

	<p align="center"><b>Performance and Contract Management Committee</b></p> <p align="center"><b>12 May 2015</b></p>
<b>Title</b>	<b>Final Outturn and Quarter 4 Performance Monitoring 2014/15</b>
<b>Report of</b>	Chief Operating Officer
<b>Wards</b>	All
<b>Date added to Forward Plan</b>	1 April 2014
<b>Status</b>	Public
<b>Enclosures</b>	<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 March 2015</p> <p>Appendix H Corporate Risk Register</p> <p>Appendix I Capita Payments</p> <p>Appendix J       a) Corporate Plan 2015-20                           b) Corporate Plan 2015-20: Technical Annex</p>
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## Summary

This report provides the delivery and financial performance of both contracted and non-contracted services from paragraph 1.6. Additional information on 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](http://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

This is the final time that the council will be reporting against the 2013-2016 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 4, the balance of met and missed targets was 72% were rated as green, 4% green amber, 4% red amber and 20% of Corporate Plan Indicators were rated as red. Specific challenges are highlighted below in section 1.4.2.

Council agreed the Corporate Plan 2015-20 on the 14 April 2015, this is set out in Appendix J. Reporting against the 2015-20 Corporate Plan will commence from Quarter 1 2015/16 scheduled to report to this committee on the 1 September 2015.

### Key Successes

There are a number of successes to report from quarter 4 of 2014/15, including: increase in carers receiving support services from 33.9% to 39.2%; further decrease of the number of households in emergency accommodation from 461 to 455; the number of private sector lettings achieved for 2014/15 was 392; a total of 389 affordable houses were delivered compared to 344 in 2013/14 and a neighbouring borough 2012/13 average of 284; Re brought 130 empty properties back into residential use, 30% more than targeted for the year; 2.6% of 16-18 year olds were not in education, employment or training in Barnet compared to 4.4%; reduction in the number of first time entrants to the Youth Justice System aged 10 to 17 from 337 to 282; 515,550 transactions for on-street parking bays and 124,796 transactions for car parks in Town Centres were completed in quarter 4.

During the quarter the strong performance of the Council's Troubled Families team was recognised as among the best in London. Barnet Homes' multi-agency Welfare Reform Taskforce has helped 183 residents back into work in 2014/15 and prevented homelessness for 170 households and was the 4th best performer in London in moving clients off the benefit cap. In March 2015, the team also became the provider for personal

budgeting and digital inclusion support for Universal Credit claimants from local job centres. Brent Cross South procurement process was completed during the quarter with Argent Related selected as the preferred bidder. The Government has also earmarked £97 million of funding for a new Thameslink station at Brent Cross.

### **Key Challenges**

There were a number of key challenges in quarter 4 2014/15 that require the council to deliver high level improvement plans:

- The development of an alternative depot remains subject to a tight timescale
- Early Years places available for eligible two year olds is below 1,284 target with 781 places available.
- Use of agency has increased from quarter 3, related to workforce restructures and changes taking effect for 1 April; and the sickness absence levels over the past 12 months average 8.1 days per full-time equivalent.
- The level of customer experience is below the level expected. Although satisfaction levels are high and the launch of the new website, there has been an increase in the number of complaints and a reduction in the meeting of service level targets for response.

There are also a number of emerging challenges from quarter 4:

- The outturn of over £1m overspend has largely been due to significant over spends in Adults and Communities. Combined with known challenges for 2015-16 savings will require additional work to ensure the 2015-16 budget is met.
- Younger adults in residential and nursing care continued to increase from 306 to 316 during the quarter, against a 300 target for the year.
- Waste sent for reuse, recycling and composting was 35.79% against a 40.88% target. This refers to the period October – December 2014 and was due to a reduction in garden waste combined with a 5% increase in residual (black bin) waste compared to the same period last year.
- Temporary accommodation arrears as percentage of debit were 6.33% against a 4.60% target; and current arrears as percentage of debit were 3.53% compared to a 2.83% target.
- The recent Care Quality Commission review of quality of the support living service provided by Your Choice Barnet rated as inadequate.

### **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 4, 84.6% are on target. A summary of successes and challenges is provided in section 1.8.

The full individual performance reports can be accessed from [www.barnet.gov.uk/performance](http://www.barnet.gov.uk/performance) with the most recent quarter at

[www.barnet.gov.uk/currentperformance](http://www.barnet.gov.uk/currentperformance).

### **Contract monitoring**

Detailed assessment of the contracts and Inter Authority Agreements 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](http://www.barnet.gov.uk/performance) with the most recent quarter at [www.barnet.gov.uk/currentperformance](http://www.barnet.gov.uk/currentperformance).

### **Customer experience**

In quarter 4, the council achieved 77% satisfaction averaged across all channels and the three contact centres.

The new council website was launched on 1 March 2015 – this included the introduction of the 'My Account' facility for secure transactions.

Performance in resolving complaints within the complaints policy timescales has improved to 79%, now just 1% off the corporate target. However, there have been an increasing number of Member's Enquiries; in quarter 4 2013/14, 825 members enquiries were received compared to 987 in quarter 4 2014/15.

### **Programmes**

Brent Cross Cricklewood (BXC) has moved from an amber to green rating, as good progress has been made. In particular the BXC South procurement process has completed, with the selection of Argent Related as the preferred bidder. Commercial documentation for the North has now exchanged and the Government has earmarked funding to the amount of £97 million for Thameslink. Granville Road has deteriorated to a red rating as the planning permission has been refused. The Depot relocation project is rated as amber owing to the continued tight timescales for delivery. The Education and Skills project is rated as amber rated, Competitive Dialogue has been delayed by a month and will commence in May, though the project should deliver to agreed timescales.

For the Capital programme two thirds of the projects are green rated. London Academy is subject to a detailed review by the Council and the school in order to agree design and delivery plan for the next phase, including signature of development agreement. A number of projects have progressed positively, such as practical completion at Copthall. There are some time pressures on 2015/16 school construction projects with temporary accommodation anticipated at London Academy and Monkfrith.

### **Budget outturn**

The outturn general fund expenditure (after reserve movements) is £287.491m, which is an over spend of £1.079m (0.4%) against the revised budget of £286.412m. The final outturn for 2013/14 was an under spend variance of £0.120m.

### **Investment Performance**

As at 31 March 2015<sup>4</sup>, deposits outstanding were £218.700 million, achieving an average annual rate of return of 0.64 per cent against a benchmark average (London Interbank Bid Rate - LIBID) of 0.44 per cent.

### **Capita Payments**

Appendix I outlines the latest payment to Capita, covering the period 1 January to 31 March 2015. Previous payments were reported to this committee on the 11 February 2015.

This report also provides a summary of benchmarking (section 1.9) and risk (Appendix H).

## **Recommendations**

### **1. The Committee is asked to agree the following referrals to other committees:**

<b>COMMITTEE</b>	<b>REFERRAL</b>
Policy and Resources	To request, as part of the Finance and Business Planning report to the July meeting, a detailed assessment of the 2015-16 savings
Adults and Safeguarding	None
Assets, Regeneration and Growth	None
Children, Education, Libraries and Safeguarding	None
Community Leadership	None
Environment	None
Housing	To note the ongoing pressures in relation to housing for relevant service reviews and commissions
General Functions Committee	None

The Committee are asked to note that detailed reports on performance challenges outlined in this report have already been discussed at relevant committees, specifically:

- Funded 2 year old places was reported to the Children, Education, Libraries and Safeguarding Committee on the 20 April 2015.
- Your Choice Barnet was discussed at the Adults and Safeguarding Committee on the 19 March and 23 April 2015.

### **2. The Committee is asked to note the quarter 4 2014/15 revenue budget and capital position contained in paragraphs 1.11 and 1.15.**

### **3. The Committee is asked to note the Agency Costs for the quarter 4 2014/15 as detailed in paragraph 1.16.**

4. The Committee is asked to note the Transformation Programme position as at the 31 March 2015 as detailed in paragraph 1.17.
5. The Committee is asked to note the Treasury position outlined in paragraph 1.19.
6. The Committee is asked to note the £22.219m capital slippage of the outturn for 2014/15, as outlined in Appendix C.
7. The Committee is asked to note the Capita Payments outlined in Appendix I.

## 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](http://www.barnet.gov.uk/performance) with the most up-to-date version available from [www.barnet.gov.uk/currentperformance](http://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 2013/16:
- 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.
- 1.4.1 **Successes**  
There are a number of successes across Barnet for quarter 4 2014/15, these have been highlighted as:

- An increase in carers receiving support services, including information and advice from 33.9% to 39.2%.
- The number of households in emergency accommodation continued to decrease from 461 to 455 exceeding the 2014/15 target of 500. The average length of time in Emergency Temporary Accommodation has further increased to 53.3 weeks, from 50.2 in quarter 3.
- The number of private sector lettings achieved for 2014/15 was 392 against a target of 315 for year end.
- Delivery of affordable housing completions has exceeded the 2014/15 target of 308. A total of 389 affordable houses were delivered compared to 344 in 2013/14.
- Re brought 130 empty properties back into residential use, 30% more than targeted for the year.
- There has been continued good performance in the proportion of 16 to 18 year olds not in education, employment or training remaining low at 2.6% compared to 4.4% in our peers.
- There has been a further reduction in the number of first time entrants to the Youth Justice System aged 10 to 17 between October 2013 and September 2014 from 337 to 282.
- A high number of parking transactions were processed in quarter 4 2014/15 - 515,550 transactions for on-street parking bays and 124,796 transactions for car parks in Town Centres were completed.
- The early intervention work of the Council's troubled families programme has been recognised as among the best in London.
- Barnet Homes' multi-agency Welfare Reform Taskforce has helped 183 residents back into work in 2014/15 and prevented homelessness for 170 households and was the 4th best performer in London in moving clients off the benefit cap. In March 2015, the team also became the provider for personal budgeting and digital inclusion support for Universal Credit claimants from local job centres.

#### 1.4.2 Challenges

There are a number of new and ongoing challenges in quarter 4 requiring the implementation of improvement actions:

- The development of an alternative depot is progressing with two sites under consideration. Timescales remain tight and work is ongoing to submit planning applications in the summer 2016.
- The level of customer experience delivered by the council has not been to the level expected. More details can be found in Section 1.8.
- Significant over spends in Adults and Communities combined with known issues with achieving savings for 2015-16 require additional work to ensure the 2015-16 budget is met.
- Agency levels have further increased to 579 people, a 6% increase from quarter 3. Spend on agency workers is mitigated through the

underspend on the staffing budgets. Work is ongoing to manage and plan appropriate agency usage during the large scale transformation of the council. The sickness absence levels over the past 12 months average 8.1 days per full-time equivalent, higher than the Council target of 6 days. This represents a key challenge in service areas where absence is high – Street Scene, Education and Skills and Adults and Communities in particular. Sickness absence will be closely monitored by senior managers in the worst affected areas to mitigate the impact on services.

- Although there has been a reduction in current and temporary accommodation arrears, this area remains a challenge for Barnet Homes with issues around Housing Benefit and cash collections identified and subject to further investigation.
- Early Years places available for eligible two year olds missed the 1,284 target with 781 places made available. Work is ongoing to increase the demand for places and supply across the borough. A detailed report was presented to the Children, Education, Libraries and Safeguarding Committee on the 20 April.
- Your Choice Barnet (YCB), providing Adult Social Care services to the council, achieved 55% green ratings of 22 indicators reported. Following a review of the Supported Living service by the Care Quality Commission (CQC) it was reported to Adults and Safeguarding Committee that the Adults and Communities Delivery Unit would monitor YCB's progress against the CQC action plan, announced and unannounced visits of all YCB services would take place, and additional reviews of service plans will be undertaken. YCB continue to monitor satisfaction; staff turnover is low at 7%.

The following challenges are those that are emerging or have continued to decline in quarter 4 2014/15:

- The number of younger adults in residential and nursing care continued to increase from 306 to 316 in quarter 4.
- Barnet ranked 14 out of 29 boroughs for household waste sent for recycling, reuse and composting between October and December 2014; 35.79% was achieved against a target of 40.88%.

## 1.5 Performance against the Corporate Plan

Table 1 below provides a breakdown of the RAG rating of the Corporate Plan Indicators, expected to report in quarter 4, by each Delivery Unit.



**Table 1: Corporate Plan Indicator by Delivery Unit**

Delivery Unit	Total no. of Corporate Plan indicators	No. of indicators expected to report in Quarter 4 2014/15	RAG ratings				Positive/neutral Direction of Travel	Negative Direction of Travel
			Green	Green amber	Red amber	Red		
Adults and Communities	10	10 <sup>1</sup>	4	-	1	2	4	3
Children's Education and Skills	6	0	-	-	-	-	-	-
Family Services <sup>2</sup>	5	5	4	-	-	1	4	1
Commissioning Group	1	0	-	-	-	-	-	-
Streetscene	3	2	1	-	-	1	-	1
Public Health	4	2	1	-	-	1	-	2
Barnet Homes	2	2	2	-	-	-	2	-
R <sup>es3</sup>	5	5	4	1	-	-	4	1
Parking and Infrastructure	2	2	2	-	-	-	2	-
<b>Total</b>	<b>38</b>	<b>28</b>	<b>18</b> (72%)	<b>1</b> (4%)	<b>1</b> (4%)	<b>5</b> (20%)	<b>16</b>	<b>7</b>

Of the Corporate Plan Indicators (CPIs) that are reported in quarter 4, the balance of met and missed targets was 72% were rated as green, 4% green amber, 4% red amber and 20% 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 71% success rate.
- Support families and individuals that need it- promoting independence, learning and well-being met 73% of targets.

<sup>1</sup> Further investigation into data of three indicators is underway by Department of Health.

<sup>2</sup> One indicator is for monitoring purposes and has not been RAG rated.

<sup>3</sup> 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 60% of success measures being met.

See section 2.4 of Appendix A for full detail.

## 1.6 Delivery Performance

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

In addition to the Corporate Plan Indicators, Delivery Units each have a set of Key Performance Indicators (KPIs) to measure the success of the delivery of key services and Commissioning Priorities. The overall delivery performance for quarter 4 2014/15 for each Delivery Unit is outlined in Table 2 below:

**Table 2: 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	2	-	-	1	1	2	3
Children's Education and Skills	3	3	-	3	7	4	11 <sup>4</sup>
Family Services	KPIs reported as part of Commissioning Priority Indicators.						
Streetscene	KPIs reported as part of internal contract monitoring and Commissioning Priority Indicators.						
Public Health	8	-	1	-	6	3	10 <sup>5</sup>
Barnet Homes	9	-	-	3	8	4	12
R <sup>e</sup>	57	-	1	5	40	16	72
CSG	23	-	1	2	18	4	26
HB Public Law	13	-	-	-	8	5	13
Parking & Infrastructure	11	-	1	2	9	5	14
<b>Total</b>	126 (84.6%)	3 (2%)	4 (2.7%)	16 (10.7%)	<b>97</b>	<b>43</b>	<b>161</b>

<sup>4</sup> Two indicators did not report against a target.

<sup>5</sup> One indicator has not been RAG rated as it is an end of year target. Public Health will report end of year figures in quarter 1 2015/16.

\*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 4 2014/15 – a large majority of indicators met their target (84.6%).

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 4 2014/15, these have been highlighted as:

- Gas servicing completions by Barnet Homes achieved a green this quarter with an outturn of 100%.
- Children's Homes in Barnet both received a 'Good' Ofsted inspection; Parkfield Children's Centre also achieved a 'Good' Ofsted rating.
- Number of healthy eating workshops provided in children centres had a large increase from 43 to 82 from October 2014 to December 2014.
- There was a decrease in the percentage of primary school children who were persistently absent of 2.1% against a target of 3%.
- The parking service responded to 100% of complaints within timescales.
- In Revenues and Benefits, the average speed of processing changes significantly improved from 9.23 days to 2.83 days. This is compared to a Department of Work and Pensions average of 10 days and a target of 6 days.

There were also some challenges experienced across Barnet Delivery Unit KPIs for quarter 4 2014/15 which include:

- As at 1 March 2015, temporary accommodation arrears as percentage of debit were 6.33% against a 4.60% target; and current arrears as percentage of debit were 3.53% compared to a 2.83% target.
- In Re, challenges have emerged with the timescales for rectifying emergency and category 2 highways defects; less than 90% of defects were completed on time against a target of 100%.
- The number of large employers signed up to the healthy workplace charter looks unlikely to meet the annual target. Public Health are continuing to engage large employers to follow the Council in signing up.
- The percentage of special educational needs statements completed within statutory timescales continued to remain below target with 90%.

- There is continuing high demand for school places within Barnet, with 90.2% of parents offered one of their top three preferences for primary schools and 88.4% for secondary school, marginally below target.
- FOIs responded to within timescales by the Parking Services were below target this quarter; 82% were responded to on time against a target of 100%.
- CSG have delivered the majority of a plan to improve absence within Council Delivery Units, with final outstanding actions on business information and management reporting still to be completed at the end of March 2015.
- In March, disaster recovery testing of the Pensions system led to duplicate payments made to members of the Pension scheme, corrected and resolved by the service provider.

### 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 (Red/ Amber/ Green) rating for each Commissioning Priority. Table 3 outlines the RAG rating for the Commissioning Priorities by area:

**Table 3: Commissioning Priorities by Lead Commissioner**

Lead Commissioner	RAG ratings			Direction of Travel <sup>^</sup>	
	Green	Amber	Red	Positive/ neutral DoT	Negative DoT
<b>Later Life</b> (Adults and Communities)	5	-	-	5	-
<b>Schools, Skills and Learning</b> (Children's Education and Skills)	1	4	-	4	1
<b>Family &amp; Community Wellbeing</b> (Family Services)	3	2	-	4	1
<b>Environment</b> (Streetscene and Parking & Infrastructure)	1	4	-	4	1
<b>Public Health</b> (Public Health)	5	-	-	5	-
<b>Total</b>	15	10	-	<b>22</b>	<b>3</b>

A total of 15 out of 25 Commissioning Priorities were achieved a green rating in quarter 4 2014/15. Of the indicators that reported, 60% of the RAG ratings

were green with the remainder (40%) rated as Amber (indicating improvement required).

#### **Later Life (Adults and Communities)**

At the end of 2014/15, all commissioning priorities in Adults and Communities are rated green. **Implementation of Care Act** and ensuring the relevant boards **co-ordinate to address violence against women and girls** remained green. Delivery of **health and social care integration**; a **sufficient and quality social care delivery workforce** and the **new adult social care vision** all improved from amber to green. The Better Care Fund plan was given final approval by NHS England in February and elements of the integrated care model are now in operation. A training programme for all staff carrying out assessments relating to the Care Act has been rolled out; a recruitment drive has been deployed to meet the planned Care Act demand. The vision of adult social care has progressed with staged implementation of the new 'front door' model which will help the service effectively manage demand and first point of contact; the offer of enablement services has been enhanced; and the development of new models for 0-25 disabilities and mental health services continues along with the review of s75 agreement for learning disabilities.

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

One commissioning priority is rated green relating to the **increasing diversity of schools** through more free schools and expansion of academies. The remaining four are rated amber with the preparation of **Special Educational Needs (SEN) for the changes within the Children and Families Act** deteriorating from a green to amber over the quarter; this is due to staff adapting to the new system resulting in poor processing rates of statements. **Local Authority monitoring and challenge of all schools** remains amber until the percentage of good or outstanding schools meets the agreed target; the low attainment of looked after children between Key Stage 2 and 4 is the main contributor to the amber rating of **challenging schools to raise attainment of vulnerable pupils**; the development of an **alternative deliver model** remains amber as a result of delayed timescales.

#### **Family & Community Wellbeing (Family Services)**

Three out of five commissioning priorities were rated green; the **transformation programme for social care, placements and permanence** is green as a result of the completion of the social care restructure; **implementation of early years** continue with a new structure on-schedule to go live in April; and the **new family support services** successfully launch on April 1<sup>st</sup> and a steering group is in place to lead the implementation of the vision for early intervention services. Ensuring there is a **sufficient budget to deliver a safe and quality service** post the achievement of savings outlined in the priority and spending review moved from a green to amber rating as a

result of a model not yet being started. Progress against ensuring the **service is 'inspection ready'** remained amber with preparations for a social care inspection continuing. Notably the youth offending inspection resulted in the youth offending team being rated amongst the best performing in London.

#### **Environment (Street Scene and Parking & Infrastructure)**

One out of five commissioning priorities were rated green at the end of 2014/15; **sustain borough cleanliness** remains green with the project on track to go live in April and reviews contributing to borough cleanliness are underway. Improving the **vision for parks** deteriorated from a green to amber due to delays in producing the proposal for phase 2 of the strategy; the council have been ensuring there is widespread engagement in defining the scope for this phase. **Resident satisfaction with the parking service and a co-ordinated customer facing service** remained amber with the benefits of the implementation of a new system to effectively manage Traffic Management Orders not yet being realised; this is expected to contribute to a rise in customer satisfaction as a result of improved visibility of parking provision and an improved online experience. Work continues to be underway on the Waste Strategy, options for further efficiencies of use of fleet and increasing commercial waste income are being explored resulting in an amber rating for improving the **efficiency of collection and disposal services**. **Enhancing passenger transport** is rated amber as work continues to deliver changes set out in business case.

#### **Public Health (Public Health)**

All Public Health commissioning priorities remained green at the end of 2014/15. Progress against ensuring the service is prepared for assuming **responsibilities for Health Visiting services** was made with Barnet being 1 out of 12 local authorities out of all 152 receiving a growth in funding allocation for Health visiting services. The **Fit and Active Barnet (FAB)** partnership board adopted the Sport and Physical Activity (SPA) strategy statement and developed a delivery plan; the FAB reference group will ensure that the new leisure contract is public health outcomes focused. **Health and Social Care integration** tier 1 plans were finalised and submitted as part of Better Care Fund application; a steering group has been established with membership from the CCG. **Re-procurement of sexual health (GUM) services and the Drug and Alcohol** service continues with a review underway of the potential for Barnet and Harrow health team to lead sexual health commissioning support function. Public Health continue to provide strategic leadership around supporting services across the council that **influence wider health determinants**; Barnet has been selected to be the spearhead borough to implement a pilot of integrated mental health and employment which is intended to extend support to people with lower level mental health needs.

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

## 1.8 Customer experience

### Residents' perception

Full survey results are available: <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](http://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

In quarter 4, the council maintained high levels of satisfaction for the three call centres and two face to face centres, whereas satisfaction with CSG emails and the website – the council's priority channel - continued to be significantly below target. CSG's email and web form responsiveness remains low, which will contribute to their low satisfaction ratings.

The introduction of a new website and My Account facility on 1 March 2015 is expected to boost satisfaction ratings this year, but needs to be a continued area of focus.

The new measure of the percentage of customer cases delivered within SLA shows there is a gap between the agreed service delivery timescales and those actually achieved, but the visibility of this data for the first time will help to drive improvement.

The volume of stage 1 complaints rose by 17%, driven by increases for CSG, Barnet Homes and Street Scene, but performance in resolving complaints within the complaints policy timescales also improved to 79%, now just 1 percentage point from the corporate target.

Finally, 20% of calls to officer desk phones were unanswered in Q4, and needs to be improved, particularly by Re.

A full report of customer experience is in Appendix A.

## 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 three service indicators highlighted as below benchmark are:

- Total revenue expenditure on Housing services (GFRA only) per head of population (2013/14). Barnet spent £77.01 per head against an England average of £56.42.
- Social care-related quality of life (2013/14). Barnet scored 18.7 compared to an England average score of 19.0.
- Overall satisfaction of service users with their care and support (2013/14). Across Barnet's services users, 61.8% were satisfied with care and support, compared to an England average of 64.8%.

## 1.10 Programmes

During 2014/15 the Council had in place eight programme portfolios: the Transformation programme, Capital programme, Regeneration programme, four Delivery Unit Transformation programmes to achieve changes required within their Management Agreements and agreed savings, Unified Reward and the Smarter Working programme which seeks to introduce agile working practices and more efficient use of office accommodation.

Within the Transformation programme progress has been made across a number of projects. The Depot relocation project is rated as amber. Oakleigh Road South, and the Winters site adjacent to the former Abbots Depot have had contracts drawn up ready for exchange following Full Council approval on the 14th April 2015. The Education and Skills project is rated as amber, Competitive Dialogue has been delayed by a month and will commence in May though the project should deliver to agreed timescales.

For the Capital programme two thirds of the projects are green rated. The Northway/Fairway project is red rated due to an issue with Kier still not providing a proposed solution for the defective gabion wall. The London Academy is subject to detailed review by the Council and school to agree design and delivery plan for the next phase, including signature of development agreement. A number of projects have progressed positively, such as practical completion has taken place at Copthall. There are some time pressures on 2015/16 school construction projects with temporary accommodation anticipated at London Academy and Monkfrith.

Within the Regeneration programme there are 12 open projects of which none are red-rated. Brent Cross Cricklewood has moved from an amber to green rating, as good progress has been made. In particular the Brent Cross South procurement process has completed, with the selection of Argent Related as the preferred bidder. Commercial documentation for the North now exchanged



and the Government has earmarked funding to the amount of £97 million for Thameslink. Granville Road has deteriorated to a red rating as the Planning Committee refused planning application on 25th February 2015.

### 1.11 Final outturn revenue monitoring

Table 4 below provides a summary of the outturn position as at 31 March 2015. This analysis compares the outturn to the revised budget position. The outturn general fund expenditure (after reserve movements) is £287.491m, which is an adverse variance of £1.079m (0.4%) against the revised budget of £286.412m.

A breakdown of revenue monitoring by each delivery unit is set out in Appendix B and summarised in the table below.

**Table 4: 2014/15 Outturn revenue analysis – Summary**

Description	Variations				
	Original Budget	Revised Budget	Outturn	Variation	Variation vs Revised Budget
	£000	£000	£000	£000	%
Adults and Communities	89,669	90,746	93,218	2,472	2.7
Assurance	4,005	4,060	4,186	126	3.1
Children's Education	7,069	7,211	7,211	0	0.0
Children's Family Service	48,342	50,436	50,505	69	0.1
Commissioning Group	6,668	7,760	7,760	0	0.0
Streetscene	15,650	15,357	15,399	42	0.3
Commercial - Infrastructure and Parking	(1,657)	(878)	(1,126)	(248)	28.2
Public Health	14,302	14,335	14,335	0	0.0
HB Public Law	1,782	1,952	1,883	(69)	(3.6)
Housing Needs Resources	3,338	4,833	5,170	337	7.0
Re	767	1,039	1,257	218	21.0
CSG	22,153	23,341	23,341	0	0.0
Central Expenses	74,323	66,220	64,352	(1,868)	(2.8)
<b>Service Total</b>	<b>286,412</b>	<b>286,412</b>	<b>287,491</b>	<b>1,079</b>	<b>0.4</b>
Allocations agreed from GF Balances					
GF Balances as at 01/04/14				(15,950)	
<b>Forecast GF Balances as at 31/03/15</b>				<b>(14,871)</b>	

Please see table 5 for the impacts to General Fund Balances

### Housing Revenue Account

Description	Variations				
	Original Budget	Revised Budget	Outturn	Variation	Variation vs Revised Budget
	£000	£000	£000	£000	%
Housing Revenue Account	0	0	0	0	0.0

Please see table 6 for the impacts to the Housing Revenue Account Balances

## Dedicated Schools Grant

Description	Variations				
	Original Budget	Revised Budget	Outturn	Variation	Variation vs Revised Budget
	£000	£000	£000	£000	%
Dedicated Schools Grant	0	0	(3,511)	(3,511)	(100.0)

Please see table 7 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 and monitor against these throughout the financial year for all significant emerging variances, with the aim of ensuring that overall expenditure is kept within their total budget available.

## Impact on Balances

**Table 5: General Fund Balances**

	£'000
<b>General Fund Balances brought forward 1 April 2014</b>	<b>(15,950)</b>
Budgeted Use of Balance	0
Outturn Variation	1,079
<b>Forecast General Fund Balances 31 March 2015</b>	<b>(14,871)</b>

The Council's overall general fund balance position has improved since quarter 3 (where the forecast general fund position was reported as £14.378m) to an increase in year-end general fund balances of £1.079m to £14.871m. This ensures the Council's General Fund balances are still in the region of the recommended limit of £15m.

Delivery units have been proactively managing the situation through formulating and implementing service recovery plans to mitigate adverse variances from the previously reported position. The largest contribution to the movement from quarter 3 is the increase in outturn expenditure within Adults and Communities amounting to £1.615m largely due to additional pressures within integrated care. This is netted off against reduced outturn expenditure within Commercial – Parking and Infrastructure amounting to £1.130m, largely relating to the reduction in bad debt provision charge for the year within the Special Parking account and Housing Needs Resources amounting to £0.712m due to additional central support to mitigate against increasing Temporary Accommodation pressures. Additional details of variances are discussed in paragraph 1.11.1 below.

**Table 6: Housing Revenue Account Balances**

	£'000
<b>Housing Revenue Account Balances brought forward 1 April 2014</b>	<b>(14,831)</b>
In-year surplus	(0.117)
<b>Forecast Housing Revenue Account Balances 31 March 2015</b>	<b>(14,948)</b>

The in-year Housing Revenue Account (HRA) reserve is increased by £0.117m to £14.948m, which will be factored into the 30-year business plan.

**Table 7: Dedicated Schools Grant Balances**

	£'000
<b>DSG Balances brought forward 1 April 2014</b>	<b>(3,678)</b>
Budgeted Use of Balance	2,333
Outturn Variation	(3,511)
<b>Forecast DSG Balances 31 March 2015</b>	<b>(4,856)</b>

There is an under spend on the balanced in year Dedicated Schools Grant amounting to £3.511m before transfers to reserves against the budget which was set for the year.

The Dedicated Schools Grant (DSG) balance at year end is £4.856m.

### 1.11.1 Commentary for Budget Variances

#### **Adults and Communities**

The over spend for Adults and Communities of £2.472m represents 2.7% of the delivery unit budget (£90.746m). The key drivers for this variance are as follows;

There are under spends within Community Safety amounting to £0.288m due vacancies during the year within the newly implemented contract for the provision of CCTV and within Community Well-Being amounting to £0.348m as a result of one-off additional funding received for Care Act implementation within the year.

There is also an under spend within Prevention and Well-Being amounting to £1.296m as a consequence of the early achievement of savings on Housing related support contracts over and above the MTFs target for 2014/15 (this is 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.

The under spends are off-set by over spends within Integrated Care – Learning Disability and Mental Health amounting to £1.866m. This is primarily due to additional pressures resulting from new Ordinary Residence clients and an increase in service users with Learning Disabilities compared to the prior year. This is largely in relation to transition clients where, over the last four years, there have been pressures on the service due to clients transitioning over from Children's services. Adults and Communities do not receive any additional demographic growth for the pressure caused by the increase in transition clients. There is also additional pressure due to an increase in MH Residential Placements.

Finally, a £2.550m over spend is reported within Integrated Care – Older People and Disabled People. This is due to clients who were self-funders whose funds have depleted and are now the responsibility of the Council. The number of self-funders who come forward is difficult to predict but the Council has a legal duty to support clients unmet eligible needs. EMI Nursing and Residential are both areas of pressures within this service, where client numbers are increasing reflecting Barnet's increasing older population. The £0.800m demographic growth received by Adults and Communities was not sufficient to meet these additional demands on the service.

### **Assurance**

The over spend for Assurance of £0.126m represents 3.1% of the delivery unit budget (£4.060m). The over spends largely relates to Assurance Management amounting to £0.105m due to unbudgeted charges owing to the departure of the Assurance Director within the year and the consequential interim support arrangement costs.

### **Children's Education and Skills**

The Children's Education and Skills outturn is as per the delivery unit budget (£7.211m).

## **Children's Family Services**

The over spend for Children's Family Services of £0.069m represents 0.1% of the delivery unit budget (£50.463m).

The outturn over spend to budget is the net impact of variances across the service. Within the management team there is a £0.575m under spend which is largely due to budgets including centrally held inflation monies.

There is an over spend of £0.567m within Assessment and Children in Need, largely due to over spends within direct payments and respite services and agency staff cover for permanent posts, off-set by under spends in short breaks resulting in a net over spend position. Within Children's in Care and Provider services there is also an over spend of £0.786m in relation to agency cover for permanent posts and also in the Looked After Children's budgets.

Further, there are under spends within Commissioning and Business Improvement service amounting to £0.809m 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. Within Youth and Community services due to further staffing vacancies and sponsorship of training courses and further substitution of funding there is an under spend amounting to £0.380m.

Finally, there are over spends within Early Years amounting to £0.342m due to pressures on Children Centres spend and over spends within Safe Guarding and Quality Assurance amounting to £0.155m due to the use of agency cover for permanent posts.

## **Commissioning Group**

The Commissioning Group outturn is as per delivery unit budget (£7.760m).

## **Streetscene**

The over spend for Streetscene of £0.042m represents 0.3% of the delivery unit budget (£15.357m).

Savings have materialised within Transport totalling £0.127m due to a reduction in the usage of fuel, materials and general transport usage due to service efficiencies. Low fuel inflation also contributed to the saving.

Within the Waste service there are savings of £0.170m due to Trade waste income exceeding the budget set due to new business being generated.

There is also a small staffing saving realised within domestic refuse collections.

The Mortuary service over spent by £0.117m due to a number of transformation costs being incurred ahead of the shared service with LB Brent commencing in 2015/16. There were also additional repairs and maintenance costs incurred related to keeping the mortuary fit for public use.

There is also an over spend of £0.103m on Business Improvement due to the employment of a consultant and data analyst to contribute to the delivery of the street scene efficiencies and service improvements.

Finally, there is a £0.086m over spend within the Recycling Service due to a shortfall in the £1.100m co-mingled recycling income from NLWA which has occurred due to reduced prices per tonne (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. Due to market pressures, this income pressure is expected to continue into 2015/16. This has been off-set by partly reduced expenditure on supplies and services at the civic amenities site.

### **Commercial – Parking and Infrastructure**

The under spend for Commercial – Parking and Infrastructure of £0.248m represents 28.2% of the services budget (income of £0.878m).

Largely due to increased PCN income and a review of the bad debt provision charge for the year, the Special Parking Account (SPA) contribution to the general fund is now anticipated to be as per budget (£7.311m).

The under spend within Commercial – Parking and Infrastructure is largely due to an under spend of £0.125m within Highways Inspection and Maintenance due to staff savings and reduced equipment purchasing within the Highways DLO which have aided off-setting a shortfall in sign shop income and an under spend of £0.109m within Parking due to increased income from increases in the usage of car parks across the borough.

### **Public Health**

Public Health outturn is as per delivery unit budget (£14.335m). Of the £14.335m Public Health budget, £14.044m was spent; with the remaining under spend of £0.291m being transferred to the Public Health Reserve to meet future commissioning priorities.

### **HB Public Law**

The under spend for Legal Services of £0.069m represents 3.6% of the delivery unit budget (£1.952m). As with any income target, this amount is based on a number of assumptions and therefore total accuracy cannot be predicted.

### **Housing Needs Resources**

The over spends for the Housing Needs Resources of £0.337m represents 7.0% of the delivery unit budget (£4.833m). The variance is due to a combination of increasing temporary accommodation demand and private rental sector prices leading to a budget pressure. This is despite of a number of mitigations implemented by Barnet Homes in 2014/15. Further, there is also a shortfall in the budgeted rental income for regeneration buy back properties which has increased the over spend.

### **Re**

The over spend for Re of £0.218m represents 21.0% of the delivery unit budget (£1.039m). The over spend is largely due to a higher than budgeted number of TUPE officers being funded from Re's management fee, partly addressed by mitigations identified by Re as part of recovery plans.

### **Customer Support Group (CSG)**

Customer Support Group outturn is as per delivery unit budget (£23.341m).

### **Central Expenses**

The under spends for Central Expenses of £1.868m represents 2.8% of the budget (£66.620m). The under spend is predominantly relating to less than anticipated early retirement costs.

## 1.12 Savings

**Table 8: Savings**

	2014/15 MTFS savings allocation	Acheivable savings	Non- achievable savings	Achieved savings	Identified savings against allocation
	(£000s)	(£000s)	(£000s)	(£000s)	%
Adults and Communities	8,377	7,877	500	7,877	94%
Assurance	40	40	0	40	100%
HNR	55	55	0	55	100%
Commissioning Group	800	800	0	800	100%
CSG	2,393	2,393	0	2,393	100%
Education and Skills	561	561	0	561	100%
Family Services	3,879	3,879	0	3,879	100%
HB Public Law	150	150	0	150	100%
Re	1,355	1,137	218	1,137	84%
Street Scene	1,005	1,005	0	1,005	100%
Commercial (Street Scene)	395	395	0	395	100%
<b>Total</b>	<b>19,010</b>	<b>18,292</b>	<b>718</b>	<b>18,292</b>	<b>96%</b>

There have been £0.718m of the savings for 2014/15 which have not been achieved in the year. The breakdown of savings is outlined in table 9 above.

## 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 £10.805m.

**Table 9: Provisions**

Description	Provsions brought forward 01 April 2014	2014/15 in- year expenditure	Written back in year	New provision raised	Provsions carried forward 31 March 2015
	£000	£000	£000	£000	£000
Adults	552	(238)	0	847	1,161
Resources (grant unit)	105	(71)	(12)	61	83
Corporate (insurance provisions)	8,850	0	0	0	8,850
Regional Enterprise (RE)	160	0	0	0	160
Commercial	256	0	0	0	256
Childrens	152	(152)	0	245	245
Streetscene	67	(67)	0	50	50
Carbon Reduction Commitment	373	(373)	0	0	0
<b>Total</b>	<b>10,515</b>	<b>(901)</b>	<b>(12)</b>	<b>1,203</b>	<b>10,805</b>



## 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. The outturn level of reserves anticipated to be carried forward at 31 March 2015 is £110.274m.

**Table 10: Reserves**

Description	Reserves brought forward 01 April 2014	Outturn Drawdown	New reserves raised in-year	Reserves carried forward 31 March 2015
	£000	£000	£000	£000
Central - Capital	81	(1,300)	1,811	592
Central - Financing	2,592	0	0	2,592
Central - Community Infrastructure	992	0	4,323	5,316
Central - Infrastructure	21,572	0	8,417	29,989
Central - Risk	15,500	(6,885)	0	8,615
Central - Service Development	9,577	(15,578)	9,945	3,944
Central - Transformation	11,293	(7,213)	11,000	15,079
Service - Other	12,237	(8,439)	18,490	22,288
<b>Sub total general fund earmarked reserves</b>	<b>73,843</b>	<b>(39,415)</b>	<b>53,986</b>	<b>88,415</b>
Service - DSG	3,678	(2,083)	3,124	4,718
Service - Housing Benefit	5,773	0	827	6,600
Service - NLSR	1,228	(450)	16	794
Service - PFI	3,117	0	598	3,715
Service - Street Lighting	1,149	(1,036)	0	113
Service - Section 256 - NHS Social Care Funding	1,596	(1,596)	0	0
Service - Public Health	831	0	378	1,209
Special Parking Account (SPA)	409	0	1,527	1,936
<b>Sub total ring fenced reserves</b>	<b>17,782</b>	<b>(5,165)</b>	<b>6,470</b>	<b>19,087</b>
<b>Total all earmarked reserves</b>	<b>91,625</b>	<b>(44,580)</b>	<b>60,456</b>	<b>107,501</b>

The largest reserve the Council has is the infrastructure reserve, where income is received from new homes bonuses.

## 1.15 2014/15 Outturn Capital Monitoring

The outturn expenditure during 2014/15 on the Council's capital programme is £78.057m, £52.485m of this relates to the general fund programme and £25.572m for the HRA capital programme. This is a variance of £24.466m against the latest approved budget of £102.522m. The table below summarises the expenditure by each service.

**Table 11: 2014/15 Capital Programme Outturn Position**

Description	2014/15 Latest Approved Budget	Outturn	Variance from Revised Budget	% Variance of 2014/15 Approved Budget
	£000	£000	£000	%
Adults and Communities	2,570	956	(1,614)	(62.8)
Children's Family Services	1,925	1,240	(685)	(35.6)
Children's Education and Skills	34,501	31,183	(3,319)	(9.6)
Commissioning Group	2,210	1,308	(902)	(40.8)
Parking	90	0	(90)	(100.0)
Street Scene	3,083	2,525	(558)	(18.1)
Re delivery unit	30,169	15,272	(14,896)	(49.4)
The Barnet Group	155	1	(154)	(99.2)
<b>General Fund Programme</b>	<b>74,704</b>	<b>52,485</b>	<b>(22,219)</b>	<b>(29.7)</b>
HRA	27,819	25,572	(2,247)	(8.1)
<b>Total Capital Programme</b>	<b>102,522</b>	<b>78,057</b>	<b>(24,466)</b>	<b>(23.9)</b>

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

Table 13 below analyses the 2014/15 capital programme for the financial year. A detailed analysis of changes including additions, deletions and budget movements is provided in appendix D.

**Table 12: 2014/15 Capital Funding Outturn Changes**

Service	Financing Source									
	Grants	Contribution	Leaseholder Contribution	S106	Capital Receipts	MRR	RCCO	Capital Reserve	Borrowing	Total
Adults and Communities	350	0	0	0	0	0	0	606	0	956
Children's family services	546	0	0	45	133	0	259	258	0	1,240
Children's education	18,791	143	0	4,594	458	0	3,918	0	3,279	31,183
Commissioning Group	0	0	0	0	1,011	0	0	0	297	1,308
Street Scene	479	0	0	270	211	0	323	869	372	2,525
DRS delivery unit	7,067	0	0	227	697	0	282	2,431	4,568	15,272
CSG delivery unit	0	0	0	0	0	0	0	0	0	0
The Barnet Group	0	0	0	0	0	0	0	1	0	1
<b>Non-HRA Total</b>	<b>27,233</b>	<b>143</b>	<b>0</b>	<b>5,136</b>	<b>2,510</b>	<b>0</b>	<b>4,782</b>	<b>4,166</b>	<b>8,516</b>	<b>52,485</b>
Housing (HRA)	0	0	3,406	0	1,017	21,149	0	0	0	25,572
<b>Grand Total</b>	<b>27,233</b>	<b>143</b>	<b>3,406</b>	<b>5,136</b>	<b>3,527</b>	<b>21,149</b>	<b>4,782</b>	<b>4,166</b>	<b>8,516</b>	<b>78,057</b>

1.15.1 There is a 23.9% reduction in the capital programme at the end of the year, with the outturn expenditure being reported at £78.057m against the latest budget of £112.522m resulting in a variance for the year amounting to £24.466m largely relating to slippage (20.207m).

The predominant variances for 2014/15 are as follows:

- The total Adults and Community Services programme has under spent by £1.614m. This is largely due to a slippage of £1.187m within Investing in IT. The predicted budget costs were based on estimates, project costs have now been re-profiled to arise in 2015/16 as a result of some delays to delivery. Other contributions to the slippage include £0.241m relating to Centre for Independent Living due to legalities delaying site access, where building costs will now be incurred in 2015/16 and a £0.208m sum now earmarked to fund the costs of the Automatic Number Plate Recognition (ANPR) within CCTV Installation for cameras as agreed as part of Barnet's CCTV upgrade. Surveys and relevant technical inspections for the installation of ANPR have been conducted in 2014/15 and following a variation of the existing contract with OCS (the providers) these funds will be used to fund the installations and hardware.
- The total Children's Education and Skills programme has under spent by £3.319m. This is composed of slippage on the Permanent Secondary Expansion Programme of (0.957m) largely due to Slippage for project contingencies pending retentions and closure reports for Christ Hall, Compton and Copthall Schools totalling £0.572m and a slippage of £0.256m within Oak Lodge Special School due to delays in planning. There is a slippage of £0.898m within the Modernisation of Secondary Schools Programme due to slippage to retentions still due on various projects and SPIR charges yet to be finalised. There is also slippage of £0.405m on the Wave 1 projects relating to Whittings Hill and Northway/Fairway due to pending closure reports and slippage to cover costs dependent on legal advice. Finally, there are slippages on the Primary Capital Programme Scheme of £0.508m due to project contingencies for defects and within the Infant Free Schools Meals Capital Fund of £0.241m due to timing of works.
- The Re delivery unit programme has under spent by £14.896m. This is largely due to slippages of £13.042m relating to General Fund Regeneration. £7.969m of slippage relates to the BXC Funding for Land Acquisition where land purchases have been delayed until 2015-16 and £5.000m relates to accounting re-classification associated with the Graham Park Regeneration.

1.15.2 The 'variance from revised budget' column in the report is a net figure based on slippage (budget required for future financial years), accelerated spend (budget required from future years) and under spends. 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 agency staff costs incurred during 2014/15 financial year in comparison to 2013/14 financial year. This identifies that agency expenditure has reduced by £1.399m from 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 14: Agency Costs for 2014/15**

Directorate	2013/14	2014/15
	Agency Spend	Agency Spend
	£000	£000
Adults and Communities	4,141	4,587
Assurance	41	128
Barnet Group	0	0
Children's Education	1,445	1,484
Children's Families Service	2,802	3,921
Commercial	0	0
Commissioning Group **	3,390	3,330
CSG	2,851	11
HRA	226	88
Parking & Infrastructure	0	4
Public Health	0	0
Re	870	0
Schools Direct Management	0	0
Street Scene	1,766	2,579
<b>Total</b>	<b>17,531</b>	<b>16,132</b>

## 1.17 Transformation Programme

Policy and Resources Committee (2 December 2014) agreed a drawdown of £16.1 to support projects and programme to achieve base budget savings of £45m, supporting delivering of the Council's Medium Term Financial Strategy.

During 2014/15, a number of programmes and projects were underway to effect service changes, improvements and enable savings. As at the end of 2014/15, the variance of project expenditure against budget was £1.633m.

## 1.18 **Write-off's 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.

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.

Table 15 below analyses the scheduled Sundry debt write-off's where the individual debt level is in excess of £5,000, the aggregate of these write-offs is anticipated to total £0.166m. This is as reported in quarter two, no scheduled write-offs have been processed since for the year.

**Table 15 – Write-off's in excess of £5,000**

Customer Name	Transacti on date	Sales Office	Description	Amount	Comments
ROYAL BRITISH LEGION NORTH	25-Mar-2010	COMM	Commerci al Rents	26,250.00	Not gone to Legal. Property Services have advised the company is dissolved and do not want us to pursue.
Redacted	19-Nov-2007	ADUL	Appointees hip	31,372.66	Not gone to Legal. Barnet Council is the appointee now and the debt relates to suspected financial abuse.
Redacted	22-Sep-2008	ADUL	Resident-DWP Payts	6,759.21	Not gone to Legal. Barnet Council became appointee prior to death and the debt relates to mis-management of finances.
Redacted	24-Apr-2006	ENVS	Works in Default	281.38	County Court judgement obtained and referred to High Court Sheriffs, but unable to enforce the debt.
Redacted	07-Jan-2008	ENVS	Works in Default	13,161.38	County Court judgement obtained and referred to High Court Sheriffs, but unable to enforce the debt.
Redacted	05-Jun-2009	ADUL	Residential Write Off	1,577.83	Not gone to Legal. Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	23-Jul-2012	ADUL	Residential Write Off	4,378.85	Not gone to Legal. Debtor has deceased, can not locate a next of kin and probate searches have come back negative.
Redacted	30-Aug-2011	ADUL	Residential Write Off	5,446.85	Not gone to Legal. Debtor has passed away, can not locate a next of kin & probate searches have come back negative
Redacted	09-Jul-2010	ADUL	Appointees hip	5,549.25	Not gone to Legal. Barnet Council became appointee prior to death and the debt relates to mis-management of finances.
Redacted	31-Mar-2009	ADUL	Residential Write Off	7,264.73	Not gone to Legal. Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	01-Jun-2009	ADUL	Residential Write Off	1,328.68	Not gone to Legal. Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	12-Mar-2012	ADUL	Residential Write Off	7,124.38	Not gone to Legal. Customer is paying ongoing invoices. This relates to initial charge and proof has been received that they do not have the means to pay.
Redacted	30-Aug-2011	ADUL	Residential Unsecured Norwel	5,886.84	Not gone to Legal. Debtor has passed away and insufficient funds in estate to pursue.
Redacted	12-Nov-2012	ADUL	Residential Write Off	721.08	Not gone to Legal. Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	26-Nov-2010	ADUL	Residential Write Off	6,392.75	Not gone to Legal. Debtor has passed away, can not locate a next of kin & probate searches have come back negative.
Redacted	28-Aug-2012	ADUL	Residential Write Off	7,138.01	Not gone to Legal. Debtor has passed away and insufficient funds in estate to pursue.
Redacted	28-Aug-2012	ADUL	Residential Write Off	16,054.73	Not gone to Legal. Debtor has passed away, can not locate a next of kin and probate searches have come back negative.
Redacted	18-Dec-2013	ADUL	FC Actuals Billing	7,045.00	Not gone to Legal. Debtor has passed away and insufficient funds in estate to pursue.
Redacted	02-Jan-2012	ADUL	Residential Unsecure	5,362.33	Not gone to Legal. Debtor has passed away and insufficient funds in estate to pursue.
Redacted	14-Oct-2013	ADUL	Residential Unsecured Norwel	6,552.12	Not gone to Legal. Debtor has passed away and insufficient funds in estate to pursue.
<b>Total</b>				<b>165,648.06</b>	

## Council Tax and Non-Domestic Rates

As reported in Quarter 2, Irrecoverable council tax debts of £555,462.43 were recommended for write off. The individual debts were all £5,000 or more and cover the financial years from 2000/2001 to 2014/2015.

All the debts were in respect of closed accounts. Most were in respect of debtors who had absconded, including some who were known to now be abroad. Other debts were either individuals subject to bankruptcy, or limited companies that had 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 could be taken.

The breakdown of the value of the Council Tax debts by year was 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
<b>Grand Total</b>	<b>£555,462.43</b>

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

Attempts to trace absconded debtors included 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 would 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 scheduled Housing write-off's where the individual debt level was in excess of £5,000 is £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 March 2015. 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 (TMS). The TMS Strategy 2014/15 was approved by Council on 5 March 2014 and revised with minor amendments by the approval of the 2015-16 TMS on 3 March 2015. The Treasury Management Strategy demands regular compliance reporting to this Committee to include an analysis of deposits made during the review period. This also reflects good practice and will serve to reassure this Committee that all current deposits for investment are in line with agreed principles as contained within the corporate Treasury Management Strategy.



This report therefore asks the Committee to note the continued cautious approach to the current investment strategy: to note also, that as a result of considerable stabilisation and in some cases improvement in credit metrics, the revised treasury strategy for 2014/15 has extended the maximum duration to 10 years with further diversification, albeit with maximum recommended duration of deposits for different banks depending on risk assessment.

### 1.19.2 Investment Performance

Investment deposits are managed internally. As at 31 March 2015, deposits outstanding were £218.700 million (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 0.44 per cent. General Fund investment income received for 2014/15 was £1.392 million. A list of deposits outstanding as at 31 March 2015 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.

To date the Council has received £10.97 million from the Glitnir Winding-up Board with a further. On 29 January 2015, Urgency Committee approved the sale by single price auction of the Council's remaining interest in the insolvent estate of the Icelandic bank Glitnir hf. However the reserve price was not met and the Council continues to hold circa £2.5 million held in an illiquid escrow account in Icelandic Krónur, because of the Icelandic Government's currency export restrictions. In March 2015, settlement was also reached through the LGA on the repayment of £152k arising from an overpayment of the initial Glitnir distribution. The Council had previously approved the sale of the Landsbanki claim under executive powers by auction in January 2014.

### 1.19.3 Debt Management

The total value of long term loans as at 31 March 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 per cent.

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 29<sup>th</sup> January 2015 that the Council proceed with the auctioning of the escrowed balances it has with Glitnir on the 10<sup>th</sup> 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](http://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

<b>Capital Virements</b>
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"> <li>i) Budget transfers between projects and by year;</li> <li>ii) Funding transfers between projects and by year; and</li> <li>iii) A summary based on a template approved by the Section 151 Officer</li> </ul>
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 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services
- Consider the impact of our decisions on different groups to ensure they are fair
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn 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](http://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>