
| TFL 2014-15 | Bridge Assessment | 20.00 | 20.00 | 0.00 | | | |
| TFL 2014-15 | Air Quality Scheme | 43.00 | 84.83 | 41.83 | 41.83 | | Agreed increase to funding |
| TFL 2014-15 | Major Schemes | 10.00 | 10.00 | 0.00 | | | |
| Highways - TFL | | 7,296.81 | 7,121.18 | (175.63) | 225.27 | (400.90) | |
| Footway Reconstruction | | 119.11 | 4.43 | (114.68) | | (114.68) | Reprofiling of (predominantly) s106 projects |
| Traffic Management | 2007-8 Pursley Road Allocation | 47.60 | 0.00 | (47.60) | | (47.60) | Reprofiling of (predominantly) s106 projects |
| Colindale Development Area | Reconstruction of Railway Bridges | 849.50 | 0.00 | (849.50) | | (849.50) | Reprofiling of bridge retention funds |
| | Controlled Parking Zones | 14.49 | 0.00 | (14.49) | | (14.49) | Reprofiling of (predominantly) s106 projects |
| | Colindale Station interchange | 50.00 | 0.00 | (50.00) | | (50.00) | Reprofiling of (predominantly) s106 projects |
| | Improvement & Signalisation and infrastructure | 355.61 | 0.00 | (355.61) | | (355.61) | Reprofiling of (predominantly) s106 projects |
| | Public Transportation Improvement | 103.33 | 0.00 | (103.33) | | (103.33) | Reprofiling of (predominantly) s106 projects |
| Pedestrian Improvements programme | | 262.15 | 0.00 | (262.15) | | (262.15) | Reprofiling of (predominantly) s106 projects |
| Colindale CPZ Parking Review Feasibility Study- Colindale Hospital | | 15.00 | 0.00 | (15.00) | | (15.00) | Reprofiling of (predominantly) s106 projects |
| Highways Investment | 2010/11 HIP Programme | 595.26 | 55.51 | (539.75) | | (539.75) | Reprofiling of (predominantly) s106 projects |
| Carriageway and Footways | Annual Programme | 2,089.79 | 1,959.79 | (130.00) | | (130.00) | Slip forward |
| Travel Plan Implementation | | 148.14 | 58.86 | (89.28) | 41.52 | (130.80) | Additions to the programme & £15k transfer from Children's Services |
| Outstanding Transport Commitments on completed schemes | | 2.93 | 2.93 | 0.00 | | | |
| CC-TV Projects Retention | | 0.00 | 0.00 | 0.00 | | | |
| Carriageway and Footway (Phase 2) | | 442.32 | 442.32 | 0.00 | | | Both Phase II projects must be reviewed overall for variances |
| HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME | | 40.20 | 40.20 | 0.00 | | | |
| Pavements | | 1,000.00 | 1,000.00 | 0.00 | | | |
| Pavements (phase 2) | | 1,870.13 | 1,870.13 | 0.00 | | | |
| Pothole Fund | | 313.84 | 313.84 | 0.00 | | | |
| Saracens | | 55.00 | 38.44 | (16.56) | | (16.56) | Reprofiling of s106 projects |
| Drainage | | 484.94 | 111.50 | (373.44) | | (373.44) | Reprofiling of Drainage projects |

| | | | | | | | |
|--|-----------------------------|------------------|------------------|-------------------|-------------------|-------------------|--|
| Highways - non-TfL | | 8,859.34 | 5,897.94 | (2,961.40) | 41.52 | (3,002.91) | |
| Road Traffic Act - Controlled Parking Zones | | 151.30 | 0.00 | (151.30) | | (151.30) | Reprofiling of projects |
| Parking | | 38.91 | 38.91 | 0.00 | | | |
| Lines and Signs | | 0.00 | 150.00 | 150.00 | 150.00 | | |
| Parking Machines | | 0.00 | 11.52 | 11.52 | 11.52 | | |
| | | 0.00 | 0.00 | 0.00 | | | |
| Parking | | 190.21 | 200.43 | 10.22 | 161.52 | (151.30) | 0.00000 |
| Total Environment | | 16,346.36 | 13,219.55 | (3,126.81) | 428.30 | (3,555.11) | |
| General Fund Regeneration | | 478.00 | 0.00 | (478.00) | | (478.00) | Slippage due to Reproile of project |
| Mill Hill East | | 66.59 | 16.59 | (50.00) | | (50.00) | Slippage due to Reproile of project |
| BXC - Funding for land acquisition | | 8,000.00 | 8,000.00 | 0.00 | | | |
| BXC - Procurement | | 1,400.00 | 0.00 | (1,400.00) | (1,400.00) | | Project moved from Capital to Revenue |
| Graham Park Regeneration | Building works | 5,000.00 | 5,000.00 | 0.00 | | | |
| Graham Park Regeneration | Infrastructure improvements | 700.40 | 250.40 | (450.00) | | (450.00) | Slippage due to Reproile of project |
| Colindale - Lanacre Ave/Aerodrome rd Junction | | 0.00 | 0.00 | 0.00 | | | |
| Colindale - Grahame park decant programme | | 0.00 | 0.00 | 0.00 | | | |
| West Hendon Highway Improvement | | 50.00 | 0.00 | (50.00) | | (50.00) | Slippage due to delay in start of project |
| Town Centre | | 100.00 | 0.00 | (100.00) | | (100.00) | Slippage due to delay in start of project |
| Thames Link Station | | 1,000.00 | 0.00 | (1,000.00) | | (1,000.00) | Slippage due to delay in start of project |
| Outer London Fund - Cricklewood | | 661.00 | 661.00 | 0.00 | | | |
| Outer London Fund - North Finchley | | 755.15 | 755.15 | 0.00 | | | |
| General Fund Regeneration | | 18,211.15 | 14,683.15 | (3,528.00) | (1,400.00) | (2,128.00) | |
| Disabled Facilities Grant | | 2,000.10 | 1,750.10 | (250.00) | | (250.00) | Slippage due to demand led service and less than anticipated uptake of grants |
| Disabled Facilities Projects | | 2,000.10 | 1,750.10 | (250.00) | 0.00 | (250.00) | |
| Hendon Cemetry & Crematorium Enhancement | | 566.96 | 576.96 | 10.00 | | 10.00 | Accelerated spend from 2015-16 due to higher than expected costs in 2014-15 |
| Empty Properties | | 575.87 | 75.87 | (500.00) | | (500.00) | Slippage due to delay in acquiring empty properties under CPO |
| Housing Association Development Programme - New Affordable Homesicat | | 0.00 | 0.00 | 0.00 | | | |
| Housing Association Development Programme - Catalyst Housing | | 0.00 | 0.00 | 0.00 | | | |
| DECC - Fuel Provety | | 33.62 | 24.62 | (9.00) | | (9.00) | Slippage due to lack of uptake of the programme. |
| Other Projects | | 1,176.45 | 677.45 | (499.00) | 0.00 | (499.00) | |
| Total Housing - General Fund | | 21,387.71 | 17,110.71 | (4,277.00) | (1,400.00) | (2,877.00) | |
| Total R₂ Delivery Unit | | 37,734.06 | 30,330.25 | (7,403.81) | (971.70) | (6,432.11) | |
| Commissioning Group | | | | | | | |
| Depot relocation | | 647.89 | 972.89 | 325.00 | | 325.00 | The original proposal was based upon Pinkham Way. We are now considering 2 alternatives sites hence the need for acceleration and re-profiling |
| Community Centre | | 526.00 | 112.34 | (413.66) | | (413.66) | Slippage is due to a change of project scope, in line with what was agreed at ARG in Dec 2014 |
| Asset Management | | 2,017.18 | 1,125.18 | (892.00) | | (892.00) | In the early part of the year detailed conditions surveys were carried out in order that the Estates team could agree a programme of work for the year. This was completed mid-way through the FY but the programme for the Civic estate, which was 75% of the budget, was delayed in order that the work could be carried out with the implementation of the office accommodation rationalisation strategy (OARS) that was still being developed. Work on the non-civic estate was undertaken. The work associated with OARS will not start until the end of 2014/15 and an agreed programme of work is expected before the end of Jan 15 which will result in insufficient time to complete the programme this financial year and will result in the funding slipping in to FY15/16. |
| Commissioning Group | | 3,191.07 | 2,210.41 | (980.66) | 0.00 | (980.66) | |
| CSG Delivery Unit | | | | | | | |
| Arts Depot Lift | | 0.00 | 0.00 | 0.00 | | | |
| Energy Efficiency Measures | | 0.00 | 0.00 | 0.00 | | | |
| Cartwright Memorial, St Mary's Church | | 0.00 | 0.00 | 0.00 | | | |
| IS Refresh | | 0.00 | 0.00 | 0.00 | | | |
| CSG Delivery Unit | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Street Scene | | | | | | | |
| Improvements to six of the Borough's Park | | 13.92 | 13.92 | 0.00 | | | |

| | | | | | | | |
|---|--|-------------------|------------------|--------------------|-----------------|--------------------|---|
| Copthall Car Park | | 100.00 | 100.00 | 0.00 | | | |
| Old Court House - public toilets | | 0.00 | 0.00 | 0.00 | | | |
| Park Infrastructure | | 275.00 | 245.00 | (30.00) | | (30.00) | Reprofiling of works |
| Percy Road, North Finchley Park | | 18.00 | 0.00 | (18.00) | | (18.00) | Reprofiling of works |
| Parks & Open Spaces and Tree Planting | Kara Way Pocket Park | 121.42 | 244.79 | 123.37 | 123.37 | | Addition from OLF |
| Parks & Open Spaces and Tree Planting | Copthall Pitch & Car Park Project | 67.91 | 67.91 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Play & sports facilities in Stonegrove or Edgwarebury Park | 0.00 | 0.00 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Childshill Park - FOG Priority Project | 50.49 | 50.49 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Hendon Park FOG Play Area Project | 51.95 | 51.95 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Installation of new boundary fencing at Old Court House 385c | 10.02 | 0.00 | (10.02) | | (10.02) | Reprofiling of works |
| Parks & Open Spaces and Tree Planting | Edgwarebury Park Tennis Courts refurbishment 237a £7962.96 + 240b £12850 | 20.83 | (0.00) | (20.83) | | (20.83) | Reprofiling of works |
| Parks & Open Spaces and Tree Planting | Street Trees Edgware Town Centre 259c | 0.00 | 0.00 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Refurbishment of tennis courts & installation of fencing 262b | 30.00 | 0.00 | (30.00) | | (30.00) | Reprofiling of works |
| Parks & Open Spaces and Tree Planting | New play equipment Watling Park 351a | 0.00 | 0.00 | 0.00 | | | |
| Parks & Open Spaces and Tree Planting | Tree planting Beverly Gardens | 1.76 | 1.76 | 0.00 | | | |
| Greenspaces | | 761.30 | 775.82 | 14.52 | 123.37 | (108.85) | |
| Waste | | 1,339.53 | 1,339.53 | 0.00 | | | |
| Cleansing | | 0.00 | 0.00 | 0.00 | | | |
| Weekly Collection Support Scheme | | 907.49 | 907.49 | 0.00 | | | |
| Autumn/Spring Clean and Equipment | | 0.00 | 0.00 | 0.00 | | | |
| Waste | | 2,247.02 | 2,247.02 | 0.00 | 0.00 | 0.00 | |
| Lines and Signs | | 150.00 | 0.00 | (150.00) | (150.00) | | |
| Parking Machines | | 11.52 | 0.00 | (11.52) | (11.52) | | |
| Parking | | 161.52 | 0.00 | (161.52) | (161.52) | 0.00 | |
| Fuel Storage Tank | | 60.00 | 60.00 | 0.00 | | | |
| Fuel Storage | | 60.00 | 60.00 | 0.00 | 0.00 | 0.00 | |
| Total Street Scene | | 3,229.84 | 3,082.84 | (147.00) | (38.16) | (108.85) | |
| Barnet Group | | | | | | | |
| Hostel Refurbishment Programme | | 122.00 | 122.00 | 0.00 | | | |
| Alexandra Road | | 30.00 | 33.00 | 3.00 | 3.00 | | E3k addition requested due to higher than expected costs |
| Housing | | 152.00 | 155.00 | 3.00 | 3.00 | 0.00 | |
| Total Barnet Group | | 152.00 | 155.00 | 3.00 | 3.00 | 0.00 | |
| Total Capital Programme (Excluding HRA) | | 85,725.09 | 70,857.42 | (14,867.67) | (707.31) | (14,160.36) | |
| Housing - HRA | | | | | | | |
| Major Works (excl Granv Rd) | | 7,637.01 | 7,637.01 | 0.00 | | | |
| Granville Road | | 49.92 | 19.92 | (30.00) | | (30.00) | Slippage due to Retentions being held and unlikely to be released in 2014-15 |
| Regeneration | | 3,773.38 | 3,773.38 | 0.00 | | | |
| Misc - Repairs | | 1,316.10 | 1,316.10 | 0.00 | | | |
| M&E/ GAS | | 14,325.76 | 12,542.76 | (1,783.00) | | (1,783.00) | Slippage due to contractor performance & delay in Additional Lift & water tank replacement projects |
| Voids and Lettings | | 1,979.50 | 1,979.50 | 0.00 | | | |
| New Affordable Homes | | 2,899.94 | 549.94 | (2,350.00) | | (2,350.00) | Slippage of £2.35m to 2015-16 due to delay in procurement |
| Housing - HRA | | 31,981.61 | 27,818.61 | (4,163.00) | 0.00 | (4,163.00) | |
| Total Housing - HRA | | 31,981.61 | 27,818.61 | (4,163.00) | 0.00 | (4,163.00) | |
| Total Capital Programme (Including schemes managed by schools) | | 117,706.69 | 98,676.02 | (19,030.67) | (707.31) | (18,323.36) | |

Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template

| Directorate | Year | Capital Programme | Funding Type | Funding Detail | <i>if Additions/ Deletions</i> | <i>if Slippage/ Accelerated Spend</i> | Explanation for request |
|------------------------|---------|---|--------------|--------------------------|------------------------------------|---|--|
| | | | | | Amount (£'000) | Amount (£'000) | |
| Adults and Communities | 2014/15 | Swift | Grants | Community Capacity Grant | 500 | | Transfer from the Community Capacity grant |
| Adults and Communities | 2014/15 | Swift | Grants | Community Capacity Grant | | 218 | Projecting increased costs, Mosaic System due to go live in April 2014. |
| Adults and Communities | 2014/15 | PSS Community capacity Grant | Grants | Community Capacity Grant | (500) | | Transfer to the Swift project |
| Adults and Communities | 2014/15 | Centre for Independent Living | Grants | Community Capacity Grant | | (209) | Revised forecast based on the ongoing negotiations between London Borough of Barnet & Southgate college. |
| Adults and Communities | 2014/15 | PSS Community capacity Grant | Grants | Community Capacity Grant | | (13) | To be spent in 2015-2016 |
| Children's Education | 2014/15 | Modernisation - Moss Hall Infant and Junior roof Phase 2 | Grant | | 3 | | Rententions now required |
| Children's Education | 2014/15 | Modernisation - Danegrove Primary School (Ridgeway) - window replacement | Borrowing | | (1) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Cromer Road Primary School - dining hall, windows, roofing and external works | Grant | | 10 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Courtland Primary School - window replacement & roof renewal | Grant | | 2 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Underhill Primary School - roofing works | Grant | | 8 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Bell Lane - Reception Refurb | Borrowing | | (24) | | Contribution being made by the school reducing the budget requirement |
| Children's Education | 2014/15 | Modernisation - Bell Lane - Boundary Wall | Grant | | (0) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Martin Primary - Boundary Wall | Grant | | (10) | | Reduced tender price |
| Children's Education | 2014/15 | Modernisation - Moss Hall Junior - Roof | Borrowing | | 55 | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Moss Hall Junior - Roof | Grant | | 5 | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Edgware Primary School - Walkway | Borrowing | | 88 | | New requirement |
| Children's Education | 2014/15 | Modernisation - Brookland Infant and Junior Schools - Phase 1 | Grant | | 8 | | Additional works required |
| Children's Education | 2014/15 | Modernisation - Hollickwood Primary School (Junior) - boiler renewal | Grant | | (1) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Woodridge - boiler renewal | Grant | | 0 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Osidge - boiler renewal | Grant | | 0 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Chalgrove - mains water conversion | Grant | | 1 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Friern Barnet - boiler renewal | Grant | | 0 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Dollis Junior - boiler renewal | Grant | | 0 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Foulds - boiler renewal | Grant | | (8) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Manorside - heating installation upgrade (pipework) | Grant | | (13) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Brookhill Nursery School - Heating System Renewal | Grant | | (0) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Church Hill Primary School - Main Boiler Plant Renewa | Grant | | 2 | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Holly Park - Boiler Renwal | Borrowing | | 1 | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Dollis Infant School - Main Boiler Plant Renewa | Borrowing | | (6) | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Holly Park Kitchen | Grant | | (8) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Woodcroft Kitchen | Grant | | (13) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Danegrove Winsor Drive= Replace Mobiles | Grant | | 2 | | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Summerside - FSU | Borrowing | | 5 | | Additional works required |
| Children's Education | 2014/15 | Modernisation - DDA - Deansbrook Infants | Grant | | 0 | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - DDA Allocation Holding Budget (Schools bid for) - 14/15 | Grant | | (0) | | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - DDA Allocation Holding Budget (Schools bid for) - 14/15 | Grant | | (112) | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Brookland Junior - Replace access & fire escapes | Grant | | 29 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Brookland Junior - Replace ramp for the Den | Grant | | 4 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Childs Hill - Sensory Room within Autistic unit | Grant | | 12 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Childs Hill - Kitchen + lighting to support Pathways | Grant | | 6 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Coppetts Wood - Sensory play space | Grant | | 2 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Coppetts Wood - | Grant | | 2 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Courtland - Improve disabled ramp | Grant | | 3 | | Allocation for agreed project |

| Directorate | Year | Capital Programme | Funding Type | Funding Detail | <i>if Additions/ Deletions</i> | <i>if Slippage/ Accelerated Spend</i> | Explanation for request |
|----------------------|---------|---|-----------------|----------------|------------------------------------|---|---|
| | | | | | Amount (£'000) | Amount (£'000) | |
| Children's Education | 2014/15 | Modernisation - DDA - Danegrove - Handrails | Grant | | 1 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Danegrove - Handrails - Children's toilets | Grant | | 0 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Foulds - Mobile soundfiled system | Grant | | 1 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Foulds - Sound absorption ceilings | Grant | | 7 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Moss Hall Infants - Car park - extend ramp | Grant | | 3 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Moss Hall Infants - Create a disabled toilet | Grant | | 24 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Moss Hall Infants - Update visual signage | Grant | | 3 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Moss Hall Infants - Fire door & ramp | Grant | | 10 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Moss Hall Junior - Replacement external steps and pathway | Grant | | 4 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - DDA - Oakleigh - Sensory Circuits equipment | Grant | | 2 | | Allocation for agreed project |
| Children's Education | 2014/15 | Modernisation - Emergency Reactive Works (14/15) - Various | Borrowing | | 120 | | Revised estimate of reactive works |
| Children's Education | 2014/15 | Modernisation - Osidge - Basement Damp | Grant | | 12 | | New requirement |
| Children's Education | 2014/15 | Modernisation - Osidge - Basement Damp | Borrowing | | 38 | | New requirement |
| Children's Education | 2014/15 | Modernisation - Friern Barnet - Fire Alarm | Borrowing | | (5) | | Revised budget |
| Children's Education | 2014/15 | Modernisation - Unallocated | Borrowing | | (272) | | New requirements and budget revisions |
| Children's Education | 2014/15 | Modernisation - Danegrove Primary School (Ridgeway) - window replacement | Borrowing | | | 3 | Retention payment date March 2015 |
| Children's Education | 2014/15 | Modernisation - Cromer Road Primary School - dining hall, windows, roofing and external works | Grant | | | 3 | Part of retention payment due March 2015 |
| Children's Education | 2014/15 | Modernisation - Courtland Primary School - window replacement & roof renewal | Grant | | | 1 | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Underhill Primary School - roofing works | Grant | | | 1 | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Frith Manor - Defect Rectification | Borrowing | | | (8) | Reprofile of works |
| Children's Education | 2014/15 | Modernisation - Frith Manor - Defect Rectification | Capital Receipt | | | (42) | Reprofile of works |
| Children's Education | 2014/15 | Modernisation - Moss Hall Junior - Roof | Borrowing | | | (178) | Reprofile in line with project start date |
| Children's Education | 2014/15 | Modernisation - Edgware Primary School - Walkway | Borrowing | | | (2) | Profile for retention |
| Children's Education | 2014/15 | Modernisation - Friern Barnet - Fire Alarm | Borrowing | | | (1) | Profile for retention |
| Children's Education | 2014/15 | Modernisation - Hollickwood Primary School (Junior) - boiler renewal | Grant | | | (0) | Reprofile of retention after final account agreed |
| Children's Education | 2014/15 | Modernisation - Woodridge - boiler renewal | Grant | | | (0) | Reprofile of retention after final account agreed |
| Children's Education | 2014/15 | Modernisation - Osidge - boiler renewal | Grant | | | (0) | Reprofile of retention after final account agreed |
| Children's Education | 2014/15 | Modernisation - Chalgrove - mains water conversion | Grant | | | 0 | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Friern Barnet - boiler renewal | Grant | | | 0 | Reprofile after final account agreed |
| Children's Education | 2014/15 | Modernisation - Dollis Junior - boiler renewal | Grant | | | 0 | Reprofile of budget |
| Children's Education | 2014/15 | Modernisation - Foulds - boiler renewal | Grant | | | (0) | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Manorside - heating installation upgrade (pipework) | Grant | | | 0 | Retention no longer required |
| Children's Education | 2014/15 | Modernisation - Foulds Primary School - Heating System Renewal | Grant | | | 0 | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Brookhill Nursery School - Heating System Renewal | Grant | | | (1) | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Church Hill Primary School - Main Boiler Plant Renewal | Grant | | | 2 | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Holly Park - Boiler Renewal | Borrowing | | | (2) | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Dollis Infant School - Main Boiler Plant Renewal | Grant | | | 4 | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Holly Park Kitchen | Grant | | | (0) | Reprofile of retention |
| Children's Education | 2014/15 | Modernisation - Hollickwood School - Re-provide Dining Hall and Kitchen | Grant | | | (310) | Construction costs to start post April 2015 |
| Children's Education | 2014/15 | Modernisation - DDA - Queenswell Junior | Grant | | | (35) | Start date delayed |
| Children's Education | 2014/15 | Modernisation - DDA Allocation Holding Budget (Schools bid for) - 14/15 | Grant | | | (26) | Grants not awarded this year |
| Children's Education | 2014/15 | Modernisation - Unallocated | Borrowing | | | (180) | |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Claremont | Grant | Basic Need | (0) | | Revision of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Summerside - modular classroom | Grant | Basic Need | (0) | | Reprofile of budget |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - All Saints N20 | Grant | Basic Need | (0) | | Reprofile of budget |

| Directorate | Year | Capital Programme | Funding Type | Funding Detail | <i>if Additions/</i> | <i>if Slippage/</i> | Explanation for request |
|----------------------|---------|---|-----------------|---------------------|----------------------|--------------------------|--|
| | | | | | <i>Deletions/</i> | <i>Accelerated Spend</i> | |
| | | | | | Amount (£'000) | Amount (£'000) | |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Chalgrove School - modular unit | Grant | Basic Need | 33 | | Correction to original tender price and FF&E |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Monkfrith School - bulge class | Grant | Basic Need | 63 | | FF&E addition |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Manorside School - bulge class | Grant | Basic Need | 7 | | FF&E addition |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Mapledown - modular unit | Grant | Basic Need | (31) | | Correction to original tender price and FF&E |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Livingstone - bulge class | Grant | Basic Need | (80) | | Funding no longer required |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Pavilion Study Centre - Bulge Class | Grant | Basic Need | 14 | | Correction to original tender price and FF&E |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Retentions - Coppetts Wood Primary | Grant | Basic Need | 1 | | Revision of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Orion Bulge Class | Grant | Basic Need | 37 | | New requirement |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary Expansions Unallocated | Grant | Basic Need | (45) | | Reprofiling of Temporary Allocated |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Chalgrove School - modular unit | Grant | Basic Need | | (5) | Reprofile of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Monkfrith School - bulge class | Grant | Basic Need | | (0) | Reprofile of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Mapledown - modular unit | Grant | Basic Need | | (3) | Reprofile of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - St Vincents - Bulge Class | Grant | Basic Need | | (50) | Reprofile in line with start date |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary - Pavilion Study Centre - Bulge Class | Grant | Basic Need | | (6) | Reprofile of retention |
| Children's Education | 2014/15 | Urgent Primary Places - Temporary Expansions Unallocated | Grant | Basic Need | | 45 | Required for new allocations and revisions |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Brunswick Park | Borrowing | | (5) | | Transfer of Budget to RE to undertake works |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Moss hall Infants and Juniors | Borrowing | | (5) | | Transfer of Budget to RE to undertake works |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Martin Primary | Borrowing | | (5) | | Transfer of Budget to RE to undertake works |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - London Academy - TBN | Borrowing | | (45) | | Substitution of funding |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - London Academy - TBN | Grant | Targeted Basic Need | 45 | | Substitution of funding |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Orion Primary/ blessed Dominic | Borrowing | | | (1,566) | Reprofile of budget to support the change in project scope and project contingencies |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Moss hall Infants and Juniors | Borrowing | | | (4) | Project contingencies |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Martin Primary | Borrowing | | | (65) | Project contingencies |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Brunswick Park | Borrowing | | | (87) | Project contingencies |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Oakleigh - Increase capacity | Borrowing | | | (12) | Project contingencies |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - St Mary's and St Johns | Borrowing | | | (320) | Considering potential change to project brief for phase 3 |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - St Mary's and St Johns | Revenue | | | (300) | Considering potential change to project brief for phase 3 |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - St Mary's and St Johns | Grant | Basic Need | | (462) | Considering potential change to project brief for phase 3 |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - London Academy - TBN | Grant | Basic Need | | (365) | Reprofiling of contract sum |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - London Academy - TBN | Grant | Targeted Basic Need | | (609) | Reprofiling of contract sum |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Monkfrith | Grant | Targeted Basic Need | | (100) | Delay due to ecological findings |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - St. Joseph's Junior & St. Joseph's RC Infant School - TBN | Grant | Targeted Basic Need | | (848) | Reprofile in line with project cashflow |
| Children's Education | 2014/15 | Urgent Primary Places - Permanent - Oak Hill Campus | Grant | Basic Need | | (250) | Potential change of project scope |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programm - Compton | Grant | Basic Need | 100 | | Agreed additional requirement |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programm - Unallocated | Grant | Basic Need | (100) | | Agreed additional requirement for Compton |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programm - Christ | Borrowing | | | (5) | Reprofiling of professional fees |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programm - Cophthall | Grant | Basic Need | | (33) | Reprofiling of professional fees |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programme - Oak Lodge Special School | Grant | Basic Need | | (458) | Delay in the planning process |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programme - Relocation of PRU | Grant | Basic Need | | 6 | Reprofile of budget |
| Children's Education | 2014/15 | Permanent Secondary Expansion Programm - Unallocated | Grant | Basic Need | | 100 | Agreed additional requirement for Compton |
| Children's Education | 2014/15 | East Barnet/JCOSS Changing Facilities | Borrowing | | | 125 | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet playing field | Borrowing | | | 50 | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet/JCOSS Changing Facilities | Capital Receipt | | (108) | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet/JCOSS Changing Facilities | Borrowing | | (110) | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet playing field | Capital Receipt | | (9) | | Reprofile of budget |

| Directorate | Year | Capital Programme | Funding Type | Funding Detail | if Additions/ Deletions | if Slippage/ Accelerated Spend | Explanation for request |
|-----------------------------|---------|--|------------------|----------------|----------------------------|-----------------------------------|--|
| | | | | | Amount (£'000) | Amount (£'000) | |
| Children's Education | 2014/15 | East Barnet L & B Acquisition | Capital Receipt | | (73) | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet - Changing Room Facilities | Capital Receipt | | 190 | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet - Changing Room Facilities | Borrowing | | 110 | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet - Changing Room Facilities | Borrowing | | | (110) | Reprofile in line with project requirement |
| Children's Education | 2014/15 | East Barnet - Changing Room Facilities | Capital Receipt | | | (40) | Reprofile in line with project requirement |
| Children's Education | 2014/15 | East Barnet/JCOSS Changing Facilities (from Modernisation 10/11) | Borrowing | | (258) | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet - Latent Defects | Borrowing | | 258 | | Reprofile of budget |
| Children's Education | 2014/15 | East Barnet - Latent Defects | Borrowing | | | (50) | Reprofile in line with project requirement |
| Children's Education | 2014/15 | East Barnet/JCOSS Changing Facilities | Borrowing | | (56) | | Reprofile in line with project requirement |
| Children's Education | 2014/15 | East Barnet Rebuild - Other expenditure (excl actual build costs) | Borrowing | | 56 | | Reprofile in line with project requirement |
| Children's Education | 2014/15 | Relocation of PRU | Grant | Basic Need | (53) | | Change of Scope |
| Children's Education | 2014/15 | Alternative Provision | Grant | Basic Need | 53 | | Change of Scope |
| Children's Families Service | 2014/15 | Education Systems | Revenue | | | (41) | Post holder starting in January and costed into 2015/16 |
| Children's Families Service | 2014/15 | 2 year old offer | Grant | Dfe | | (145) | Delay to round four bidding |
| Children's Families Service | 2014/15 | Short Breaks | Grant | Basic Need | (336) | | Change of project scope |
| Children's Families Service | 2014/15 | Information Management - replacement youth offending system and single view of data for children's | Grant | Basic Need | 336 | | Change of project scope |
| Children's Families Service | 2014/15 | Information Management - replacement youth offending system and single view of data for children's | Grant | Basic Need | | (50) | Corporate parenting IT system costs due in 21015/16 |
| Children's Families Service | 2014/15 | e-financials (Swift replacement) | CAPITAL Reserve | | 157 | | Design, Implementation and Project Management |
| Children's Families Service | 2014/15 | E-caf (Early Intervention System) | CAPITAL Reserve | | 157 | | Design, Implementation and Project Management |
| Children's Families Service | 2014/15 | e-financials (Swift replacement) | CAPITAL Reserve | | | (10) | Reprofile of project contingencies |
| Children's Families Service | 2014/15 | e-financials (Swift replacement) | Revenue | | (10) | | Transfer of money is to balance the two budgets being managed by the EHM and Efinance projects as a single budget. |
| Children's Families Service | 2014/15 | E-caf (Early Intervention System) | Revenue | | 10 | | Transfer of money is to balance the two budgets being managed by the EHM and Efinance projects as a single budget. |
| Children's Families Service | 2014/15 | Libraries Strategy | Capital Receipt | | | (194) | Reprofile of building works |
| Commissioning Group | 2014/15 | Community Care | Capital Receipt | | | (340) | Reprofile of project in line with change of scope and change of start date |
| Commissioning Group | 2014/15 | Community Care | Revenue | | | (73) | Reprofile of project in line with change of scope and change of start date |
| Re delivery unit | 2014/15 | Enabling Works | Grants | TfL | (4) | | Deletion of residual Enabling Works project balance |
| Re delivery unit | 2014/15 | Enabling Works 2011-12 | Grants | TfL | (5) | | Deletion of residual Enabling Works project balance |
| Re delivery unit | 2014/15 | TFL 2014-15 - Local Implementation Plan 2014/15 | Grants | TfL | 270 | | Agreed carry forwards |
| Re delivery unit | 2014/15 | TFL 2014-15 - Bus stop Accessibility | Grants | TfL | (78) | | Reduction in Bus Stop Accessibility allocation |
| Re delivery unit | 2014/15 | TFL 2014-15 - Bus stop Accessibility | Grants | TfL | | (401) | Slip forward of Bus Stop Accessibility allocation |
| Re delivery unit | 2014/15 | TFL 2014-15 - Air Quality Scheme | Grants | TfL | 42 | | Agreed increase to funding |
| Re delivery unit | 2014/15 | Footway Reconstruction | S106 | | | (72) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Footway Reconstruction | Borrowing | | | (42) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Traffic Management | S106 | | | (43) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Traffic Management | Borrowing | | | (5) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Reconstruction of Railway Bridges | Borrowing | | | (821) | Reprofiling of bridge retention funds |
| Re delivery unit | 2014/15 | Colindale Development Area Reconstruction of Railway Bridges | Capital Receipts | | | (29) | Reprofiling of bridge retention funds |
| Re delivery unit | 2014/15 | Colindale Development Area Controlled Parking Zones | S106 | | | (10) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Controlled Parking Zones | Borrowing | | | (5) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Colindale Station interchange | S106 | | | (44) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Colindale Station interchange | Borrowing | | | (6) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Improvement & Signalisation and infrastructure | S106 | | | (356) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Public Transportation Improvement | S106 | | | (98) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale Development Area Public Transportation Improvement | Borrowing | | | (5) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale - Pedestrian Improvements programme | S106 | | | (262) | Reprofiling of (predominantly) s106 projects |

| Directorate | Year | Capital Programme | Funding Type | Funding Detail | if Additions/ Deletions | if Slippage/ Accelerated Spend | Explanation for request |
|---------------------|---------|--|------------------|------------------------|----------------------------|-----------------------------------|--|
| | | | | | Amount (£'000) | Amount (£'000) | |
| Re delivery unit | 2014/15 | Colindale CPZ Parking Review Feasibility Study- Colindale Hospital | S106 | | | (11) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Colindale CPZ Parking Review Feasibility Study- Colindale Hospital | Borrowing | | | (5) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Highways Investment | S106 | | | (475) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Highways Investment | Borrowing | | | (65) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Carriageway and Footways | Borrowing | | | (130) | Slip forward |
| Re delivery unit | 2014/15 | Travel Plan Implementation | S106 | | | (122) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Travel Plan Implementation | Borrowing | | | (9) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Travel Plan Implementation | S106 | | 27 | | Additions to the s106 programme |
| Re delivery unit | 2014/15 | Travel Plan Implementation | Borrowing | | 15 | | £15k transfer from Children's Services |
| Re delivery unit | 2014/15 | Saracens | S106 | | | (17) | Reprofiling of s106 projects |
| Re delivery unit | 2014/15 | Drainage | Borrowing | | | (373) | Reprofiling of Drainage projects |
| Re delivery unit | 2014/15 | Road Traffic Act - Controlled Parking Zones | S106 | | | (131) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Road Traffic Act - Controlled Parking Zones | Capital Receipts | | | (4) | Reprofiling of (predominantly) s106 projects |
| Re delivery unit | 2014/15 | Road Traffic Act - Controlled Parking Zones | Borrowing | | | (15) | Reprofiling of (predominantly) s106 projects |
| Street Scene | 2014/15 | Park Infrastructure | Borrowing | | | (30) | Reprofiling of works |
| Street Scene | 2014/15 | Percy Road, North Finchley Park | Grants | MoL | | (18) | Reprofiling of works |
| Street Scene | 2014/15 | Parks & Open Spaces and Tree Planting | Grants | OLF | 123 | | Addition from OLF |
| Street Scene | 2014/15 | Installation of new boundary fencing at Old Court House 385c | S106 | | | (10) | Reprofiling of works |
| Street Scene | 2014/15 | Edgwarebury Park Tennis Courts refurbishment 237a £7982.96 + 240b £12850 | S106 | | | (21) | Reprofiling of works |
| Street Scene | 2014/15 | Refurbishment of tennis courts & installation of fencing 262b | S106 | | | (30) | Reprofiling of works |
| Commissioning Group | 2014/15 | Depot Relocation | Capital Receipt | | | 325 | Professional fees for 2 alternative sites |
| Commissioning Group | 2014/15 | Asset Management - Compliance & Condition | Borrowing | | | (892) | A schedule of works has been prepared detailing the minor works that are being suggested. This includes FRA, Asbestos and condition surveys. Remedial works identified |
| The Barnet Group | 2014/15 | Alexandra Road | Capital Receipts | HRA | 3 | | £3k addition requested due to higher than expected costs |
| HRA | 2014/15 | Granville Road | MRA | | | (30) | Slippage due to Retentions being held and unlikely to be released in 2014-15 |
| HRA | 2014/15 | M&E/ GAS | MRA | | | (1,783) | Slippage due to contractor performance & delay in Additional Lift & water tank replacement projects |
| HRA | 2014/15 | New Affordable Homes | Capital Receipts | | | (2,350) | Slippage of £2.35m to 2015-16 due to delay in procurement |
| Re delivery unit | 2014/15 | General Fund Regeneration | Capital Receipts | | | (300) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | General Fund Regeneration | Borrowing | | | (178) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | Mill Hill East | Borrowing | | | (50) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | BXC - Procurement | S106 | developer contribution | (1,400) | | Project moved from Capital to Revenue |
| Re delivery unit | 2014/15 | Graham Park Regeneration - Infrastructure improvements | S106 | developer contribution | | (450) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | West Hendon Highway Improvement | Capital Reserve | | | (50) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | Town Centre | Capital Reserve | | | (100) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | Thames Link Station | Capital Reserve | | | (1,000) | Slippage due to Reproile of project |
| Re delivery unit | 2014/15 | Disabled Facilities Grant | Borrowing | | | (250) | Slippage due to demand led service and less than anticipated uptake of grants |
| Re delivery unit | 2014/15 | Hendon Cemetry & Crematorium Enhancement | Capital Receipts | | | 10 | Accelerated spend from 2015-16 due to higher than expected costs in 2014-15 |
| Re delivery unit | 2014/15 | Empty Properties | Borrowing | | | (500) | Slippage due to delay in acquiring empty properties under CPO |
| Re delivery unit | 2014/15 | DECC - Fuel Provety | Grants | | | (9) | Slippage due to lack of uptake of the programme. |
| Street Scene | 2014/15 | Lines and Signs | Revenue | Development Reserve | (150) | | |
| Street Scene | 2014/15 | Parking Machines | Revenue | | (12) | | |
| Parking | 2014/15 | Lines and Signs | Revenue | Development Reserve | 150 | | |
| Parking | 2014/15 | Parking Machines | Revenue | | 12 | | |
| Parking | 2014/15 | Lines and Signs | Revenue | Development Reserve | | (60) | |
| Parking | 2014/15 | Parking Machines | Revenue | | | (12) | |
| Parking | 2014/15 | Lines and Signs | MRA | Development Reserve | | 60 | |

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| EXPENDITURE | | | | | | | | | |
|---|--------------|------------------|---------------------------|-------------------|-------------------|---------------------------------------|----------|---|--|
| Open Projects | Total Budget | PRIOR YEAR SPEND | 2014/15 Actual to month 9 | 2014/15 Projected | 2015/16 Projected | Total Spend to 2014/15 & future years | Variance | Comments | |
| Programme Management Office | 1,293,961 | 1,293,961 | | | | 1,293,961 | 0 | | |
| Early intervention | 510,000 | 299,852 | 91,080 | 133,592 | | 433,444 | (76,556) | Underspend used for Early Years project | |
| CCTV | 281,353 | 243,708 | 40,823 | 37,645 | | 281,353 | 0 | Project has ended | |
| Health & Social Care Integration | 100,000 | 68,026 | 86,525 | 31,974 | | 100,000 | 0 | Budget fully spent- project management costs | |
| Review of the Mortuary Service | 70,000 | 25,415 | 32,256 | 44,585.07 | | 70,000 | 0 | Work has commenced to implement the chosen option for the Mortuary Project. The intention is to launch it early 2015/16. Full spend is expected on the project budget with legal support and structuring of the Inter Authority Agreement charges expected. | |
| Review of the Registrars Service | 199,645 | 109,405 | 20,385 | 27,385 | | 136,790 | (62,855) | Awaiting IS services to bill IT costs of around £7k. | |
| Safer Communities | 287,300 | 169,449 | 80,250 | 107,000 | | 276,449 | (10,851) | Community coaches fees of £26,750 - 4th quarter payment to be made. | |
| Strategic Review of Sports & Leisure Activity | 870,400 | 261,011 | 132,424 | 349,320 | 260,069 | 870,400 | 0 | Underspend in 2014-15 is a result of project not using full contingency, savings were also made in the procurement and feasibility study costs. Subject to P&R approval on 17th, the remaining balance of £ 250,186.80 will be used to fund the next phase. | |
| Waste & Recycling - (Phase 1) | 1,825,519 | 1,825,519 | | | | 1,825,519 | 0 | | |
| Contingency - 2013/14 Programmes | 13,000 | - | | | | - | (13,000) | | |
| Streetscene - Greenstreets and Waste | 966,481 | - | 462,169 | 966,481 | | 966,481 | (0) | Total budget to be fully spent to fund existing waste transformation projects and to provide additional resources to work on new projects. | |
| Education and Skills - Complex Needs and SEN | 583,201 | 208,923 | 7,508 | 374,278 | | 583,201 | - | Anticipated to spend in full. | |
| Family Services Transformation Programme | 1,800,099 | 490,285 | 918,217 | 1,309,814 | | 1,800,099 | 0 | Overspend projected at £137k which has been transferred to FS Revenue | |
| Adults and Communities transformation programme | 870,710 | 64,160 | - | 806,550 | | 870,710 | 0 | | |
| Parking | 302,000 | 150,506 | 137,314 | 180,085 | | 330,591 | 28,591 | Overspend to be off set by income from RE and SPA | |
| Connecting with Barnet | 271,000 | 21,200 | 107,363 | 249,800 | | 271,000 | 0 | | |
| Priorities and Spending Review | 300,022 | 248,322 | 29,160 | | | 248,322 | (51,701) | Project completed, no further spend anticipated. | |
| Commissioning budget | 750,000 | 197,026 | 918,217 | | 552,974 | 750,000 | 0 | | |
| Early Years | 46,000 | - | 63,354 | 121,984 | | 121,984 | 75,984 | Overspend to be met from the Early Intervention budget (line 6) | |

| Open Projects | Total Budget | PRIOR YEAR SPEND | 2014/15 Actual to month 9 | 2014/15 Projected | 2015/16 Projected | Total Spend to 2014/15 & future years | Variance | Comments |
|-----------------------------------|-------------------|------------------|---------------------------|-------------------|-------------------|---------------------------------------|------------------|--|
| Education and Skills | 300,000 | 54,513 | 131,202 | 217,248 | | 271,761 | (28,239) | Estimated underspend - budget to be redirected to phase II of the project. |
| Portfolio, PMO and workforce | 1,690,017 | 19,200 | 111,394 | 1,670,817 | | 1,690,017 | 0 | |
| Smarter Working | 410,000 | - | 103,087 | 410,000 | | 410,000 | 0 | |
| Adults Swift Upgrade | 82,000 | - | 82,000 | 82,000 | | 82,000 | 0 | |
| Members IT | 77,262 | - | - | 77,262 | - | 77,262 | 0 | |
| Library Strategy | 200,350 | - | 77,262 | 200,350 | | 200,350 | 0 | |
| Early Years | 345,290 | - | - | 345,290 | | 345,290 | 0 | |
| Nurseries | 70,000 | - | - | 70,000 | | 70,000 | 0 | |
| Housing Improvements & Efficiency | 150,000 | - | - | 150,000 | | 150,000 | 0 | |
| Banking Procurement | 115,000 | - | - | 115,000 | | 115,000 | 0 | |
| Unified Reward Structure | 450,000 | - | - | 450,000 | | 450,000 | 0 | |
| Total | 15,230,610 | 5,760,482 | 3,632,009 | 8,528,460 | 813,043 | 15,091,985 | (138,626) | |

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 31/12/14 | % Fixed Rate Borrowing as at 31/12/14 | 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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DEPOSITS OUTSTANDING AS AT 31.12. 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-15 | 1.10 | 10,000,000 |
| 2000011488 | Warrington Brough Council | 15-Apr-14 | 15-Oct-15 | 1.00 | 5,000,000 |
| 2000011502 | Gwent CC | 01-Aug-14 | 03-Aug-15 | 1.10 | 3,000,000 |
| 2000011505 | Lancashire CC | 22-Jul-14 | 21-Jul-15 | 0.70 | 5,000,000 |
| 2000011506 | Newcastle City Council | 30-Jul-14 | 29-Jul-15 | 1.00 | 5,000,000 |
| 2000011510 | Lancashire CC | 15-Sep-14 | 16-Mar-15 | 0.65 | 5,000,000 |
| 2000011512 | Lancashire CC | 05-Nov-14 | 05-May-15 | 0.60 | 5,000,000 |
| 2000011514 | Corby Borough Council | 02-Dec-14 | 01-Dec-15 | 0.67 | 5,000,000 |
| 2000011514 | Kirklees Borough Council | 19-Dec-14 | 20-Jan-15 | 0.45 | 10,000,000 |
| | | | | | <u>80,000,000</u> |
| Money Market Funds | | | | | |
| 2000011284 | Goldman Sachs | 14-May-13 | | 0.36 | 200,000 |
| 2000011251 | Aviva | 06-Sep-13 | | 0.38 | 100,000 |
| 2000011482 | Ignis Liquidity Fund | 26-Mar-14 | | 0.43 | 1,000,000 |
| 2000011377 | Invesco | 07-May-13 | | 0.32 | 0 |
| | | | | | <u>1,300,000</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 |
| 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 |
| 2000011509 | LLOYDS BANK PLC | 15-Sep-14 | 31-Mar-15 | 0.70 | 10,000,000 |
| 2000011481 | NATIONWIDE BUILD. SOC. | 21-Mar-14 | 21-Mar-15 | 0.81 | 5,000,000 |
| 2000011508 | NATIONWIDE BUILD. SOC. | 15-Aug-14 | 16-Feb-15 | 0.64 | 10,000,000 |
| 2000011513 | NATIONWIDE BUILD. SOC. | 14-Nov-14 | 14-May-15 | 0.66 | 10,000,000 |
| 2000011494 | STANDARD CHARTERED BANK | 29-Apr-14 | 29-Apr-15 | 0.80 | 10,000,000 |
| 2000011378 | Co-op Bank Public Reserve | 28-Nov-14 | 31-Dec-14 | 0.38 | 0 |
| | | | | | <u>97,500,000</u> |
| Non UK Banks & UK Building Societies | | | | | |
| 2000011499 | COMMONWEALTH BANK OF AUSTRALIA | 30-May-14 | 29-May-15 | 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 |
| 2000011511 | AUSTRALIA and NEW ZEALAND BANK | 03-Oct-14 | 02-Apr-15 | 0.57 | 5,000,000 |
| | | | | | <u>19,300,000</u> |
| 31-Dec-14 | | | Average rate of return | 0.71 | <u>208,100,000</u> |

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APPENDIX H: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

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

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|--|---|--|----------------|--------------------------------|--|
| <p>Demographic and Population Changes: ORG0035</p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p> | <p>Major 4</p> <p>Likely 4</p> <p>High 16</p> | <p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data) The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainty is being reduced as service pressures and budget requirements</p> | Treat | Quarterly | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|------|---|--|----------------|--------------------------------|--|
| | | <p>are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments. Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes.</p> | | | |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|---|--|---|----------------|--------------------------------|---|
| <p>Waste Management and Sustainability ORG0011: without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.</p> | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> | <p>Preventative: In-house delivery with stretch model underway commencing from October 2013. NLWA partnership</p> <p>Detective: Performance Indicators for recycling and customer satisfaction. Waste project planning commencing April 2014 - review of wide range of potential service changes and improvements to deliver PSR savings and performance.</p> | Treat | Quarterly | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> |
| <p>Financial Position ORG0025: Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> | <p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. Policy and Resources Committee received a report on 10 June which sets out the financial challenge for the Council and the process to meet this challenge.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p> | Treat | Quarterly | <p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p> |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|---|--|---|----------------|---|--|
| <p>Resident Engagement_ORG0029: Failure to engage properly with Residents.</p> | <p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p> | <p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy and transparency commitment confirmed at first meeting of Policy and Resource Committee. 3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p> | Treat | <p>Quarterly</p> <p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p> | |
| <p>People_ORG0036: There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p> | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> | <p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles</p> | Treat | <p>Quarterly</p> <p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p> | |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|---|---|---|----------------|--------------------------------|--|
| | | and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change. | | | |
| <u>Information Management</u> <u>ORG0037:</u> There is a risk we will not be able to get appropriate data and information through insight, self-service to support the customer access strategy | Major 4 Possible 3 Medium High 12 | IM Strategy approved and includes a Data Quality Work stream. Preventative: Fair processing notices to enable us to compliantly get data we want. Beginning to understand data sources and constraints on them Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly Detective: Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary | Treat | Quarterly | Major 4 Unlikely 2 Medium High 8 |
| <u>Barnet's position as a prosperous Suburb ORG0038</u> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London. | Moderate 3 Possible 3 Medium High 9 | Preventative: Develop 21st century suburb vision joining up the relevant strategies/initiatives West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis. Detective: Regular meetings with place based | Treat | Quarterly | Moderate 4 Unlikely 2 Medium Low 6 |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|--|---|--|----------------|--------------------------------|--|
| | | services already exist to discuss strategies (housing, street scene) - will ensure effective monitoring and on-going identification of risks, opportunities and dependencies. | | | |
| Homelessness ORG0039: There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise. | Major 4 | <p>Preventative: Developing plans around three areas:</p> <ul style="list-style-type: none"> - increasing prevention activities, including joint working with job centre plus - increase opportunities of affordable housing supply - Develop options of affordable supply in more affordable locations <p>Detective: Welfare and Benefit Programme (including partners) in place to determine impact, performance indicators in place to monitor impact. A mitigation plan is being implemented Barnet Homes as approved by Strategic Commissioning Board and the Delivery Board. Homelessness and Emergency Accommodation Project Board with Barnet Homes including the lead Commissioner and Contract Manager is overseeing the delivery of a range of interventions to boost supply and reduce demand through monthly meetings.</p> | Treat | Quarterly | Unlikely 2 |
| | High 16 | | | | Medium Low 6 |

| Risk | Current Assessment Impact Probability Rating | Control Actions | Risk Status | Board Assurance (timing) | Target Assessment Impact Probability Rating |
|---|--|---|----------------|---|--|
| <p>Safeguarding Incident ORG0040: If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.</p> | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> | <p>Preventative: SCB Assurance Safeguarding Protocol Regular meeting and information sharing Family Service transformation Programme Children's, Education, Libraries and Safeguarding Committee in the new governance model Local Safeguarding Children's Board (LSCB), new chair and work programme</p> <p>Detective: Mock OFSTED inspection Safeguarding Peer Review</p> | Treat | <p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p> | <p>Medium High 8</p> |
| <p>Commissioning Approach ORG0041: If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p> | <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p> | <p>The Council's Commissioning Plans and priorities to 2020 are being developed and will go to Policy and Resources Committee on 2 December alongside the Council's draft Corporate Plan and Medium Term Financial Strategy.</p> <p>Following agreement of the above revised Management Agreements will be developed which focus on how the longer-term priorities of the Councils Corporate plan will be achieved with meaningful qualitative performance indicators that are linked to outcomes.</p> <p>The means of reviewing the achievement of outcomes will be taken forward over the next 6 months as new Commissioning Plans and Management Agreements are developed.</p> | Treat | <p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p> | <p>Medium High 8</p> |

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SUMMARY

| | | |
|---------------------------|----------|-----------------------|
| CSG Invoice 1 | £ | 59,053,737.34 |
| CSG Invoice 2 | £ | 1,864,587.13 |
| CSG Invoice 3 | £ | 11,052,699.22 |
| Pre-Contract | £ | 14,932,552.00 |
| Re Invoice 1 | £ | 20,574,711.94 |
| Re Invoice 2 | £ | 1,802,802.00 |
| Re TFL Highways Programme | £ | 774,705.05 |
| Grand Total | £ | 110,055,794.68 |

PAYMENT SCHEDULE

| Invoice Date | Value (ex vat) | Commentary |
|--------------|-----------------|---|
| 01/07/13 | £ 14,739,960.00 | Interim measure to provide critical services |
| 10/07/13 | £ 125,803.00 | Interim measure to provide critical services 17 June -28 June |
| 10/07/13 | £ 66,789.00 | Capita Infrastructure Support Services 1-30 June 2013 |
| 06/08/13 | £ 1,056,501.00 | Capital contribution invoice 1 Verto systems implementation |
| 06/08/13 | £ 662,070.00 | Capital contribution invoice 2 CRM systems implementation |
| 06/08/13 | £ 2,940,479.00 | Capital contribution invoice 3 CSO website |
| 06/08/13 | £ 9,001.00 | Capital contribution invoice 4 CRM systems implementation |
| 06/08/13 | £ 166,962.00 | Capital contribution invoice 5 data centre resource |
| 06/08/13 | £ 258,846.00 | Capital contribution invoice 6 estates management tool |
| 06/08/13 | £ 1,093,102.00 | Capital contribution invoice 7 Finance system implementation |
| 06/08/13 | £ 2,161,576.00 | Capital contribution invoice 8 HR Transformation & systems implementation |
| 06/08/13 | £ 627,923.00 | Capital contribution invoice 9 Infrastructure licenses |
| 06/08/13 | £ 635,297.00 | Capital contribution invoice 10 Insight implementation |
| 06/08/13 | £ 866,302.00 | Capital contribution invoice 11 customer contact systems implementation |
| 29/08/13 | £ 4,620,000.00 | Periodic service payment invoice 1 Schedule 43 section 4.2 |
| 03/09/13 | £ 7,089,763.00 | Periodic service payment invoice 1 part payment |
| 30/09/13 | £ 5,177,323.95 | Re contract |
| 27/11/13 | £ 115,751.00 | CSG Invoice 3 + Misc payments Being September 2013 Sch 15 resources |
| 27/11/13 | £ 70,800.00 | CSG Invoice 2 September & October Service providers procurement share of savings |
| 29/11/13 | £ 151,660.00 | CSG Invoice 3 October 2013 Misc payment |
| 01/12/13 | £ 6,887,092.63 | Periodic service payment invoice 1 CSG |
| 03/12/13 | £ 3,432,748 | Re Management Fee - Model |
| 09/12/13 | £ 346,207.00 | CSG Invoice 2 November & December Service providers procurement share of savings |
| 20/12/13 | £ 64,426.00 | CSG Services Contract Payment - Special Project (Initiation Request) Nov 13 |
| 30/01/14 | £ 362,666.34 | CSG Services Contract Payment - Special Projects (Initiation Request) & (Resource) Nov and Dec 13 |
| 28/02/14 | £ 6,887,092.63 | Periodic service payment invoice 1 CSG |
| 28/02/14 | £ 340,395.78 | CSG Services Contract Payment - Special Project (Initiation Request) Jan 14 |
| 11/03/14 | £ 28,740.00 | CSG Services Contract Payment - Special Project (Resource) Jan 14 |
| 13/03/14 | £ 762,253.38 | CSG Services Contract Payment - Special Project (Initiation Request) Feb 14 |
| 26/03/14 | £ 600,082.21 | CSG Services Contract Payment - Special Projects (Initiation Request) & (Resource) Mar 14 |
| 09/04/14 | £ 62,372.70 | CSG Services Contract Payment - DBS checks Sept 13 - Feb 14 |
| 09/04/14 | £ 185,831.12 | CSG Services Contract Payment - Print Sept 13 - Feb 14 |
| 22/05/14 | £ 7,863.05 | CSG Services Contract Payment - Courier Sept 13 - Feb 14 |
| 22/05/14 | £ 11,194.00 | CSG Services Contract Payment - DBS checks March 14 |
| 22/05/14 | £ 48,230.56 | CSG Services Contract Payment - Postage Sept 13 - Feb 14 |
| 22/05/14 | £ 65,526.30 | CSG Services Contract Payment - Postage, Print and Courier March 14 |
| 29/05/14 | £ 278,160.50 | CSG Services Contract Payment - Special Projects (Resource) April 14 |
| 29/05/14 | £ 854,192.62 | CSG Services Contract Payment - Special Project (Initiation Request) April 14 |
| 06/03/14 | £ 413,102.00 | Re Management Fee - Model less deductions |
| 12/06/14 | £ 5,757,255.04 | CSG Services Payment June 2014 - As per Model adjusted for CRS 13/14/15 |
| 16/06/14 | £ 76,264.57 | CSG Services Contract Payment - IS Service Requests |
| 19/06/14 | £ 34,821.13 | CSG Services Contract Payment - Postage, Print and Courier April 14 |
| 19/06/14 | £ 288,836.64 | CSG Services Contract Payment - Special Projects (Initiation Request) May 14 |
| 19/06/14 | £ 54,041.85 | CSG Services Contract Payment - Postage, Print and Courier May 14 |
| 25/06/14 | £ 192,068.50 | CSG Services Contract Payment - Special Projects (Resource) May 14 |
| 25/06/14 | £ 3,892.00 | CSG Services Contract Payment - Special Projects (Resource) May 14 |
| 26/06/14 | £ 23,440.52 | CSG Services Contract Payment - BH IS Service Requests |
| 19/06/14 | £ 21,470.80 | CSG Services Contract Payment - DBS checks April and May 14 |
| 04/06/14 | £ 3,469,178 | Re Management Fee - Model less deductions |
| 25/06/14 | £ 766,382 | Re TFL Highways Programme |
| 28/06/14 | £ 65,126.80 | CSG Invoice 2 Jan. - June Service providers procurement share of savings |
| 11/07/14 | £ 36,718.39 | CSG Services Contract Payment - Postage, Print and Courier June 14 |
| 11/07/14 | £ 401,140.00 | CSG Services Contract Payment - Special Projects (Initiation Request) June 14 |
| 11/07/14 | £ 169,002.39 | CSG Services Contract Payment - Special Projects (Resource) June 14 |
| 28/07/14 | £ 228,029.46 | CSG Services Contract Payment - BH IS Service Requests |
| 29/07/14 | £ 26,612.55 | CSG Services Contract Payment - DBS checks June and July 14 |
| 11/08/14 | £ 1,017.51 | CSG Services Contract Payment - IT Service Requests July 14 |
| 11/08/14 | £ 11,126.83 | CSG Services Contract Payment - IT Service Requests June 14 |
| 11/08/14 | £ 19,058.96 | CSG Services Contract Payment - IT Service Requests May 14 |
| 15/08/14 | £ 715,735.00 | CSG Services Contract Payment - Special Projects (Initiation Request) Jul 14 |
| 15/08/14 | £ 129,752.00 | CSG Services Contract Payment - Special Projects (Resource) Jul 14 |

Appendix I: Capita Payments

| | | | |
|----------|---|--------------|---|
| 19/08/14 | £ | 13,190.00 | CSG Services Contract Payment - Special Project (Initiation Request) BH Systems |
| 01/09/14 | £ | 5,896,708.00 | CSG Services Payment September 2014 |
| 10/09/14 | £ | 8,619.10 | CSG Services Contract Payment - DBS checks Aug 14 |
| 10/09/14 | £ | 123,584.00 | CSG Invoice - Print Pt 1 Sept 13 - Mar 14 |
| 10/09/14 | £ | 111,328.00 | CSG Invoice - Print Pt 2 Apr 14 - Aug 14 |
| 11/09/14 | £ | 88,949.22 | CSG Services Contract Payment - Postage, Print and Courier July and Aug 14 |
| 11/09/14 | £ | 68,539.00 | CSG Invoice - SPD Pt 1 Sept 13 - Mar 14 |
| 11/09/14 | £ | 190,818.00 | CSG Invoice - SPD Pt 2 Apr 14 - Aug 14 |
| 11/09/14 | £ | 53,748.00 | CSG Invoice - Court Income Pt 2 Apr 14 - Aug 14 |
| 11/09/14 | £ | 18,353.00 | CSG Invoice - Court Income Pt 1 Sept 13 - Mar 14 |
| 19/09/14 | £ | 1,002,542.00 | CSG Services Contract Payment - Special Projects (Initiation Request) Aug 14 |
| 19/09/14 | £ | 96,317.00 | CSG Services Contract Payment - Special Projects (Resource) Aug 14 |
| 29/09/14 | £ | 29,612.10 | CSG Services Contract Payment - Postage, Print and Courier Sept 14 |
| 16/07/14 | £ | 311,000.00 | TUPE |
| 18/07/14 | £ | 311,000.00 | TUPE |
| 13/10/14 | £ | 3,655,715 | Re Management Fee - Model less deductions |
| 11/09/14 | £ | 50,812.00 | CSG Invoice - Commercial Properties income gainsahre |
| 11/09/14 | £ | 1,925.00 | CSG Invoice - HRA income |
| 28/10/14 | £ | 61,377.03 | CSG Services Contract Payment - Postage, Print and Courier Oct 14 |
| 16/10/14 | £ | 128,329.53 | CSG Invoice Procurement |
| 12/10/14 | £ | 765,042.71 | CSG Services Contract Payment - Special Projects (Initiation Request) Sept 14 |
| 21/10/14 | £ | 165,797.00 | CSG Services Contract Payment - Special Projects (Resource) Sept 14 |
| 06/11/14 | £ | 635,016.80 | CSG Invoice Contract Year 2 Procurement Sept - Mar 14 |
| 28/10/14 | £ | 25,159.50 | CSG Invoice Occupational Health Assessments April - August 14 |
| 20/11/14 | £ | 1,221,437.00 | CSG Services Contract Payment |
| 23/12/14 | £ | 5,390.00 | Re's project work on Digital Barnet / Wireless Concession |
| 18/09/14 | £ | 8,323.24 | Re TFL Highways Programme |
| 05/12/14 | £ | 298,654.00 | Brent Cross/Cricklewood October 14 |
| 04/12/14 | £ | 165,320.00 | Brent Cross/Cricklewood September 14 |
| 04/12/14 | £ | 265,827.00 | Brent Cross/Cricklewood July - August 14 |
| 05/12/14 | £ | 79,812.00 | Regeneration - West Hendon |
| 04/12/14 | £ | 42,620.00 | Brent Cross/Cricklewood October - Dec 13 |
| 27/10/14 | £ | 540,229.00 | Brent Cross/Cricklewood Regeneration Jan - Jun 14 |
| 03/12/14 | £ | 3,804,645 | Re Management Fee - Model less deductions |
| 05/12/14 | £ | 82,215.00 | Regeneration - Colindale |
| 03/12/14 | £ | 322,735.00 | Re's implementation of Extra Resurfacing work for 2013/14 capital |
| 17/12/14 | £ | 110,601.50 | CSG Services Contract Payment - Special Projects (Resource) Nov 14 |
| 17/12/14 | £ | 814,040.42 | CSG Services Contract Payment - Special Projects (Initiation Request) Nov 14 |
| 16/12/14 | £ | 143,396.00 | CSG Services Payment December 2014 - Change request 47 |
| 15/10/14 | £ | 29,017.02 | Misc payments - July service payments |
| 15/10/14 | £ | 95,707.96 | Misc payments - Schools IT kit purchases |
| 11/12/14 | £ | 444,317.33 | Amendment for additional contract (IS items) - Sept. 13 - Dec. 14 |
| 15/12/14 | £ | 375,711.00 | CSG Contract Indexation - 1st April 14 - 31st Dec 14 |
| 01/12/14 | £ | 9,624,708.04 | CSG Services Contract Payment |
| 01/12/14 | £ | 849,634.67 | Amendment for additional contract (non IS items) - Sept. 13 - Dec. 14 |
| 27/11/14 | £ | 152,915.00 | CSG Services Contract Payment - Special Projects (Resource) Oct 14 |

Corporate Plan: measures of success

Introduction

The Council monitors a wide breadth of performance information, reporting quarterly to the Performance and Contract Management Committee. The Council's performance framework stratifies these indicators into those monitoring progress against the Corporate Plan and those monitoring delivery of services.

Corporate Plan strategic objectives and outcomes

The corporate plan sets out the strategic objectives of the Council between 2012-15, these are:

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

These strategic objectives are underpinned by outcomes, as outlined below:

1. To maintain a well deigned, attractive and accessible place, with sustainable infrastructure across the borough
2. To maintain the right environment for a strong and diverse local economy
3. To create better life chances for children and young people across the borough
4. To sustain a strong partnership with the local NHS, so that families and individuals can maintained and improve their physical and mental health
5. To promote a healthy active, independent and informed over 55 population in the borough to encourage and support our residents to age well
6. To promote family and community well-being and encourage engaged, cohesive and safe communities

To monitor the performance of the Council against these outcomes, the Council's quarterly performance framework monitors 33 measures of success; these are referred to as Corporate Plan Indicators. The rationale for the choice of Corporate Plan Indicator is outlined in the subsequent section.

Corporate Plan: measures of success

1. To maintain a well deigned, attractive and accessible place, with sustainable infrastructure across the borough

a. Increase resident satisfaction with the local area as a place to live

RATIONALE: The Council wants to continue to make Barnet a place where people want to live and work. Barnet council will do this by maintaining green spaces and encouraging residents to use them which will in turn help to improve health, well-being and encourage a sense of community; and town centre improvement initiatives will deliver regeneration to high streets. To monitor how satisfied they are with Barnet, we ask residents every 6 months on their satisfaction level as part of the Resident Perception Survey. A number of CPIs are also cross-cutting and contribute to the increase of this indicator i.e. maintenance works of roads and footpaths and adopt a place.

b. Make safe 100% of intervention level potholes reported by members of the public within 48 hours

RATIONALE: Highway condition is important to residents and businesses. Making sure the Council responds to customer's reports and the highway is repaired promptly ensures we are delivering the service residents expect.

c. Completion of 100% of resurfacing and maintenance work:

i. Roads

ii. Footpaths

RATIONALE: Highway and Footway condition is important to people's perception of Barnet so ensuring all works are completed promptly is important. This indicator monitors all planned maintenance work to ensure planned works are carried out.

d. Improving waste services:

iii. Increase the percentage of household waste sent for reuse, recycling and composting

RATIONALE: Managing waste in a sustainable way is a priority for the Council. This indicator is a standard indicator all councils are required to report to government, allowing accurate comparison against Barnet's peers.

iv. Maintain overall satisfaction level for the recycling and refuse service

RATIONALE: As a universally delivered service, what residents' think of the waste and recycling service is important to the infrastructure across Barnet. This has been especially important during the last year as a result of the change of collection regime in October 2013..

Corporate Plan: measures of success

e. Launch 5 new 'Adopt a place' community schemes at different locations within the borough

RATIONALE: Adopt a place is an initiative allowing residents' to take ownership of public spaces that they value. This increases the value and sustainability of these areas.

f. Increased parking in town centres:

v. On street parking bays

vi. Car parks

RATIONALE: Parking is important to Barnet residents and businesses; the usage of car parking spaces is a helpful monitor of how accessible Barnet is.

2. To maintain the right environment for a strong and diverse local economy

a. Increase business satisfaction with Barnet as a place to do business [Please note, this is due to be measured in 2015-16]

RATIONALE: This indicator will give us a sense of the economic environment in Barnet. It will also allow us to identify areas where improvement is needed, and to provide a more targeted response whilst ensuring Barnet is a place where businesses can thrive. It will also support the delivery of our ambition to become the best place in London to be a small business, as set out in the Entrepreneurial Barnet Plan.

b. Support business survival in the borough, with a 1.5% point increase in new businesses created above comparable boroughs [Please note, this is due to be measured in 2015-16]

RATIONALE: This indicator will monitor how the relative strength of the business economy in Barnet compares with other councils.

c. Homelessness and emergency accommodation:

i. Reduce the number of households placed in emergency temporary accommodation

RATIONALE: An increase in the number of households in emergency temporary accommodation indicates an economy unable to support residents.

Corporate Plan: measures of success

ii. *Increase the number of Private Rented Sector lettings achieved*

RATIONALE: To increase property supply to reduce number of households in emergency accommodation.

3. To create better life chances for children and young people across the borough

a. *Increase the percentage of children achieving a 'Good level of Development' in the Early Years Foundation Stage Profile*

RATIONALE: Achieving a Good Level of Development is important in preparing children to be ready to learn in a school environment, and therefore will influence the attainment and confidence of Barnet's children throughout their school careers

b. *Increase the number of free early years places accessed by eligible two-year olds*

RATIONALE: The Council has a duty to ensure adequate places for two year olds from families who are eligible due to their personal and financial circumstances. Free early years places improve school readiness for children from more deprived backgrounds and assist parents with returning to employment

c. *Increase the percentage of children making two levels of progress between Key Stages 1 and 2:*

i. *Reading*

ii. *Writing*

RATIONALE: Ensuring that children make at least the expected progress level improves life chances, by working to ensure that no child is 'left behind'

d. *Maintain the percentage of young people achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths*

RATIONALE: GCSE attainment is important in the development of school children. It is a Council priority to ensure Barnet remains in the top 10% of local authorities in England for secondary schools

e. *Reduce the average time between a child entering care and moving in with adoptive family, for children who have been adopted.*

Corporate Plan: measures of success

RATIONALE: To ensure children who enter care are given a good start in life, the Council focusses on the time taken before moving into their adoptive family.

4. To sustain a strong partnership with the local NHS, so that families and individuals can maintained and improve their physical and mental health

a. *Reduction in numbers of mothers that smoke at time of delivery*

RATIONALE: Smoking in pregnancy harms the foetus. It is a major risk factor for low birth-weight babies and for infant mortality.

b. *Reduce the proportion of children classified as excess weight, specifically:*

i. *Children 4 to 5*

ii. *Children aged 10 to 11*

RATIONALE: This indicator monitors the rates of excess weight which have multiple and diverse damaging impacts on future health outcomes. Barnet Council has the strong belief that preventing ill health is better than cure.

c. *Increase the number eligible people who receive an NHS Health Check*

RATIONALE: Health Checks help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia. Health Checks are an important tool to ensure that the health risks of those aged between 40 and 74 are assessed, that treatable risk factors are identified and tailored advice is provided to help stay healthy.

d. *Increase the percentage of schoolchildren who spend a minimum of 2 hours each week on high quality PE and school sport within and beyond the curriculum [Please note, this is due to be measured in 2015-16]*

RATIONALE: High quality PE and school sport ensure active children - helping reduce the likelihood of children developing ill health later in life.

5. To promote a healthy active, independent and informed over 55 population in the borough to encourage and support our residents to age well

a. *Increase the percentage of eligible adult social care customers receiving self-directed support*

Corporate Plan: measures of success

RATIONALE: This indicator monitors the Council's success in promoting wellbeing and independence, choice and control for of adults who meet the eligibility criteria for adult social care services.

b. Increase the percentage of eligible adult social care customers receiving direct payments

RATIONALE: Direct payments are when we give the money to buy care packages to meet a person's assessed needs directly to the person themselves or their representative (as opposed to making those arrangements for the customer). This enables customers to have even more control and choice over how they meet their outcomes. The indicator monitors the Council's success in promoting wellbeing and independence, choice and control for of adults who meet our eligibility criteria.

c. Increase the number of carers who receive support services

RATIONALE: Carers play a vital role in enabling family members and others to continue to live people living independently in their own homes. By providing good support to more carers the Council can enable carers to continue caring for longer, if this is what they want to do, and reduce the risk of emergency placements where carers are no longer able to continue caring because of their own health or care needs.

d. Reduce the number of younger adults (18 – 64 years old) in residential and nursing care

RATIONALE: Promoting health and wellbeing, choice and control for residents, reducing the need for traditional services; and through self-directed support. Promote the independence of adults who need support, enabling them to live safely in their own homes where possible whilst encouraging their participation in the community.

e. Increase the percentage of older people (65 and over years old) who were still at home 91 days after discharge from hospital into re-enablement/ rehabilitation services

RATIONALE: Promoting health and wellbeing, choice and control for residents, reducing the need for traditional services; and through self-directed support. Promote the independence of adults who need support, enabling them to live safely in their own homes where possible whilst encouraging their participation in the community.

f. Increase overall satisfaction of people who use adult social care services with their care and support

Corporate Plan: measures of success

RATIONALE: This indicator helps to monitor the satisfaction of residents with our services and ensure that customers have a positive experience of care and support.

g. Increase the percentage of adult social care service users who say their services have made them feel safe and secure

RATIONALE: This indicator provides information on the impact of the services we provide in keeping people safe and ensures that ensure safeguarding adults remains a high priority and underpins the work in adults and communities.

6. To promote family and community well-being and encourage engaged, cohesive and safe communities

a. Improving outcomes among vulnerable groups:

i. Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (Level 4+ in both Reading, Writing & Maths)

RATIONALE: This indicator is indicative of ensuring all children have the same opportunities in later life.

ii. Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and

RATIONALE: This indicator is indicative of ensuring all children have the same opportunities in later life.

b. Monitor the number of referrals to social care (measured per 10,000 of the under 18 population)

RATIONALE: This indicator tells us the number of new referral episodes being received in Children's Social Care, this is indicative of the size of our new caseload. It helps to identify changing levels of need in the wider population.

c. Reduce the number of first time entrants to the Youth Justice System aged 10 to 17

RATIONALE: Young people who commit crimes and become part of the Youth Justice System not only affect the safety and experience of the community, they face increased barriers in later life and are at risk of further offending.

d. Increase in community confidence in police and the local authority dealing with crime and anti-social behaviour

Corporate Plan: measures of success

RATIONALE: Building reassurance and confidence is one of Barnet Safer Community Partnerships Strategic priorities. This measure of confidence is provided by the Residents Perceptions Survey .

e. Working with offenders:

i. Maintain the reduction in adult reoffending for those under probation supervision

RATIONALE: Improving integrated offender management is one of Barnet Safer Community Partnerships Strategic priorities. This measure provides a robust view of reoffending which is a nationally reported, allowing for benchmarking.

ii. Maintain the per cent of young offenders in education, training or employment

RATIONALE: Young Offenders frequently face additional barriers to participation in education, training or employment. Non-participation in Education Training or Employment is strongly linked with a higher likelihood of reoffending. This indicator shows the success in reducing risk factors for young people working with our Youth Offending Team.

f. Maintain the reduction in the level of domestic burglary

RATIONALE: Tackling burglary is one of Barnet Safer Community Partnerships Strategic priorities, it is an issue of community concern; this indicator allows us to monitor our progress in this area.

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|---|--|
|  | AGENDA ITEM 9 |
| | <p>Performance & Contract Management Committee</p> <p>11 February 2015</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 Vukomanovic - Governance Team Leader 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 |

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|--|
| 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
Forward Work Programme
February 2015 - June 2015**

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

| Subject | Decision requested | Report Of | Contributing Officer(s) |
|---|--|--------------------------------|-------------------------|
| 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 | | |
| Clienting/Contract Management Arrangements | Committee to receive a report that provides an update and assessment of the clienting/contract management arrangements that are operating across council contracts and services, alongside the annual review of reports of CSG and Re and provide a description how performance is monitored and challenged. | | |
| 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 (Acting) | |