

Meeting	Cabinet Resources Committee
Date	24 June 2013
<b>Subject</b>	<b>Final Outturn and Performance Report 2012/13</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the final outturn and performance report for 2012/13 and instruct officers to take appropriate action

Officer Contributors	Maria Christofi – NSCSO Director Catherine Peters – Head of Finance, Closing & Monitoring Antony Russell – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards Affected	Not applicable
Key Decision	No
Reason for urgency / exemption from call-in	Not applicable
Function of	Executive
Enclosures	Appendix A – Performance Report Appendix B – 2012/13 Revenue Outturn Position Appendix C – 2012/13 Capital Outturn Position Appendix D – Capital Adjustments 2012/13 and 2013/14 Appendix E – Special Parking Account Appendix F – Virements Appendix G – Corporate Risk Register Appendix H – One Barnet Appendix I – Equalities and Diversity Monitoring
Contact for Further Information:	Antony Russell, Finance Manager, Closing & Monitoring, 020 8359 7862

## **1. RECOMMENDATIONS**

- 1.1 That the 2012/13 performance report, revenue budget and capital outturn position be noted.**
- 1.2 That the capital approvals and slippage of £20.168m as outlined in tables 9 and 10 be approved.**
- 1.3 That Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project and risk measures where Quarter 4 performance remains a challenge (Sections 9.3, 9.4, 9.10 and Appendix A).**
- 1.4 That the earmarked reserves and provisions contained in table 7 be approved.**
- 1.5 That provision for bad debt position contained in table 14 be approved.**
- 1.6 That the final Special Parking Account, as set out in Appendix E, be noted.**
- 1.7 That the Corporate Risk Register be noted in Appendix G.**
- 1.8 That the Barnet Homes leaseholder contributions in table 13 be noted.**
- 1.8 That the agency staff costs for the financial year 2012/13 in table 15 be noted.**
- 1.9 That the proposed 2012/13 capital additions and deletions totalling £0.165m as set out in Appendix D and the related funding implications in 2012/13 as set out in table 11 be approved.**
- 1.10 That the proposed 2013/14 capital additions totalling £2.446m as set out in Appendix D and the related funding implications in 2013/14 as set out in table 12 be approved.**
- 1.11 That the following virements in 2013/14 and on-going be approved:**
  - £0.305m is requested to move Electoral Registration from NSCSO to the Assurance Directorate. (Paragraph 9.15.1)**
  - £0.360m is requested between Grants Awarded and Adults (Voluntary Organisations) in relation to the Barnet Community Advice Bureau contract. (Paragraph 9.15.1)**
  - £0.328m is requested within Adults to transfer from non-employee costs to employee costs. There is a nil impact within the Adults Directorate. (Paragraph 9.15.1)**
  - £0.086m is requested within Insurance in order to carry out a budget realignment following the restructure as set out in DPR No 1984 "People Changes for Commissioning Group". (Paragraph 9.15.1)**
- 1.12 That the following debt write offs should be noted:**
  - Housing debts of £0.493m and £0.303m for Housing Revenue Accounts and General Fund respectively have been written off by the Head of Customer Service and Head of Finance at Barnet Homes Ltd. (Paragraph 9.16.1)**
  - Private Sector Tenancy Scheme's unrecoverable rent and deposits individually under £0.005m and totalling £1.738m have been written off under Delegated Powers (DPR ref 2060). (Paragraph 9.16.2)**

- **Special Parking Account debt write offs of £3.841m have been written off under Delegated Powers (DPR ref 2065). (Paragraph 9.16.3)**
- 1.13 That the following inflation transfers from contingency for 2013/14 and on-going be approved (Paragraph 9.17.1):**
- **£0.066m for DRS**
  - **£0.329 for NSCSO**
- 1.14 That the spend of £7.183m on the contract with the One Barnet Implementation Partner (Agilisys / Impower) for the period up to the end of April 2013 be noted.**
- 1.15 That the following transfers to and from the Transformation reserve be approved:**
- **£1.734m from the Transformation Reserve to fund the additional expenditure on 'Wave 1' of the One Barnet Transformation Programme. (Paragraph 9.18.13)**
  - **£1.000m from the Health and Social Care Integration Project to the Transformation Reserve. (Paragraph 9.18.13)**
- 1.16 That the re-allocation of £0.447m of One Barnet projected underspends to fund additional budget on the corporate restructure, community safety, Registration & Nationality Service Review, mortuary service review, and a One Barnet Wave 2 Contingency sum to be allocated by the One Barnet Programme Board during the life of the programme be approved. (Paragraph 9.18.13)**
- 1.17 That the following transfer from the Risk reserve be approved**
- **£0.500m to fund the legal costs associated with resisting the Judicial Review legal challenge against the awarding of the NSCSO contract. (Paragraph 9.18.15)**
- 1.18 Approve reporting of equalities measures in 2013/14 (as set out in Appendix I).**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 06 March 2012 (Decision item 4.1.1) – approved the Council Budget and Council Tax 2012/13.**
- 2.2 Cabinet Resources Committee, 20 June 2012 (Decision item 9) – approved the Outturn Report 2011/12.**
- 2.3 Cabinet Resources Committee, 18 October 2012 (Decision item 12) – approved the Quarter 1 Monitoring 2012/13.**
- 2.4 Cabinet Resources Committee, 17 December 2012 (Decision item 5) – approved the Quarter 2 Monitoring 2012/13.**
- 2.5 Cabinet Resources Committee, 25 February 2013 (Decision item 18) – approved the Quarter 3 Monitoring 2012/13.**
- 2.6 Council, 05 March 2013 (Decision item 8.1.1) – approved the Council Budget and Council Tax 2013/14.**

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

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

3.2.1 Relevant Council strategies and policies include the following:

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

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

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

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

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

5.1 Under the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. With respect to a) the 'protected characteristics' also include marriage and civil partnership.

5.2 Having 'due regard' means: (i) consciously thinking about the three aims as part of the decision-making process; (ii) that an incomplete or erroneous appreciation of the duties will mean that due regard has not been given to them; and (iii) that the duty must be exercised in substance, with rigour and with an open mind.

5.3 Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

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

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

- 6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.
- 6.3 The final outturn of £280.166m has resulted in an increase in General Fund balances from £15.780m to £15.830m. The General Fund balances therefore remain above the recommended target level of £15m.

## **7. LEGAL ISSUES**

- 7.1 Section 151 of the Local Government Act 1972 provides 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, empowers local authorities to take action which is calculated to facilitate, or which is conducive or incidental to, the discharge of any of its functions.
- 7.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is a deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

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

- 8.1 The Council’s Constitution, in Part 3, Responsibility for Functions, sets out in paragraph 3.6 the functions of the Cabinet Resources Committee including:
- (a) Monitor the trading position of appropriate Council services, carry out debt analysis and look at income sources and charging policies;
  - (b) To write off debt;
  - (c) To determine external or cross-boundary trading limit; and
  - (d) Approval of schemes not in performance management plans but not outside the Council’s budget or policy framework.
- 8.2 The Council’s Constitution, Part 4, Financial Regulations Part 1 section 4.17 requires the Chief Finance Officer to report in detail to Cabinet Resources Committee at least four times a year on the revenue and capital budgets and wider financial standing in addition to two summary reports at the beginning and end of the financial year.

## 9. BACKGROUND INFORMATION

### 9.1 2012/13 Revenue Monitoring

9.1.1 The final outturn summary of 2012/13 is reflected in table 1 below. This provides a comparison of the final outturn position to the revised budget position. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

**Table 1: 2012/13 Revenue Outturn Analysis – Summary**

Service	Revised Budget £'000	Final Outturn 2012/13 £'000	Final Outturn Variation £'000	Quarter 3 Variation £'000	Change £'000	Final Outturn 2011/12 £'000
Adult Social Care	96,987	96,797	(190)	(237)	47	98,896
Central Expenses	57,693	57,693	-	(550)	550	59,345
Chief Executive	17,044	17,034	(10)	262	(272)	10,819
Childrens Services (incl. DSG)	57,619	56,781	(838)	(189)	(649)	54,512
Commercial Services	14,736	14,907	171	599	(428)	15,851
Corporate Governance	5,848	6,013	165	7	158	5,678
Deputy Chief Executive	6,195	6,187	(8)	(2)	(6)	12,987
Environment, Planning & Regeneration	24,734	24,754	20	346	(326)	25,601
<b>2011/12 General Fund Outturn</b>	<b>280,856</b>	<b>280,166</b>	<b>(690)</b>	<b>236</b>	<b>(926)</b>	<b>283,689</b>
Housing Revenue Account	-	-	-	-	-	-
<b>Total 2011/12 Outturn</b>	<b>280,856</b>	<b>280,166</b>	<b>(690)</b>	<b>236</b>	<b>(926)</b>	<b>283,689</b>
Formula Grant	(90,636)	(94,522)	(3,886)	-	(3,886)	(99,505)
Other Grants	(41,977)	(38,336)	3,641	-	3,641	(35,837)
Council Tax (Collection Fund Transfers)	(159,386)	(159,386)	-	-	-	(155,466)
Reserves	11,143	12,028	885	-	885	7,119
<b>Use of Balances</b>	<b>0</b>	<b>(50)</b>	<b>(50)</b>	<b>236</b>	<b>(286)</b>	<b>-</b>
<b>General Fund Balances as at 01/04/12</b>	<b>(15,780)</b>	<b>(15,780)</b>	<b>-</b>			
<b>General Fund Balances as at 31/03/13</b>	<b>(15,780)</b>	<b>(15,830)</b>	<b>(50)</b>			

9.1.2 The Council has an improved position at the end of 2012/13. The result is that the Council's level of balances have increased slightly from £15.780m last year to £15.830m this year. This is in excess of the target level of general fund balances of £15m.

**Table 2: General Fund Balances**

	£'000
General Fund Balances b/fwd 1 April 2011	(15,780)
Budgeted Use of Balances	-
Outturn Variation	(50)
General Fund Balances 31st March 2012	(15,830)

9.1.3 Within the overall position there are the following overspends:

- Commercial Services overspend of £0.171m. This is made up a shortfall in income projections for Property Services & Asset Management and a shortfall in savings in Corporate Procurement. This was partially offset by an underspend on supplies and services in Information Systems where some processes were no longer required.
- Corporate Governance overspend of £0.165m. This is due to transition costs, pressures from disbursements and shortfall of income in Legal Services reduced by underspends on members allowances and training.
- Environment, Planning and Regeneration overspend of £0.020m. This includes small overspends in Parking and Housing.

9.1.4 There are underspends or nil variances across the other services. The largest underspends being in the Children's Services (£0.838m) which is primarily due to vacancies, reduced staffing costs and planned savings for 2013/14 being achieved early;

and in Adult Social Care (£0.190m) where income from health has been higher than expected and there have been savings on housing related support.

## 9.2 Variance from the Quarter 3 Report

9.2.1 The table 3 below compares the Quarter three position and the Final Outturn positions. Comments are provided where there are variances between the positions.

**Table 3: Details of changes since Quarter 3**

Service	Final Outturn 2012/13 Variance £'000	Quarter 3 2012/13 Variance £'000	Change £'000	Comment
Adult Social Care	(190)	(237)	47	There were significant off setting shifts Q3 to Outturn on almost all care service delivery areas due to the volatility of demand and high cost individual placements. Grant income forecast in Q3 for the year was revised to a nil figure for Outturn after further review of collectability.
Central Expenses	-	(550)	550	
Chief Executive	(10)	262	(272)	Specific projects were financed from reserves and specific grants.
Childrens Services (excl. DSG)	(838)	(189)	(649)	The overall position at final out-turn was better off than at quarter 3 due to: Children in Care overspend less than anticipated; delayed eCAF IT system and unfilled vacancies; underspend in Education Welfare Service due to staff vacancies and additional income received; and reduction in management costs through the sharing of a single Director across Children's and Adults.
Dedicated Schools Grant	-	(1,282)	1,282	The final underspend on the DSG was £2.083m, £801k higher than the £1.282m underspend forecast at Quarter 3, but this was transferred to a reserve. The increased underspend was due to lower than anticipated spend on statements for children with special education needs (SEN); additional resource provisions in schools (ARPs) and additional primary classes; and recoupment in primary, secondary and special schools.
Commercial Services	171	599	(428)	The reduction is due to the better than anticipated procurement savings delivered in the last quarter.
Corporate Governance	165	7	158	Increase due to cost of additional hours outside of the legal contract and tribunal costs.
Deputy Chief Executive	(8)	(2)	(6)	
Environment, Planning & Regeneration (incl SPA)	20	346	(326)	There were significant shifts Q3 to Outturn within the Highways (footways and cross overs) £234k and Regeneration (Strategic and SDU buy backs) £147k areas due to Q3 optimistic estimates comparing less favourably against actual works completed during the final quarter.
<b>Total</b>	<b>(690)</b>	<b>(1,046)</b>	<b>356</b>	

## 9.3 Year End Performance Against the 2012/13 Corporate Plan Targets

9.3.1 A total of 43 indicators out of 50 were reported in quarter 4 of the 2012/13 financial year. Of the indicators that reported, 62.8% of Corporate Plan targets were met (27 targets rated as green) and 37.2% missed (9 targets rate as red, 7 green-amber), representing a considerable improvement compared with both quarter 1 of 2012/13 (47% of targets met) and the end of 2011/12 (44% of targets met). 29 Corporate Plan Indicators (CPI) show a positive or neutral direction of travel, 13 CPIs demonstrate a negative direction of travel. 1 CPI has reported no change. When compared to other local authorities in London, Barnet remains in the top four London councils for the proportion of services rated as both 'high performing and low cost'.

9.3.2. There are a number of areas where particularly strong performance or improvement against Corporate Plan indicators has been reported in quarter 4:

- Achieving the completion of new homes in the borough with the overall number of affordable homes built in 2012/13 at 298, and 469 new dwellings on regeneration estates.
- Satisfaction with the libraries remains high, with 89% of library users surveyed reporting that they were satisfied with the service, exceeding the target for 2012/13 of 86%.
- The end of year target for Council Tax collection was exceeded (96.59%).

- In Adult Social Care and Health, over 56% of service users felt they have choice and control influencing decisions that affect them meeting the target in quarter 4.
- Adult Services also reported an increase in the proportion of service users taking their personal budget as a direct payment, and an increase in the proportion of people aged 65+ who are still at home 91 days after discharge into rehabilitation services.
- Children's Services, achieved significant success, as the number of children subject to a Child Protection Plan has decreased to 206.

9.3.3 A number of operational activities have strong performance throughout 2012/13: contract compliance remains high; corporate contract renegotiation has achieved an average of 8.7% saving per contract – a significant increase across the year; and 99.5% FOI requests are responded to in time.

9.3.4 There are a smaller set of performance challenges where additional action is required to achieve performance improvement.

- The average length of time spent in temporary emergency accommodation increased from 29.1 weeks to 30.1 weeks, significantly above the target.
- Performance of the Planning Service remains below target – though has improved significantly over the course of 2012/13 - with a slight increase in the backlog of planning applications in quarter four 2012/13.
- In Environment Planning and Regeneration the amount of household waste being recycled, composted and reused was 31% in quarter 4 compared to 34.8% in quarter 4 2011/12 (figures are a quarter in arrears). While the rolling 12 month average remains at 34%, there is a risk that the final data for 2012/13 (provided in arrears) could see the performance for the year drop beneath 34% target.
- A large proportion of the council's capital budget allocated for spend in 2012/13 was reprofiled to 2013/14.

9.3.5 A number of ongoing performance challenges continue in quarter 4:

- The average number of complaints responded to within policy guidelines in 2012/13 was 79%, below target.
- Performance within Customer Services in quarter 4 stood at 65% of calls answered within 20 seconds, compared to a target of 75%. Council Tax and Environment and Operations call centres both answered fewer than 50% of calls within 20 seconds.
- Staff absence levels remain above the target of 6 days at 7.7 days.

## **9.4 Performance on HR/People Measures**

9.4.1 A total of 30 key projects have been monitored over quarter 4. Of these, four projects reported as red due to milestone or general project slippage. The projects are:

- Multi-Agency Safeguarding Hub (MASH) in the Children's Service: Delays in lease arrangements mean that the MASH will not be operational until July 2013.
- North London Waste Alliance (NLWA): Procurement in Waste is marked as red due to the completion date of the project slipping back.
- Depot Relocation programme: Arrangements to house all depot elements are yet to be confirmed and a final cost model has not been implemented.
- Flood Risk Alleviation Scheme: Rated red due to delayed regulations and appointing of consultants to carry out watercourse surveys.



## 9.5 Housing Revenue Account

9.5.1 The Housing Revenue Account (HRA) has reported an underspend of £8.266m in 2012/13. This surplus is transferred to HRA balances and has resulted in a balance at 31 March 2013 of £16.072m

**Table 4: Housing Revenue Account – 2012/13 Outturn Analysis**

	Quarter 3 £'000	Movement £'000	Final Outturn £'000
<b>2012/13 Housing Revenue Account Outturn</b>	(7,202)	(1,064)	(8,266)
Allocations agreed from HRA balances	-	-	-
HRA balance as at 01/04/2012	(7,806)	-	(7,806)
<b>Projected balances at 31/03/2013</b>	<b>(15,008)</b>	<b>(1,064)</b>	<b>(16,072)</b>

## 9.6 School Balances

9.6.1 The balances held by schools, net of outstanding loans to the General Fund have decreased by £0.327m to £14.762m as at 31 March 2013.

**Table 5: Balances held by Schools**

Balances held by Schools under delegation	as at 31/03/2012 £'000	as at 31/03/2013 £'000	Increase (Decrease) £'000
Nursery	474	561	87
Primary	10,793	11,335	542
Secondary	3,375	2,287	(1,088)
Special	891	904	13
<b>Total</b>	<b>15,533</b>	<b>15,087</b>	<b>(446)</b>
less outstanding General Fund advances to schools	(444)	(325)	119
<b>Net Position</b>	<b>15,089</b>	<b>14,762</b>	<b>(327)</b>

Balances as at 31 March 2012 include schools that have since converted to academy status and are not included in totals for 31 March 2013.

## 9.7 Dedicated Schools Grant

9.7.1 The Dedicated Schools Grant Outturn position for 2012/13 shows that it has come in on Budget but has not achieved the underspend forecast at quarter 3.

**Table 6: Dedicated Schools Grant**

Description	Revised Budget £'000	Final Outturn 2012/13 £'000	Final Outturn Variation £'000	Quarter 3 £'000	Change £'000
Dedicated Schools Grant	(360)	(360)	-	(1,373)	1,373

## 9.8 Table 7: Provisions and Earmarked Reserves

	Provision b/fwd 01 April 2012 £'000	In year related payments £'000	Written back in year £'000	New Provisions raised £'000	Provision c/fwd 31 March 2013 £'000
Provisions	10,301	(1,083)	(111)	2,073	11,180

	Reserve b/fwd 01 April 2012 £'000	In year related Expenditure £'000	Written back in year £'000	New Reserves Raised £'000	Reserve c/fwd 31 March 2013 £'000
Central - Capital & Financing	3,836	(920)	-	111	3,027
Central - Infrastructure	1,518	(13)	-	13,451	14,956
Central - Risk	17,100	(1,941)	-	1,108	16,267
Central - Service Development	5,100	(3,583)	-	5,000	6,517
Central - Transformation	14,998	(8,173)	-	6,719	13,544
Service - DSG	2,109	(2,109)	-	2,333	2,333
Service - Housing Benefits	4,149	(806)	-	95	3,438
Service - NLSR	3,267	(529)	-	-	2,738
Service - Other	7,283	(3,953)	(4)	4,312	7,638
Service - PFI	3,235	-	(767)	77	2,545
Service - Street Lighting	2,101	-	-	-	2,101
Special Parking Account	409	-	-	-	409
<b>Total</b>	<b>65,105</b>	<b>(22,027)</b>	<b>(771)</b>	<b>32,097</b>	<b>75,513</b>

## 9.9 2011/12 Capital Programme Outturn Summary

9.9.1 The total expenditure during 2012/13 on the Council's Capital programme was £47.678m, most of which was spent on Environment, Planning & Regeneration (£14.386m), Schools and other Children related projects (£14.604m) and the Housing Revenue Account (£16.515m). This compares to a total spend of £57.806m in 2011/12. Table 8 summarises the expenditure by each service.

**Table 8: Capital Programme Position**

Service	£'000
Adult Social Care	534
Central Expenses	-
Chief Executive	744
Children's Service	14,604
Commercial Services	893
Corporate Governance	2
Deputy Chief Executive	-
Environment Planning & Regeneration	14,386
<b>Non-HRA Total</b>	<b>31,163</b>
Housing (HRA)	16,515
<b>Grand Total</b>	<b>47,678</b>

9.9.2 A summary of slippage for which approval is sought (Recommendation 1.2) is shown in tables 9 and 10, with a detailed breakdown shown in Appendix C.

9.9.3 Subject to approval, slippage will be rolled forward to 2013/14 in order to fund the continuation of programmes.

**Table 9: Capital Programme approvals**

Capital Programme Description	Total Slippage £'000
<b>Adult Social Care &amp; Health</b>	
Mental Health and Adults Personal Social Services Allocations	(583)
<b>Chief Executive Services</b>	
Chief Executive Services	(555)
<b>Children's Service</b>	
Schools Modernisation & Access Improvement Programmes	(1,752)
Temporary Expansions - Allocated	(880)
Other Temporary Expansions	(351)
Broadfields	(52)
Mill Hill East	(124)
Orion Primary/ blessed Dominic	317
Moss hall Infants and Juniors	(100)
Brunswick Park	(80)
Menorah Foundation	(1,453)
St Mary's and St Johns	(2,915)
Martin Primary	(43)
Other Permanent Expansions - Allocated	11
Surestart Programme	26
Primary Schools Capital Investment Programme	(462)
East Barnet Schools Rebuild	(384)
General Schools Organisations	(386)
Other Schemes	(493)
<b>Commercial Services</b>	
Commercial Services	(4,712)
<b>Corporate Governance</b>	
Corporate Governance Projects	2
<b>Deputy Chief Executive Services</b>	
Deputy Chief Executive Services	-
<b>Environment, Planning and Regeneration</b>	
Greenspaces & Leisure	(173)
Highways - non-TfL	(1,144)
Highways - TfL	(2,060)
Parking	(167)
Waste	14
General Fund Regeneration	(22)
Disabled Facilities Projects	(352)
Other Projects	(745)
<b>General Fund Programme</b>	<b>(19,618)</b>
HRA Capital	(550)
<b>Total Capital Programme</b>	<b>(20,168)</b>

9.9.4 In addition to approval sought within this report for slippage, approval has already been granted by the Cabinet Resources Committee throughout the year to reschedule expenditure on various capital projects into 2013/14. By considering these approvals alongside the approvals sought within this report, an assessment of the overall picture of capital programme performance during 2012/13 can be made.

**Table 10: Capital Programme Slippage**

Service	2012/13 Budget (including prior year Slippage) £'000	In-year Slippage £'000	In-year Additions / Deletions £'000	Current Budget £'000	Actual Spend £'000	Outturn slippage £'000	Total Slippage (In year plus outturn) £'000
Adult Social Care	1,658	-	(541)	1,117	534	(583)	(583)
Central Expenses	2,178	-	(2,178)	-	-	-	-
Chief Executive Services	3,983	(3,001)	317	1,299	744	(555)	(3,556)
Children's Service	51,010	(31,140)	550	20,420	11,299	(9,121)	(40,261)
Capital Schemes Managed by Schools	3,305	-	-	3,305	3,305	-	-
Commercial Services	18,523	(12,768)	(150)	5,605	893	(4,712)	(17,480)
Corporate Governance	29	(29)	-	-	2	2	(27)
Deputy Chief Executive Services	-	-	-	-	-	-	-
Environment, Planning and Regeneration	24,321	(21,926)	16,640	19,035	14,386	(4,649)	(26,575)
<b>General Fund Programme</b>	<b>105,007</b>	<b>(68,864)</b>	<b>14,638</b>	<b>50,781</b>	<b>31,163</b>	<b>(19,618)</b>	<b>(88,482)</b>
HRA Capital	21,440	-	(4,375)	17,065	16,515	(550)	(550)
<b>Total Capital Programme</b>	<b>126,447</b>	<b>(68,864)</b>	<b>10,263</b>	<b>67,846</b>	<b>47,678</b>	<b>(20,168)</b>	<b>(89,032)</b>

9.9.5 Cabinet Resources Committee are asked to approve the proposed capital additions/deletions totalling £0.165m in 2012/13 (recommendation 1.9). Appendix D details the proposed additions to the capital programme with the related funding implications shown in table 11 below.

**Table 11: 2012/13 Capital Funding Changes**

Service	Grant £'000	S106/ Other £'000	Capital Receipts £'000	Revenue £'000	Borrowing £'000	Total £'000
Adult Social Care	2	-	-	-	-	2
Commercial Services	-	-	(23)	-	(11)	(34)
Environment, Planning & Regeneration	(132)	-	(1)	-	-	(133)
<b>Total General Fund Programme</b>	<b>(130)</b>	<b>-</b>	<b>(24)</b>	<b>-</b>	<b>(11)</b>	<b>(165)</b>
HRA Capital	57	(739)	-	682	-	-
<b>Total Capital Programme</b>	<b>(73)</b>	<b>(739)</b>	<b>(24)</b>	<b>682</b>	<b>(11)</b>	<b>(165)</b>

9.9.6 Cabinet Resources Committee are asked to approve the proposed capital additions totalling £2.446m in 2013/14 for Environmental, Planning and Regeneration (recommendation 1.10). Appendix D details the proposed additions to the capital programme with the related funding implications shown in table 12 below.

**Table 12: 2012/13 Capital Funding Changes**

Service	Grant £'000	S106/ Other £'000	Capital Receipts £'000	Revenue £'000	Borrowing £'000	Total £'000
Environment, Planning & Regeneration	(198)	748	-	1,896	-	2,446
<b>General Fund Programme</b>	<b>(198)</b>	<b>748</b>	<b>-</b>	<b>1,896</b>	<b>-</b>	<b>2,446</b>

## 9.10 Performance on Key Projects, including those in the One Barnet Programme

9.10.1 Further details of the key projects can be found in Appendix A.

### 9.11 Barnet Homes Leaseholder Contributions

9.11.1 Barnet Homes collects leaseholder contributions towards the cost of improvements and major works in the council's social housing stock. There was some significant slippage in works starting on site due to some teething problems with the new contracts launched in April 2012. This resulted in higher billing in the second half of the year due to the bottleneck effect.

9.11.2 Payments in respect of major works projects are, more often than not, subject to consolidation and then extended payment arrangements; these would not be considered to be bad debt as long as the terms of the agreement are adhered to. The 'over-one year' element could also be largely attributed to the initial start of works billing for the Granville Road project (£0.899m).

**Table 13: Leaseholder – Major Works Debt Comparison**

Age of Debt	As at 31/03/2012 £'000	As at 31/03/2013 £'000
Under 6 months	382	806
Between 6 months and 1 year	58	369
Over 1 year	1,900	988
<b>Total</b>	<b>2,340</b>	<b>2,163</b>

## 9.12 Provision for Bad Debt

9.12.1 The Bad Debt provision as at 31 March 2013 is £28.905m. This reflects the estimated proportion of all short-term debt which, based on historical loss experience, will not be recovered. A breakdown of this figure is shown in table 14 below.

**Table 14: Provision for Bad Debt**

Service	2011/12 Provision required b/fwd £'000	2012/13 Provision required c/fwd £'000	Movement £'000	Write offs / special adjustments £'000	Variance %
Adult Social Care	889	1,143	430	(176)	29%
Childrens Services	111	134	34	(11)	21%
Corporate	50	366	350	(34)	632%
Environment, Planning & Regeneration	4,878	10,829	6,375	(424)	122%
<b>General Fund Total</b>	<b>5,928</b>	<b>12,472</b>	<b>7,189</b>	<b>(645)</b>	<b>110%</b>
HRA	1,758	1,660	395	(493)	-6%
Collection Fund	13,254	14,773	(2,133)	3,652	11%
<b>Grand Total</b>	<b>20,940</b>	<b>28,905</b>	<b>5,451</b>	<b>2,514</b>	<b>38%</b>

## 9.13 Agency Staff

9.13.1 Table 15 shows a service breakdown of all Agency Staff expenditure in the financial year 2012/13.

**Table 15: Agency Staff Costs**

Service	2011/12	2012/13				Quarter 4			2012/13
	Total Agency & Consultants expenditure £'000	Total Q1 Agency and Consultants Expenditure £'000	Total Q2 Agency and Consultants Expenditure £'000	Total Q3 Agency and Consultants Expenditure £'000	Agency Spend £'000	Consultants Spend £'000	Total Q4 Agency and Consultants Expenditure £'000	Total Agency & Consultants expenditure * £'000	
Adult Social Care	1,980	625	880	1,214	1,240	235	1,475	4,194	
Chief Executive	1,884	566	651	881	922	78	1,000	3,097	
Childrens Services	10,542	1,331	1,608	1,697	1,153	1,456	2,609	7,245	
Commercial **	4,294	979	1,814	1,893	819	802	1,621	6,307	
Corporate Governance	423	101	166	11	13	5	17	295	
Deputy Chief Executive	2,547	226	398	388	416	186	602	1,614	
Environment, Planning & Regeneration	5,424	531	777	3,386	858	326	532	5,226	
<b>Totals</b>	<b>27,095</b>	<b>4,359</b>	<b>6,293</b>	<b>9,470</b>	<b>5,421</b>	<b>2,435</b>	<b>7,856</b>	<b>27,979</b>	

\*Data as at 31st March 2013 includes revenue (£19.119m) and capital spend (£8.860m)

\*\* Commercial includes "One Barnet" project expenditure £1.086m (Agency) and £3.358m (Consultants).

## 9.15 Virements

9.15.1 In accordance with the financial regulations the following virements require Member approval (recommendation 1.11) and are detailed further in Appendix F.

- £0.305m is requested within Assurance Group to move Electoral Registration from NSCSO to the Assurance Directorate. There is a nil impact within the Assurance Group.
- £0.360m is requested between Grants Awarded and Adults (Voluntary Organisations) in relation to the Barnet Community Advice Bureau contract.
- £0.328m is requested within Adults to transfer from non-employee costs to employee costs. There is a nil impact within the Adults Directorate.
- £0.086m is requested within Insurance in order to carry out a budget realignment following the restructure as set out in DPR No 1984 "People Changes for Commissioning Group".

## 9.16 Write Off and Deletion of Debt

9.16.1 The amounts of Housing debt write offs to be noted are £0.493m and £0.303m for Housing Revenue Accounts and General Fund respectively. The write offs are authorised by the Head of Customer Service and Head of Finance at Barnet Homes Ltd.

9.16.2 The write off of the Council's Private Sector Tenancy Scheme's unrecoverable rent and deposits individually under £0.005m and totalling £1.738m have been written off under Delegated Powers (DPR ref 2060). No further debt has been accumulated since 2009/10 and the current debt is uncollectable. The debt is fully provided for by a bad debt provision.

9.16.3 Special Parking Account debt write offs of £3.841m have been written off under Delegated Powers (DPR ref 2065).

## 9.17 Movements to and from Contingency

9.17.1 Table 3 details the inflation request for 2013/14 and on-going (Recommendation 1.13). The inflation for DRS relates to rates and highways and the NSCSO is due to rates.

**Table 16: Inflation per area**

Service	Inflation £'000
DRS	66
NSCSO	329
<b>Total</b>	<b>395</b>

## 9.18 One Barnet Transformation Programme

### **One Barnet Transformation Programme, 'Wave 1'**

9.18.1 On 29 November 2010 Cabinet approved the allocation of £9.2m to deliver 'Wave 1' of the One Barnet Transformation Programme. An additional £0.627m was approved at CRC on 18 October 2012, bring the current budget to £9.847m.

9.18.2 This programme of more than twenty projects was expected to deliver £102m in savings up to the period 2018/19.

- 9.18.3 As of the end of March 2013 a total of £10.419m had been spent on Wave 1, representing an increase of £0.572m against the budget set in October 2012. A further £1.162m will be incurred in 2013/14 as a result of the delay to contract commencement dates for NSCSO and DRS. The overall costs to deliver the projects contained within Wave 1 are projected to be £1.734m above the original budget.
- 9.18.4 Despite this increased delivery cost, the financial savings expected to be delivered by the Wave 1 programme of activity are projected to be higher than original estimates. The revised savings projection for the same time period (i.e. to FY 2018/19) is now £155m, which is £53m higher than originally anticipated.
- 9.18.5 This increase in required budget relates in the main to the delay in reaching contract close on NSCSO and DRS as a result of the Judicial Review challenge against the Council's decision to award the NSCSO contract to Capita. The legal challenge has to date resulted in a significant delay to the original target contract signature and go-live dates for these two projects. This delay has resulted in the council having to maintain the project delivery resources and structures in place for a significantly longer period than originally planned. The costs associated with this include maintaining or increasing Commercial, Procurement, HR, Legal and Project Management resource and support.
- 9.18.6 Appendix H shows the actual spend to date and remaining 2013/14 projected spend against existing budgets for Wave 1 projects.

### **Judicial Review**

- 9.18.7 Following the Judicial Review challenge against the Council's decision to proceed with the implementation of the NSCSO contract and prospective decision to proceed with the DRS contract on the basis that the Council had not met the consultation requirements of Section 3 of the Local Government Act 2013, the Council engaged legal representation to defend its position including the appointment of a QC to represent the Council in court.
- 9.18.8 To date, the cost of defending this challenge has cost the Council in excess of £0.350m in legal fees.
- 9.18.9 It is expected that further costs will be incurred although this cannot be accurately projected at this time due to the uncertain nature of the length of the legal process. As a result of this it is requested that that a total of £0.500m is set aside to cover costs already incurred and the likely additional costs that will be incurred in concluding the legal proceedings.

### **One Barnet Transformation Programme, 'Wave 2'**

- 9.18.10 At Cabinet on 20 February 2012, the extension of this corporate change programme to include 5 new major projects was approved to create 'Wave 2' of the One Barnet Transformation Programme. These five projects are focused on:
- Community Safety
  - Early Intervention
  - Health Integration and Demand Management
  - Strategic Review of Leisure
  - Street Scene

9.18.11 A further three 'enabling projects' were approved by Cabinet Resources Committee on 20 June 2012:

- Implementation of the Information Management Strategy
- Extension of Customer Services Transformation
- Reorganisation of the Council's Staffing Structure

9.18.12 It is proposed that an additional two projects are run under the One Barnet Programme with the aim of delivering improved customer experience and savings efficiencies in the following service areas:

- Registration and Nationality Service
- Mortuary Service

9.18.13. The following changes to Wave 2 budgets are now requested:

- Projected underspend in PMO of £0.447m will be reallocated to
  - £0.247m additional resource for the council restructure
  - £0.020m for safer communities
  - £0.097m for registration and nationality review
  - £0.070m for mortuary service review
  - £0.013m retained as contingency
- £1.0m returned to transformation reserve for health and SC integration (funded from section 256)

**Table 17: Requested Changes:**

<b>One Barnet Project</b>	<b>Specific amount approved by CRC on 20/06/2012 £m</b>	<b>Requested change £m</b>	<b>Revised budget £m</b>
<b>Programme Management Office (PMO)</b>	1.800	(0.447)	1.353
<b>Health Integration and Demand Management</b>	1.100	(1.000)	0.100
<b>Community Safety</b>	0.149	0.020	0.169
<b>Corporate Restructure</b>	0.900	0.247	1.147
<b>Registration &amp; Nationality Service Review</b>	-	0.097	0.097
<b>Mortuary Service Review</b>	-	0.070	0.070
<b>Wave 2 Contingency</b>	-	0.013	0.013
<b>Total added/(returned) to Transformation Reserve</b>		<b>(1.000)</b>	

9.18.14 Note there is an additional £0.118m drawdown from the Transformation Reserve being requested via the Safer Communities Partnership Initiative OBC tabled at this committee

9.18.15 Cabinet Resources Committee are asked to approve the allocation of £0.500m from the Risk Reserve to fund the legal costs associated with resisting the Judicial Review legal challenge against the awarding of the NSCSO contract. (recommendation 1.17)



**10. LIST OF BACKGROUND PAPERS**

10.1 None.

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

# Performance Report: Quarter Four 2012-13

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# 1. Corporate performance overview

## 1.1 Corporate performance dashboard

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

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	Managing the Business	HR/People	Key project rating
Adult Social Care and Health	4.5	(190)	(583)	2	-2	n/a
Children's Service	5.5	(838)	(9,121)	-1	-4	1.5
Environment, Planning & Regeneration	5	20	(4,649)	1	-3.5	9
Commercial Services	3.5	171	(4,712)	-0.5	0.5	n/a
Deputy Chief Executive's Service	2	(8)	0	5	0.5	n/a
Chief Executive's Service (incl. Customer Services & Libraries)	0	(10)	(555)	-3	-3.5	1
Corporate Governance	1	165	2	2.5	2	n/a
Central Expenses	n/a	0	n/a	n/a	n/a	n/a
<b>Totals<sup>1</sup></b>	<b>5</b>	<b>(690)</b>	<b>(19,618)</b>	<b>1</b>	<b>-2.5</b>	<b>2.5</b>

## 2. Whole council summary tables

### 2.1 Key finance indicators

Indicator		2012/13 Final Outturn	2012/13 (Position at 31/12/12)	Achieved /Trend
<b>1 Revenue Expenditure</b>				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	15.83	15.38	
(ii) HRA Balances	£'m	16.07	15.01	
(iii) School Balances	£'m	14.76	15.09	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	3.62	4.32	
(ii) Underspends	£'m	4.31	3.91	
<b>2 Capital Expenditure</b>				
(i) Total Slippage	£'m	19.36	54.31	
<b>3 Debt Management</b>				
(i) Total Debt Outstanding over 30 days	£'m	11.57	11.57	
(i) Total Debt Outstanding over 12 months	£'m	1.5	1.5	
(iii) Council Tax - % paid	%	83.83	83.83	
<b>4 Creditor Payment Performance</b>				
(i) % of Creditors paid within 30 days	%	97.90	97.87	

### 2.2 Revenue budget – corporate overview

See report and Appendix B

### 2.3 Capital budget – corporate overview

See report and Appendix C

## 2.4 Corporate Plan performance - corporate overview

Directorate	Total no. of Corp Plan Indicators	RAG ratings (P)				Positive/neutral DoT	Negative DoT	No. of indicators expected to report data in Q4
		Green	Green amber	Red amber	Red			
Adult Social Care and Health	7	5	1		1	6	1	7
Children's Services	11	5	1			5	1	6
Environment , Planning & Regeneration	10	7			2	6	3	9
Commercial Service	4	3	1			2	1	4
Deputy Chief Executive (P)	10	4	2		3	5	4	9
Chief Executive's Service	7	2	2		3	3	3	7
Corporate Governance	1	1				1	0	1
<b>Total</b>	<b>50</b>	<b>27 (62.8%)</b>	<b>7 (16.3%)</b>	<b>0 (0%)</b>	<b>9 (20.9%)</b>	<b>28</b>	<b>13</b>	<b>43</b>

\* A CPI has no target so has no RAG rating so has not been included in the statistics

\*\* A CPI due to be reported is still awaiting data and has not been included in the statistics

Please note: Where the direction of travel is N/A or black this has not been included in the statistics

## 2.5 Human Resource/People performance - corporate overview

### Key corporate HR targets and indicators

## Appendix A

Performance Indicator	Period covered	Target	Amber criteria	Q4 Actual (No.)	Q4 Actual % of total	Q4 (numerator/denominator)	Target Variance	Q4 DoT	Benchmarking
<b>Attendance</b>									
Average number of sickness absence days per employee (Rolling year)	Apr 12 - Mar 13	6	6 - 6.5	7.7	N/A	18167/2347	-29%	▼ 0.8%	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Jan 13 - Mar 13	1.51	1.52 - 1.64	1.9	N/A	4336/2314	-24%	▲ 15.4%	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	Jan 13 - Mar 13	100%	>90%	378	90.4%	378/418	10%	▼ 2.4%	N/A : measure applicable to LBB only
<b>Performance Review</b>									
% performance reviews completed and agreed for eligible staff only	Apr 12 - Mar 13	100%	>90%	Next reported in Quarter 1 2013/2014					
% mid year reviews completed for eligible staff only**	Apr 12 - Mar 13	100%	>90%	2112	95.3%	2112/2215	4.7%	Not Previously reported	N/A : measure applicable to LBB only
<b>Cost</b>									
Variance of total paybill to budget	Jan 13 - Mar 13	£28,473,024	+/-5%	£25,023,315	-12.1%	25023315/28473024	12%	▼ 7.2%	N/A : measure applicable to LBB only
<b>Management Indicator</b>	<b>Period covered</b>			<b>Q4 Actual (No.)</b>	<b>Q4 Actual % of total</b>	<b>Q4 (numerator/denominator)</b>	<b>DoT Q4 %</b>		<b>Benchmarking</b>

### Diversity Data

## Appendix A

<b>Percentage of top 5% earners that are female</b>	As at 31 Mar 2013	<b>67</b>	<b>48.9%</b>	67/137	▼ 1.5%	Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)
<b>Number of BME employees as % of total employees</b>	As at 31 Mar 2013	<b>809</b>	<b>32.3%</b>	809/2507	▲ 1.2%	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
<b>Number of declared disabled staff as % of total employees</b>	As at 31 Mar 2013	<b>77</b>	<b>3.0%</b>	77/2600	▲ 2.8%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)

### Employee Relations

<b>High Risk - Employee Relations cases as % of total cases</b>	As at 31 Mar 2013	<b>1</b>	<b>1.5%</b>	1/68	▼ 80.9%	N/A : measure applicable to LBB only
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<b>As at 31 March 2013</b>	<b>ESTABLISHED POSITIONS AS FTE:</b> <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>		<b>EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE:</b> <i>Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>			<b>MSP (Agency) RESOURCE AS HEADCOUNT:</b> <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>	<b>NON MSP RESOURCE AS Headcount:</b> <i>Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)</i>			<b>AVAILABLE CASUAL RESOURCE AS FTE:</b> <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>
	<b>Total Established Positions (FTE)</b>	<b>Occupied (FTE)</b>	<b>Permanent</b>	<b>Fixed Term, Temporary, Seasonal</b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>Resource paid in the quarter</b>	<b>Consultants paid in the quarter</b>	<b>TOTAL</b>	<b>Total</b>
	Chief Executive's Service	289.38	264.93	23.04	287.97	102	2	3	5	2.00
	Adult Social Services	247.09	228.10	17.04	245.14	84	0	4	4	11.00
	Children's Service	797.23	650.18	151.20	801.38	87	13	9	22	178.00
	391.06									

## Appendix A

Corporate Governance	56.00	42.48	37.47	5.00	42.47	2	0	0	0	13.00
Deputy Chief Executive Service	219.60	168.21	135.57	31.64	167.21	35	3	7	10	5.00
Commercial Services	154.19	104.77	94.77	9.00	103.77	34	2	3	5	0.00
Environment, Planning & Regeneration.	779.51	660.13	605.57	59.31	664.88	198	0	0	0	80.00
<b>Total</b>	<b>2,954.40</b>	<b>2,309.29</b>	<b>2,016.59</b>	<b>296.23</b>	<b>2,312.82</b>	<b>542</b>	<b>20</b>	<b>26</b>	<b>46</b>	<b>289.00</b>

\*\*Please note: This indicator was last reported in Quarter 3. The Q3 position has been included in this report.

## 2.7 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Adult Social Services				
Chief Executive's Office			1	1
Children's Services	1	5	5	11
Commercial Services				
Deputy Chief Executive including One Barnet				
Environment, Planning & Regeneration	3	2	13	18
<b>Totals</b>	<b>4</b>	<b>7</b>	<b>19</b>	<b>30</b>

### Key projects reporting in the new structure:

In quarters 3 and 4 the collation of key projects highlight reports has been carried out by the Performance Team, with responsibility for this function transferred from Commercial Services as a part of the transition to the new organisational model.

The established approach to reporting against service-level projects corporately will be reviewed and refreshed for quarter 1 2013/14 as we embed the new organisational model. The current is based upon the timeliness of projects when assigning RAG ratings.

### Key projects issues identified in quarter 4:



## Appendix A

1. **MASH – Multi-Agency Support Hub (*Children’s Safeguarding*)**: Phase 1 of the MASH is up and running. Phase 2 is under development and relevant partners are engaged with the process. Police security issues have now been resolved. The MASH will now be delivered in July 2013.
2. **NLWA Procurement** – The fine details of the Inter Authority Agreement are still being agreed, with closure slipping back from March 2013 to Spring 2013
3. **Depot Relocation** – Project in a phase of review and is currently being rated as red as a redefinition of the project scope is being undertaken, reviewing available options and ensuring that a clear cost model is in place.
4. **Flood Risk Alleviation Scheme** – Progress has been slow for the following reasons: i) The Sustainable Urban Drainage Systems (SuDS) regulations has been delayed by at least 6 -12 months (now expected to come to force on 1/4/14); this has delayed the Flood Risk Management Strategy, and ii) Legal/procurement delays in appointing consultants to carry out watercourse surveys.

### 3. Methodology for traffic light ratings

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

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

\*NB Revenue outturn tolerance levels: Green rating within RAG methodology for budget variance is determined by the final outturn being no more than 0.5% under spend or 2.5% over spend

#### 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 in paragraph 1.2.

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

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

## Appendix A

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

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

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

Whilst initial traffic lights will be based on this objective criteria, 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 differs for each indicator; the amber criteria 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)

Appendix B - 2012/13 Revenue Outturn Position

Adult Social Care

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Care Services - Learning Disabilities	34,081	35,240	34,772	(468)	Overspend in Supported Accommodation offset by underspends in Residential care and income from health higher than anticipated.
Care Services - Mental Health	7,114	6,428	6,641	213	Overspend is due to an increase in residential clients placements and an increase in high cost cases on autistic spectrum
Care Services - Older Adults - Physical Disabilities	42,085	43,660	44,279	619	Main overspend relates to an increase in Direct Payments and additional placements in Residential care
Transformation & Resources	3,855	3,547	3,457	(90)	Underspend is due to saving on interim joint Director with Children's Service and other staff vacancies.
Strategic Commissioning & Supply Management	8,741	8,173	7,648	(525)	Savings on Housing related support which will be re-directed towards lower level preventative services.
Government Grant Income	(61)	(61)	0	61	
<b>Total</b>	<b>95,815</b>	<b>96,987</b>	<b>96,797</b>	<b>(190)</b>	

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	314	-	
Levies	27,831	27,632	27,632	-	
Central Contingency	9,275	3,205	3,205	-	
Rate Relief	433	433	433	-	
Capital Financing	19,469	19,220	19,220	-	
Early Retirement costs	5,004	5,004	5,004	-	
FRS17 Adjustment	0	1,016	1,016	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	68	68	-	
CDC DRM	0	0	0	-	
<b>Total</b>	<b>63,143</b>	<b>57,693</b>	<b>57,693</b>	<b>-</b>	

Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Strategic Directors	552	463	431	(32)	Underspend as a result of Changes to Management Structure
Assistant Chief Executive Service	2,133	2,359	2,362	3	
Grants	548	781	805	24	Challenging income budget and BSIB event spend
Library Services	5,368	5,346	5,420	74	Redundancy costs
Revenues and Benefits	6,510	5,753	5,431	(322)	Overachievement of Court Costs awarded and overpayments recovered.
Customer Services & Registration	1,020	2,342	2,585	243	Contractual issues with telephone provider causing slippage to CST benefit deliverables. Under achievement of income target in Registrars
<b>Total</b>	<b>16,131</b>	<b>17,044</b>	<b>17,034</b>	<b>(10)</b>	

Childrens Services

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
<b>Children's Service - General Fund</b>					
Management Team	1,779	1,285	1,218	(67)	Reduction in management costs through the sharing of a single Director across Children's and Adults
Social Care Division					
Social Care Management	2,685	2,310	2,243	(67)	Salary underspends due to staff vacancies in central resources team
Children In Care	19,919	20,375	20,948	573	Net position of a number of over and under spends. Main pressure is due to an increased number of external residential care placements.
Children In Need	4,114	4,572	4,484	(88)	Underspend from staff vacancies
Schools & Learning	2,125	2,096	1,910	(186)	Underspend in Education Welfare Service due to staff vacancies & additional income received.
Safeguarding, Partnerships & Prevention					
Safeguarding	1,084	1,270	1,282	12	
Early Intervention & Prevention (BRSI)	8,591	9,091	9,174	83	Small staffing overspend in family support services.
Integrated Youth & Play Services	4,212	4,192	3,873	(319)	Unfilled vacancies in line with new structure and contract savings achieved early to support 2013-16 MTFs.
Access to Learning & Complex Needs	11,141	10,712	10,131	(581)	Underspend mainly from 2013/14 Transport savings being achieved early.
Other Children's Service Budgets (including PPP & Schools Funding)	2,051	2,076	1,878	(198)	Underspend due to delayed eCAF IT system and unfilled vacancies in various teams in line with new structure.
Schools Direct Management	-	-	-	-	
<b>Total (excluding SDM)</b>	<b>57,701</b>	<b>57,979</b>	<b>57,141</b>	<b>(838)</b>	

Appendix B - 2012/13 Revenue Outturn Position

**Commercial Services**

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	692	832	813	(19)	Underspend due to staff vacancies
Property Services & Asset Management	7,503	7,874	8,002	128	Overspend due to shortfall in income projections
Corporate Procurement	(257)	(103)	87	190	The overspend results from a shortfall in savings.
Information Systems	6,310	6,133	6,005	(128)	Underspend on supplies & services due to some processes no longer being required.
One Barnet Programme	-	-	-	-	
<b>Total</b>	<b>14,248</b>	<b>14,736</b>	<b>14,907</b>	<b>171</b>	

**Corporate Governance**

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Legal Services	1,750	1,823	2,058	235	Overspend due to transition costs plus pressures from disbursements and shortfall of income
Democratic Services	654	656	728	72	Overspend due to tribunal costs and implementation of modern.gov system
Members	1,591	1,580	1,449	(131)	Underspend on training, members allowances and part vacant post
Corporate Anti Fraud Team	722	718	712	(6)	
Elections	421	419	467	48	Overspend in relation to canvassing costs
Civil Protection	175	174	170	(4)	
Standard & Info Rights Team	230	246	231	(15)	vacant post and under spend on training
Corporate Governance Directors	316	234	207	(27)	Salary under spend
Leaders Office	10	10	3	(7)	
Insurance	(10)	(12)	(12)	0	
<b>Total</b>	<b>5,859</b>	<b>5,848</b>	<b>6,013</b>	<b>165</b>	

**Deputy Chief Executive**

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Corporate Programmes	115	132	133	1	
Finance	3,557	3,843	3,843	-	
Human Resources	1,948	2,220	2,211	(9)	Underspend due to significant increase in Traded Service Income
<b>Total</b>	<b>5,620</b>	<b>6,195</b>	<b>6,187</b>	<b>(8)</b>	

**Environment, Planning & Regeneration**

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
	£000	£000	£000	£000	
Land Charges	(964)	(965)	(918)	47	Drop in Income due to lack of House Sales.
Environmental Health/ Cem & Crem	1,238	1,259	1,354	95	Lower than expected income on Cem & Crem services offset by staff vacancies.
Planning	478	522	411	(111)	Planning Income received higher than expected.
Strategy (Planning & Housing)	634	627	632	5	
Building Control	(665)	(227)	(260)	(33)	Street Name & Numbering received higher than expected income.
Housing	3,623	3,324	3,493	169	Overspend due to increase in temporary accommodation and more than expected bad debt provision.
Regeneration Service	(224)	(177)	(330)	(153)	Higher than anticipated rental income and lower than expected repairs and maintenance
Management and performance	1,311	1,410	1,454	44	Overspend is due to Staffing Pressures.
Highways Inspection/Maintenance	2,265	2,017	2,119	102	Overspend due to a bad winter and pressures on the road responsive maintenance budget offset by increased income on highway activities in planned maintenance and verge & tree works.
Highways income budgets incl. NRSWA	(897)	(869)	(1,088)	(219)	Better than projected income.
Greenspaces	4,869	5,197	5,131	(66)	Underspend mainly due to higher achieved income than projected.
Cleansing	4,087	4,249	4,193	(56)	Underspend relates to stock adjustment and a stop on equipment spend.
Refuse (domestic and trade waste)	3,271	3,434	3,456	22	Domestic and trade refuse overspends due to increased activity and demand variations.
Parking	(979)	(680)	(444)	236	Underachievement on income due to the economic downturn in the take up of off street parking.
Transport	(165)	(108)	(184)	(76)	Underspend due to savings on transport fleet.
Recycling	3,383	3,532	3,693	161	Due to inflationary pressures.
Street Lighting	5,800	6,396	6,552	156	Overspend due to some project saving not achievable this financial year.
Community Safety	211	221	159	(62)	Underspend due to a combination of vacancies and increased income on trading licenses.
Community Protection	1,229	1,295	1,138	(157)	Underspend due to the implementation of the Alcohol Control Zone not taken place this financial year.
Leisure	863	1,384	1,386	2	
<b>Environment, Planning &amp; Regeneration</b>	<b>29,368</b>	<b>31,841</b>	<b>31,947</b>	<b>106</b>	
<b>Special Parking Account</b>	<b>(6,896)</b>	<b>(7,107)</b>	<b>(7,193)</b>	<b>(86)</b>	Overachievement of income due to the introduction of CPZ zones at Cophall.
<b>Environment, Planning &amp; Regeneration Total (inc SPA)</b>	<b>22,472</b>	<b>24,734</b>	<b>24,754</b>	<b>20</b>	

Appendix B - 2012/13 Revenue Outturn Position

Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
<b>Children's Service - DSG</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Centrally Retained	27,635	30,542	28,710	(1,832)	Overall there are a number of over and under spends on various centrally retained cost centres but the main underspend is in school-related contingencies.
ISB	223,014	174,277	174,083	(194)	
DSG & LSC Grant	(250,781)	(205,179)	(203,153)	2,026	
<b>Total</b>	<b>(132)</b>	<b>(360)</b>	<b>(360)</b>	-	

Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn	Variation	
<b>Housing Revenue Account</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
LBB Retained	1,542	237	142	(95)	
HRA Regeneration	1,126	1,122	(344)	(1,466)	
HRA Other Income and Expenditure (net)	(5,034)	(3,725)	(8,563)	(4,838)	
Support Service recharges	576	576	576	0	
Interest on Balances	(80)	(80)	(77)	3	
HRA Surplus/Deficit for the year	1,870	1,870	8,266	6,396	
<b>Total</b>	-	-	-	-	

## Appendix C - 2012/13 Capital Outturn Position

### 2012/13 Capital Programme Financing - Actual

Service	Financing Source						
	Grants	S106	Capital Receipts	Other Contribution	Revenue / MRA	Borrowing	Total
Adults Services	534	-		-	-	-	534
Children's Service	6,981	-	125	2,865	4,119	514	14,604
Corporate Governance	-	-	2	-	-	-	2
Commercial Services	-	-	713	-	-	180	893
Chief Executive	-	-	462	-	-	282	744
Environment, Planning, & Regeneration	3,956	677	563	-	6,982	2,208	14,386
<b>Non-HRA Total</b>	<b>11,471</b>	<b>677</b>	<b>1,865</b>	<b>2,865</b>	<b>11,101</b>	<b>3,184</b>	<b>31,163</b>
Housing (HRA)	57	-	261	1,707	14,490	-	16,515
<b>Grand Total</b>	<b>11,527</b>	<b>677</b>	<b>2,127</b>	<b>4,572</b>	<b>25,591</b>	<b>3,184</b>	<b>47,678</b>

**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
<b>Adult Social Care</b>					
Broadfields- Supported Living Developments		-	-	-	
Centre for Independent Learning		72	74	2	
SWIFT		585	-	(585)	Project on hold due to NSCSO preferref bidder to carry out works
Capital works		-	-	-	
NHHT		460	460	-	
Adult Personal Social Services		-	-	-	
<b>Mental Health and Adults Personal Social Services Allocations</b>		<b>1,117</b>	<b>534</b>	<b>(583)</b>	
<b>Total - Adult Social Care</b>		<b>1,117</b>	<b>534</b>	<b>(583)</b>	
<b>Central Expenses</b>					
Capitalised Redundancies		-	-	-	
<b>Capitalised Redundancies</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total - Central Expenses</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Childrens Services</b>					
<b>Schools Access Initiatives</b>	2010-11 Programme	-	-	-	
<b>Schools Access Initiatives</b>		-	-	-	
Modernisation - Primary & Secondary	Modernisation Prim & Sec 2008-09	10	10	-	
	Modernisation Prim & Sec 2009-10	-	-	-	
	Modernisation Prim & Sec 2010-11	-	-	-	
	Modernisation Prim & Sec	4,459	2,707	(1,752)	Programme consists of several projects at varying stages of completion. Monies will be slipped into 2013/14 to complete modernisation works identified as a priority
<b>Schools Modernisation &amp; Access Improvement Programmes</b>		<b>4,469</b>	<b>2,717</b>	<b>(1,752)</b>	
Temporary Expansions - Allocated	Temporary Expansions - Allocated	1,977	1,097	(880)	Project slipped to 2013/14
Other Temporary Expansions	Temporary Expansions	351	-	(351)	Project slipped to 2013/14
Urgent Primary Places - Perm	Permanent Expansions	-	-	-	
Urgent Primary Places - Perm	Broadfields (Perm)	1,058	1,006	(52)	Ongoing issue relating to specific defects.
	Mill Hill East	866	742	(124)	First invoice for retaining wall costs (March) less than originally projected
	Orion Primary/ blessed Dominic	2,735	3,052	317	Accelerated spend - Additional main contractor invoice received in March
	Moss hall Infants and Juniors	218	118	(100)	Original plan was for project to be in contract before the end of March. This has slipped.
	Brunswick Park	170	90	(80)	Procurement of the construction partner was delayed so costs associated with this have had to be slipped into next year rather than this year as previously envisaged.
	Menorah Foundation	1,600	147	(1,453)	Delay in planning consent due to highway and transport issues to resolve
	St Mary's and St Johns	3,000	85	(2,915)	Project managed by Diocese - expenditure profile to be reviewed
	Martin Primary	140	97	(43)	
	Unallocated	-	11	11	
<b>Urgent Primary Places</b>		<b>12,115</b>	<b>6,445</b>	<b>(5,670)</b>	
Surestart	Residual Phase 2	-	-	-	
	Phase 3	3	29	26	
<b>Surestart Programme</b>		<b>3</b>	<b>29</b>	<b>26</b>	
Major School Rebuild	Underhill Infants - Childrens Centre	-	-	-	
Major School Rebuild	Hyde School Rebuild & Childrens Centre	-	-	-	
Major School Rebuild	Parkfield School	-	-	-	
<b>Major School Rebuild Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	
Primary Schools Capital Investment Programme (PSCIP)	PSCIP Consultancy Costs (Resources C	-	-	-	
	Wave 1 - Whittings Hill	322	75	(247)	Project closure (originally planned for 2012/13) has slipped
	Wave 1 - Broadfields	-	-	-	



**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
	Wave 1 - Northway/Fairway	300	85	(215)	The project closure (originally planned for 2012/13) has slipped
<b>Primary Schools Capital Investment Programme</b>		<b>622</b>	<b>160</b>	<b>(462)</b>	
East Barnet & Project Faraday		927	543	(384)	Construction works that were scheduled for 2012/13 have had to be slipped into 2013/14 due to procurement delays and the need for additional site investigations.
<b>East Barnet Schools Rebuild</b>		<b>927</b>	<b>543</b>	<b>(384)</b>	
General Schools Organisations		-	-	-	
Christ's College		315	267	(48)	
Copthall		290	137	(153)	Original plan was for project to be in contract before the end of March. This has slipped.
Compton		560	375	(185)	Portakabin rental costs are spread rather than lump sum at start of contract
<b>General Schools Organisations</b>		<b>1,165</b>	<b>779</b>	<b>(386)</b>	
Primary Capital Programme (DfES Primary Pathfinder)		648	202	(446)	Project closure (originally planned for 2012/13) has slipped
Extended Schools		-	-	-	
Targeted Capital 14-19 SEN		332	361	29	
Aiming High for Disabled Children		-	-	-	
TCF - Kitchen & Dining		139	60	(79)	Procurement of Photovoltaic Cells has been delayed due to issues with the procurement process.
Mill Hill East Primary		-	-	-	
Integrated Children's System		-	-	-	
Play Builders		-	-21	(21)	
Pupil Referral Unit		-	-	-	
SWIFT - CS		-	10	10	
Early Intervention System		-	14	14	
Outstanding commitments on completed schemes		-	-	-	
<b>Other Schemes</b>		<b>1,119</b>	<b>626</b>	<b>(493)</b>	
<b>Total - Childrens Services</b>		<b>20,420</b>	<b>11,299</b>	<b>(9,121)</b>	
<b>Capital Schemes Managed by Schools</b>					
New Deals for Schools Devolved Formula Capital		-	-	-	
DFC - Including pupil referral unit		-	-	-	
Harnessing Technology Grant		-	-	-	
Locally Controlled Voluntarily Aided Programme	Pass ported budget - hence any spend is notional	3,305	3,305	-	
Specialist Schools (capital grant)		-	-	-	
<b>Capital Schemes Managed by Schools</b>		<b>3,305</b>	<b>3,305</b>	<b>-</b>	
<b>Total - Capital Schemes Managed by Schools</b>		<b>3,305</b>	<b>3,305</b>	<b>-</b>	
<b>Chief Executive</b>					
Land & Assets Programme	Plantech Implementation programme	10	10	-	
	GIS	86	68	(18)	
Libraries Strategy	Libraries Strategy	34	35	1	
	Implementation of libraries Strategy	400	333	(67)	Project slipped to 2013/14
	Minor Works	-	-	-	
Customer Relationship Management (CRM)		22	20	(2)	
Customer Services Transformation		270	270	-	
Strategic performance management Information		-	-	-	
CCTV Installation		377	-	(377)	It was agreed by the CRC (18/04/2013) to fully outsource the CCTV service. It is proposed that the Capital Budget is used to contribute to the provider's investment costs in the first year.
Customer access Centre		100	8	(92)	
<b>Chief Executive</b>		<b>1,299</b>	<b>744</b>	<b>(555)</b>	
<b>Total Chief Executive</b>		<b>1,299</b>	<b>744</b>	<b>(555)</b>	

**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
<b>Commercial Services</b>					
Arts Depot Lift		64	13	(51)	Work completed but due to supplier issues there could be a potential extra payment outstanding. Working with Legal to resolve.
NLBP - relocation of staff		11	-	(11)	
Electronic Social Care Record (ESCR)		-	-	-	
Electronic Documents and Records Management System (EDRM)		-	-	-	
Corporate IM Platform		252	40	(212)	Information Governance Council deferred further roll out of Wisdom
Business System Disaster Recovery		-	-	-	
SWIFT		-	-	-	
Energy Efficiency Measures		36	2	(34)	outstanding projects to be completed by July 2013
	Office consolidation	256	28	(228)	Earmarked to support accommodation moves linked to creation of Commissioning Council and delivery units including NSCSO and DRS. Delays to procurement process and to judicial review caused this to slip into the new financial year.
Friary House		-	-	-	
Modernising the Way We Work		570	32	(538)	Earmarked to support accommodation moves linked to creation of Commissioning Council and delivery units including NSCSO and DRS. Delays to procurement process and to judicial review caused this to slip into the new financial year.
Project & Programme Management Software		-	-	-	
Air Conditioning: Resources Centre - Bldg 4		10	5	5	
Depot relocation		327	32	(295)	Delay due to waiting for outcome of public enquiry
Cartwright Memorial, St Mary's Church		32	2	(30)	
IS Refresh		2,357	606	(1,751)	Project deferred to start of NSCSO contract
Asset Management		1,690	133	(1,557)	Delay in commencement of work due to cleansing required of the asset register before full tender specification could be issued. This delayed start by three months. Work started in February 2013 and revised completion date is June 2013.
<b>Commercial Services</b>		<b>5,605</b>	<b>893</b>	<b>(4,712)</b>	
<b>Total Commercial Services</b>		<b>5,605</b>	<b>893</b>	<b>(4,712)</b>	
<b>Corporate Governance</b>					
Emergency Response Command Centre		-	2	2	
Cartwright Memorial, St Mary's Church		-	-	-	
		-	-	-	
<b>Corporate Governance Projects</b>		<b>0</b>	<b>2</b>	<b>2</b>	
<b>Total - Corporate Governance</b>		<b>0</b>	<b>2</b>	<b>2</b>	
<b>Deputy Chief Executive</b>					
<b>Deputy Chief Executive</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Deputy Chief Executive</b>		<b>-</b>	<b>-</b>	<b>-</b>	
<b>Environment, Planning &amp; Regenerator</b>					
CCTV in Town Centres Programme	2004/05 & 2005/06 programme	-	-	-	
	2007/08 programme	-	-	-	
CCTV Installation		-	-	-	
	CCTV installation	-	-	-	
<b>Closed Circuit Television</b>		<b>-</b>	<b>-</b>	<b>-</b>	
Finchley Lido - Major roof repairs		180	179	(1)	
Walk London	Walk London	-	-	-	
	Improvements to six of the Borough's Park	70	52	(18)	

**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
Old Court House - public toilets	Old Court House - public toilets	-	-	-	
Park Infrastructure		266	113	(153)	A contract for lock security system throughout the parks portfolio has slipped Delays on spend on Hendon Park car park which is now progressing to formal consultation.
Princess & Edgwarebury Parks		149	149	-	
<b>Greenspaces &amp; Leisure</b>		<b>665</b>	<b>493</b>	<b>(172)</b>	
Structural Maintenance of Bridges	2010/11 allocation	6	1	(5)	
Local Implementation Plan	Road Maintenance	-	-	-	
	Corridors	5	6	1	
	Cycling on Greenways	-	-	-	
	Local Transport Funding	-	-	-	
	Enabling Works	97	48	(49)	
	Enabling Works 2011-12	5	-	(5)	
	Schools programme	-	-	-	
	Principle road maintenance	950	424	(526)	All three of these schemes are completed but final accounts to be agreed with contractors. Expected to occur in April ready for submission of year-end position to TfL in July 2013. Full spend anticipated against budget.
	Corridors, Neighbourhoods and Supporting Measures	3,907	2,429	(1,478)	Spend reflective of re-profiled works and reduced budgetary position agreed with TfL towards the end of the 2012 financial year. Barnet's budgetary position to be updated in line with TfL's allocation at the next Cabinet Resources Committee meeting.
<b>Highways - TfL</b>		<b>4,970</b>	<b>2,908</b>	<b>(2,062)</b>	
Footway Reconstruction	2009/10 allocation	-	-	-	
	2010/11 allocation	85	9	(76)	Re-profiled s106 funding with an approximate five year spending plan
Traffic Management	2007-8 Pursley Road Allocation	122	88	(34)	
Colindale Development Area	Reconstruction of Railway Bridges	626	10	(616)	Requirement to retain £456k as well as the £616k to 2013/14. This is required in order to pay outstanding final accounts with Network Rail and various utility companies
	A41 Aerodrome Road junction improvement works	-	-	-	
	Controlled Parking Zones	32	20	(12)	
	Aerodrome Road - additional pedestrian facilities	-	-	-	
	Colindale Station interchange	-	-	-	
	New scheme to be approved (Public Transportation Improvements)	-	-	-	
	New scheme to be approved (Public Transportation Improvements)	1	-	(1)	
	Colindale CPZ Parking Review	-	-	-	
	Feasibility Study- Colindale Hospital	-	-	-	
	CDA- Colindale Hospital	-	-	-	
	Phase 1 Colindale AAP-Bunns Lane / Grahame Park Way Roundabout	-	-	-	
	Phase 1 Colindale AAP-A5 / Montrose Avenue Junction Improvement	-	-	-	
GAF 3 Funding of Transport Projects	GAF 3 Funding of Transport Projects	-	-	-	
Highways Investment	2009/10 HIP Programme	-	-	-	
Highways Investment	2010/11 HIP Programme	190	111	(79)	Re-profiled s106 funding with an approximate five year spending plan
Carriageway and Footways	Annual Programme	-	-	-	
	Capitalisation of planned maintenance	635	1,391	756	An underspend of the 2011/12 Carriageway and Footways Programme was carried forward on the basis that there were known pressures on the Reactive Maintenance Budgets in 2012/13 financial year.
Travel Plan Implementation		56	36	(20)	
Outstanding Transport Commitments on completed schemes		4	7	3	

**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
	Carriageway and Footway	2,116	1,801	(315)	The majority of projects have been completed and the underspend has been applied to Planned Maintenance as noted above
	Highways Planned Maintenance Works Programme	3,500	3,042	(458)	Partial substitution & remaining balance attributed to ongoing projects due for early 2013 completion
	Pavements	1,000	602	(398)	The majority of projects have been completed and the underspend has been applied to Planned Maintenance as noted above
Saracens		240	326	86	Accelerated spend. Additional £242k s106 income received in January 2013.
Drainage		156	177	21	
<b>Highways - non-TfL</b>		<b>8,763</b>	<b>7,620</b>	<b>(1,143)</b>	
Road Traffic Act - Controlled Parking Zones	2009/10 Programme	-	-	-	
Road Traffic Act - Controlled Parking Zones	2010/11 Programme	-	-	-	
Road Traffic Act - Controlled Parking Zones	2011/12 Programme	149	9	(140)	Re-profiled s106 funding with an approximate five year spending plan
	Parking	227	201	(26)	
<b>Parking</b>		<b>376</b>	<b>210</b>	<b>(166)</b>	
	Waste etc	143	157	14	
	Cleansing	-	-	-	
<b>Waste</b>		<b>143</b>	<b>157</b>	<b>14</b>	
<b>Total Environment</b>		<b>14,917</b>	<b>11,388</b>	<b>(3,529)</b>	
<b>Housing - General Fund</b>					
Housing Association Programme		-	-	-	
<b>Housing Association Programme</b>					
General Fund Regeneration		-	-	-	
Mill Hill East		113	314	201	Accelerated Spend
Graham Park Regeneration	Building works	-	-	-	
Graham Park Regeneration	Infrastructure improvements	310	84	(226)	Delay in project funds to be slipped to 2013-14
Outer London Fund		218	246	28	
Outer London Fund - Cricklewood		162	232	70	More expenditure funded through GLA
Outer London Fund - Edgware		-	-	-	
Outer London Fund - North Finchley		128	33	(95)	Delay in project funds to be slipped to 2013-14
<b>General Fund Regeneration</b>		<b>931</b>	<b>909</b>	<b>(22)</b>	
Disabled Facilities Grant	Mandatory	2,227	1,875	(352)	Delay in project funds to be slipped to 2013-14
	Discretionary	-	-	-	
<b>Disabled Facilities Projects</b>		<b>2,227</b>	<b>1,875</b>	<b>(352)</b>	
Housing Management System		-	-	-	
<b>Housing Management System</b>					
Hendon Cemetry & Crematorium Enhancement		511	116	(395)	Delay in project funds to be slipped to 2013-14
Hostel Refurbishment Programme		249	98	(151)	Delay in project funds to be slipped to 2013-14
Empty Properties		200	-	(200)	Delay in project funds to be slipped to 2013-14
<b>Other Projects</b>		<b>960</b>	<b>214</b>	<b>(746)</b>	
<b>Total Housing - General Fund</b>		<b>4,118</b>	<b>2,998</b>	<b>(1,120)</b>	
<b>Environment, Planning and Regeneration</b>		<b>19,035</b>	<b>14,386</b>	<b>(4,649)</b>	
<b>Total Capital Programme (Excluding HRA)</b>		<b>50,781</b>	<b>31,163</b>	<b>(19,618)</b>	
<b>Housing - HRA</b>					
Cash Incentives		26	26	-	
Major Works (excl Granv Rd)		6,378	6,770	392	Realignment of budget in HRA
Granville Road		732	336	(396)	Realignment of budget in HRA
Regeneration		4,666	2,503	(2,163)	Realignment of budget in HRA
Misc - Repairs		1,675	1,336	(339)	Realignment of budget in HRA
M&E/ GAS		2,744	3,245	501	Realignment of budget in HRA

**Appendix C - 2012/13 Capital Outturn Position**

Capital Programme Description	Sub-Description	Current 2012/13 Budget (incl. Slippage and Substitutions)	2012-13 Actual Expenditure (incl. Accruals)	Variance from Current 2012-13 Budget	Explanation if variance over £50,000
Voids and Lettings		467	1,896	1,429	Realignment of budget in HRA
GF Hostels		86	54	(32)	Realignment of budget in HRA
Procurement and mobilisation		-	58	58	Realignment of budget in HRA
Housing Management System		291	291	-	
<b>Total HRA</b>		<b>17,065</b>	<b>16,515</b>	<b>(550)</b>	
<b>Total Capital Programme (excluding schemes managed by schools)</b>		<b>64,541</b>	<b>44,373</b>	<b>(20,168)</b>	
<b>Total Capital Programme (Including schemes managed by schools)</b>		<b>67,846</b>	<b>47,678</b>	<b>(20,168)</b>	

## Appendix D - Capital Adjustments 2012/13 and 2013/14

### In year additions and deletions 2012/13

Directorate	Year	Capital Programme	Funding Type	Amount £'000
Adult Social Care	2012/13	Centre for Independent Learning	Grant	2
Childrens Services	2012/13	Modernisation Prim & Sec	Grant	(257)
Schools Access Initiatives	2012/13	Phase 3	Grant	26
Childrens Services	2012/13	Parkfield School	Borrowing	-
Childrens Services	2012/13	Primary Capital Programme (DfES Primary Pathfinder)	Grant	252
Childrens Services	2012/13	Play Builders	Grant	(22)
Chief Executive Services	2012/13	Plantech Implementation programme	Capital Receipts	-
Chief Executive Services	2012/13	Libraries Strategy	Capital Receipts	-
Chief Executive Services	2012/13	Customer Relationship Management (CRM)	Capital Receipts	(2)
Commercial Services	2012/13	NLBP - relocation of staff	Borrowing	(11)
Commercial Services	2012/13	Energy Efficiency Measures	Capital Receipts	(17)
Commercial Services	2012/13	Air Conditioning: Resources Centre - Bldg 4	Capital Receipts	(5)
Corporate Governance	2012/13	Emergency Response Command Centre	Capital Receipts	2
Environment, Planning & Regeneration	2012/13	Finchley Lido - Major roof repairs	Capital Receipts	(1)
Environment, Planning & Regeneration	2012/13	Corridors	Grant	1
Environment, Planning & Regeneration	2012/13	Corridors, Neighbourhoods and Supporting Measures	Grant	(1)
Environment, Planning & Regeneration	2012/13	Reconstruction of Railway Bridges	Grant	(160)
Environment, Planning & Regeneration	2012/13	Highways Investment	S106	(6)
Environment, Planning & Regeneration	2012/13	Capitalisation of planned maintenance	Capital Receipts	250
Environment, Planning & Regeneration	2012/13	Capitalisation of planned maintenance	Revenue and Reserves Contributions	108
Environment, Planning & Regeneration	2012/13	Capitalisation of planned maintenance	Borrowing	398
Environment, Planning & Regeneration	2012/13	Outstanding Transport Commitments on completed schemes	S106	6
Environment, Planning & Regeneration	2012/13	Carriageway and Footway	Capital Receipts	(250)
Environment, Planning & Regeneration	2012/13	Highways Planned Maintenance Works Programme	Revenue and Reserves Contributions	(108)
Environment, Planning & Regeneration	2012/13	Pavements	Borrowing	(398)
Environment, Planning & Regeneration	2012/13	Outer London Fund	grant	28
Housing - HRA	2012/13	Major Works (excl Granv Rd)	Grant	57
Housing - HRA	2012/13	Major Works (excl Granv Rd)	S106	(216)
Housing - HRA	2012/13	Major Works (excl Granv Rd)	Capital Receipts	32
Housing - HRA	2012/13	Major Works (excl Granv Rd)	Revenue and Reserves Contributions	520
Housing - HRA	2012/13	Granville Road	S106	(11)
Housing - HRA	2012/13	Regeneration	S106	(328)
Housing - HRA	2012/13	Regeneration	Revenue and Reserves Contributions	(1,731)
Housing - HRA	2012/13	Misc - Repairs	S106	(71)
Housing - HRA	2012/13	Misc - Repairs	Revenue and Reserves Contributions	(208)
Housing - HRA	2012/13	M&E/ GAS	S106	(113)
Housing - HRA	2012/13	M&E/ GAS	Revenue and Reserves Contributions	614
Housing - HRA	2012/13	Voids and Lettings	Revenue and Reserves Contributions	1,429
Housing - HRA	2012/13	GF Hostels	Capital Receipts	(32)
Housing - HRA	2012/13	Procurement and mobilisation	Revenue and Reserves Contributions	58
Housing - HRA	2012/13	Housing Management System	Capital Receipts	0
		<b>Total</b>		<b>(165)</b>

### In year additions and deletions 2013/14

Directorate	Year	Capital Programme	Funding Type	Amount £'000
Environment, Planning & Regeneration	2013/14	Structural Maintenance of Bridges	Grant	(5)
Environment, Planning & Regeneration	2013/14	Saracens	S106	242
Environment, Planning & Regeneration	2013/14	Corridors, Neighbourhoods and Supporting Measures	Grant	(200)
Environment, Planning & Regeneration	2013/14	Schools Programme	Grant	7
Environment, Planning & Regeneration	2013/14	SPA - Road Traffic	S106	9
Environment, Planning & Regeneration	2013/14	Traffic Management	S106	30
Environment, Planning & Regeneration	2013/14	Travel Plan Implementation	S106	36
Environment, Planning & Regeneration	2013/14	Colindale Development Area	S106	356
Environment, Planning & Regeneration	2013/14	Highways Investment	S106	75
Environment, Planning & Regeneration	2013/14	Waste	Revenue and Reserves Contributions	1,896
HRA	2013/14	Hostel Refurbishment Programme	MRA	(122)
Environment, Planning & Regeneration	2013/14	Hostel Refurbishment Programme	Capital Reserve	122
		<b>Total</b>		<b>2,446</b>

## Appendix E - Special Parking Account

### Revenue Budget 2012-13 Special Parking Account

	2011/12	2012/2013	2012/2013	2012/13
	Actual	Original Estimate	Current Estimate	Actual
	£	£	£	£
<b><u>Income</u></b>				
Penalty Charge Notices	(6,492,115)	(6,334,735)	(6,546,010)	(5,003,385)
Permits/Suspensions	(2,068,269)	(2,200,000)	(2,180,000)	(3,073,836)
Pay & Display	(2,980,090)	(2,956,275)	(3,080,000)	(2,945,682)
CCTV Bus lanes	(735,537)	(1,065,000)	(675,000)	(831,492)
<b>Total Income</b>	<b>(12,276,011)</b>	<b>(12,556,010)</b>	<b>(12,481,010)</b>	<b>(11,854,395)</b>
Operating Expenditure	6,567,971	5,660,040	5,374,510	4,661,253
<b>Net Operating Surplus</b>	<b>(5,708,039)</b>	<b>(6,895,970)</b>	<b>(7,106,500)</b>	<b>(7,193,142)</b>
Add Capital Expenditure / Debt Charge				
<b>Net Expenditure in Year</b>	<b>(5,708,039)</b>	<b>(6,895,970)</b>	<b>(7,106,500)</b>	<b>(7,193,142)</b>
Balance brought forward	(408,500)	-	-	(408,500)
Appropriation to General Fund	5,708,039	6,895,970	7,106,500	7,193,142
<b>Balance Carried Forward</b>	<b>(408,500)</b>			<b>(408,500)</b>

<b>Special Parking Account</b>	<b>£000</b>
Balance brought forward 1st April 2012	(409)
Net Revenue Surplus for the Year	(7,193)
Capital Funding	-
Transfer to General Fund	7,193.14
Balance at 31 March 2013	(409)

## Appendix F - Virements

### Virements requiring member approval.

A virement for £0.305m is requested within Assurance group move Registration Electors from NSCSO to the Assurance directorate. The virement is required on an on-going basis.

Cost Centre	Account Group	Amount £'000
11371 NSCSO	Supplies and Services	(290.480 )
10383 Registration Electors	Customer and Client	(13.440 )
10383 Registration Electors	Customer and Client	(0.590 )
10383 Registration Electors	Supplies and Services	0.070
10383 Registration Electors	Supplies and Services	0.100
10383 Registration Electors	Employee Related	0.150
10383 Registration Electors	Supplies and Services	0.200
10383 Registration Electors	Supplies and Services	0.450
10383 Registration Electors	Employee Related	0.510
10383 Registration Electors	Supplies and Services	0.530
10383 Registration Electors	Transport Related	0.540
10383 Registration Electors	Supplies and Services	1.350
10383 Registration Electors	Supplies and Services	1.700
10383 Registration Electors	Supplies and Services	2.000
10383 Registration Electors	Supplies and Services	3.450
10383 Registration Electors	Supplies and Services	4.020
10383 Registration Electors	Supplies and Services	4.900
10383 Registration Electors	Supplies and Services	25.530
10383 Registration Electors	Supplies and Services	70.060
10383 Registration Electors	Employee Related	188.950
TOTAL		-

A virement for £0.360m is requested between Grants Awarded and Adults (Voluntary Organisations) in relation to the Barnet Community Advice Bureau contract. The virement is required on an on-going basis.

Cost Centre	Account Group	Amount £'000
11018 Grants Awarded	Grant Payments	(360.000 )
10714 Voluntary Organisations	Grant Payments	360.000
TOTAL		-

A virement for £0.328m is requested within Adults to transfer from non-employee costs to employee costs. The virement is required on an on-going basis. There is a nil impact within the Adults Directorate.

Cost Centre	Account Group	Amount £'000
11181 Transformation	Supplies and Services	(327.850 )
11181 Transformation	Employee Related	327.850
TOTAL		-

A virement for £0.086m is requested within Insurance in order to carry out a budget realignment following the restructure as set out in DPR No 1984 "People Changes for Commissioning Group". The virement is required on an on-going basis.

Cost Centre	Account Group	Amount £'000
11000 Insurance	Employee Related	(85.570 )
11000 Insurance	Recharges	85.570
TOTAL		-



## Appendix G – Corporate Risk Register

### Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at quarter 4, the mitigation strategies in place for each risk and the proposed treatment of each risk. The risk register has been compiled as a result of risk champions across the Council and is subject to challenge and discussion at Assistant Director and Director level prior to reporting to Members.

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
5	Almost Certain	0	0	1	0	0
4	Likely	0	0	0	3	0
3	Possible	0	1	6	7	0
2	Unlikely	0	0	0	0	0
1	Rare	0	0	0	0	0

Since the last report (January 2013) the performance areas which continue to be of concern are staff moral and sickness with a re-occurring theme in service performance reports on the impact of mobilisation. These issues are captured and mitigating action described in the existing 'People' risk. There has been little movement for many of the risks as the controls and treatments continue to be implemented. Risks were reviewed and challenged at the Performance Delivery Board (May 2013) where it was agreed that the 'Financial Resilience' risk narrative should include capital programme slippage, and risks around emergency accommodation and planning applications recovery programme should be escalated. Emerging challenges identified as part of Quarter 4 performance will be assessed ahead of Quarter 1 and risks captured as appropriate.

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
People – there may not be in place the capacity within the council to deliver the change agenda, business as usual and manage the transition to the new corporate structure. Cause: timings of the corporate	Major 4	Possible 3	Medium-High 12	<i>Preventative: Restructure Complete Transition plans for moving to new provider and new groups within structure Organisational Development Strategy in place</i>	Treat	Quarterly	Moderate 3	Possible 3	Medium-High 9

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>restructure may mean that the right people are not in place to lead through the period of change and transition.</p> <p>Consequence: Business as usual may suffer and impact on the customer experience or overall financial management or corporate governance.</p>				<p><i><b>Detective:</b> Performance Management Indicators in place and being monitored</i></p>					
<p>Welfare and Benefit Reform – there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change. Likelihood that there will be direct operational increases from implementing a new system, potential for cost pressures from central government to local government, and there may be a transfer of costs from one council to another.</p> <p>Cause: Central Government has committed to a programme of welfare reform, aiming to simplify the benefits systems, create the right incentives to get more people into work, protect the most vulnerable, and deliver fairness to tax payers and to those claiming benefits</p> <p>Consequence: potential to negatively</p>	Major 4	Likely 4	High 16	<p><i><b>Preventative:</b> Welfare Reform Programme (including partners) in place to determine impact and to determine the design of the new scheme in place to deliver welfare and benefit reform.</i></p> <p><i>A crisis fund is being developed includes a local allocation of £2m in Discretionary Housing Payments for 2013/14.</i></p> <p><i>Actions to manage housing supply</i></p> <p><i><b>Detective:</b> Performance indicators in place to determine impact on housing and social care demand, NEETs</i></p> <p><i>Development of an implementation plan to monitor</i></p>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
affect those economically disadvantaged within the community.									
<p>Financial Resilience – given the slow recovery of the economy there is a risk of key concerns over delivering savings over the next few years and managing to deliver services at the highest standards over such uncertainty. This risk may be further increased locally pending outcome of the judicial review for NSCSO and DRS outsource contracts (worst case scenario planning).</p> <p>Cause: further cuts to local government funding in future years There will be further information provided by the Spending Review in June 2013.</p> <p>Consequence: Erosion of financial reserve position, non delivery of key services to the vulnerable, increased slippage of capital spending.</p>	Major 4	Possible 3	Med High 12	<p><b>Preventative:</b> <i>Financial and Business Planning cycle including risk assessments of saving plans and impacts of delays to NSCSO/DRS contract commencement</i></p> <p><b>Detective:</b> <i>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 with contingency planning for delayed commencement of NSCSO/DRS contracts.</i></p>	Tolerate	Quarterly	Major 4	Possible 3	Medium High 12

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Treasury – there is a risk due to the potential break up of the Euro and associated defaults could leave banks around the world exposed to bad debt. The council will need to ensure prudent investments over this period to prevent funds and associated interest being at risk.</p> <p>Cause: Creditworthiness of banks continues to be a concern due to global economic uncertainty and the Eurozone crisis</p> <p>Consequence: Loss of funds if there are not adequate safeguards in place to review investments.</p>	Major 4	Possible 3	Medium/ High 12	<p><b>Preventative:</b> <i>Approved Treasury Management Strategy with appropriate sign off of deposits by senior management.</i></p> <p><b>Detective:</b> <i>Compliance checks on application of strategy, continual monitoring of deposits and proactive assessment and amendment of lending lists in light of changing circumstances Internal audit reports gave satisfactory assurance (November 2012)</i></p>	Tolerate	Quarterly	Major 4	Possible 3	Medium- High 12
<p>Failure to plan for population increase – the borough is set to grow in population and there is a risk that there may not be enough social infrastructure (schools, older people homes), physical and green spaces, and affordable housing available in line with demand. If the growth is not fed into sufficiently into plans there is the risk that some directorates may not be able to provide services to offset demand pressures in other directorates.</p> <p>Cause: Population increase and</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> <i>Development of Pupil Placed Planning Strategy linked effectively with the Regeneration Programme Demand Management, prevention and intervention into troubled families (Wave 2 projects)</i></p> <p><b>Detective:</b> <i>Regeneration Board, Regeneration Compliance Group, performance indicators for new homes. Investment Appraisal Board for school expansions, this process is currently being redesigned to be more effective. Development of Programme</i></p>	Treat	Quarterly	Major 4	Possible 3	Medium- High 12

## Appendix G – Corporate Risk Register

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>people living longer.</p> <p>Consequence: More demand for public services over a period in declining government funding.</p>				<i>Management Capability within Regeneration.</i>					
<p>Information Management – there is a risk of non compliance with data protection legislation and information security policies without practical responses to transferring information between providers and the council.</p> <p>Cause: Changes to the ways in which services are provided require more interchange of information with external bodies.</p> <p>Consequence: potential information security or data protection breaches if policies are not strictly complied with leading to reputational damage and potential fines from ICO.</p>	Moderate 3	Possible 3	Medium-High 9	<p><b>Preventative:</b> <i>Permanent business as usual Information Management function in place. Information Management Strategy; E-learning package on information management</i></p> <p><i>Communication of policies and procedures</i></p> <p><b>Detective:</b> <i>Chief Information Officer and Head of Information Management role in place and business as usual function is being implemented. Roles will be responsible for on-going oversight and direction of Information Management. The Information Governance Council will disband and Information Management will form part of the Customer Services and Information Management enabling Board to support the Commissioning Organisation.</i></p> <p><i>IM Work Group continuing to meet on a weekly basis until enabling Board comes into effect. Delivery Unit Governance Groups in place within services to monitor compliance within</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

## Appendix G – Corporate Risk Register

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				<i>Adults and Children’s Services (high risk areas)</i>					
<p>Commercial Relationships – there is a risk that centralisation and compliance work distracts focus from supply chain management and category management across the council for delivery of key savings over the short to medium term.</p> <p>Cause: As the focus of procurement has been compliance resources have not been balanced in terms of delivery of category management and ensuring understanding of contract management after the procurement exercise.</p> <p>Consequence: Failure to understand the data and to make future savings from better commercial relationships.</p>	Major 4	Possible 3	Medium - High 12	<p><b>Preventative:</b> <i>medium term procurement strategy developed Delivery of Procurement Controls and Monitoring Action Plan to ensure compliance with basic procurement rules – satisfactory assurance received from internal audit in November 2012</i></p> <p><b>Detective:</b> <i>Data for category spend per Directorate reviewed and acted upon Centralisation of procurement specialists to act as key supplier relationship managers (SRMs) across the business and embedding of controls. Development of Commercial Assurance in new organisational structure for April 2013</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium- low 6
<p>Asset Management – there is a risk that there is not a common understanding of the current state and size of council and community owned assets.</p> <p>Cause: there has been a lack of an</p>	Moderate 3	Possible 3	Medium- High 9	<p><b>Preventative:</b> <i>Asset Management Strategy development</i></p> <p><b>Detective:</b> <i>Developing a list of council and community based assets, including any compliance issues. Implementation of Estates Strategy</i></p>	Treat	Quarterly	Minor 2	Possible 3	Medium- Low 6

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>integrated Asset management System due to a lack of data on properly held.</p> <p>Consequence: Asset management planning may not be well integrated within business planning processes leading to poor use of resources.</p>			High	<p><i>Action Plan</i></p> <p><i>Establish corporate asset management system</i></p>					Medium-High
<p>Waste Management and Sustainability – without consideration of alternative ways of improving recycling and changing behaviours around sustainability there is a risk that costs will escalate in the future and delivery of services at the current quality will not be possible leading to declining customer satisfaction.</p> <p>Cause: Growth and changes in government regulations and law require change to waste management and sustainability.</p> <p>Consequence: Increased costs due to penalties attracted where minimum recycling rates not achieved and where rubbish sent to landfill. Without appropriate ownership of responsibility for environmental matters and easy access to methods of recycling there may be an adverse affect on the environment and</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> <i>In-house delivery with stretch model being taken forward NWLA partnership</i></p> <p><b>Detective:</b> <i>Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan One Barnet Programme Management until Business as Usual phase</i></p>	Treat	Quarterly	Major 4	Possible 3	Medium-High 12

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
standards of living.									
<p>Health Integration – local health organisations and social care have agreed to work on a single integration programme for commissioning and service change from October 2012. Without clear evidence that demonstrates the measurable return on investment for integration with social care and the timescale for benefit realisation, there is a risk that partner organisations may be unwilling to commit to support and invest in integration projects where they do not see a rapid and/or proportionate return on their investment for their own organisation.</p> <p>Cause: Resourcing constraints and are expected to impact local NHS organisations that are undergoing major transitions now and during the next 12 months.</p> <p>Consequence: Without appropriate partnership commitment the opportunities from integration of health and social care may not be</p>	Moderate 3	Possible 3	Medium-High 9	<p><b>Preventative:</b> <i>Strategic Outline Business Case for Health and Social Care Integration and investment priorities outlining commitment of NHS organisations and Barnet Council to provide resources to support the delivery of social care and health integration initiatives and the investment of Section 256 monies.</i></p> <p><i>NHS and Social Care integration summit agreed the benefits of a single programme approach to integration in the borough, July 2012. Programme initiation October 2012</i></p> <p><b>Detective:</b> <i>Health and Well-Being Board oversight</i> <i>Building local insight through the piloting and evaluation of integration initiatives prior to a large scale commitment or long-term investment decision. Also definition of benefits measurement will be an essential component of integration project development and delivery. Creation of concordat detailing principles of</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6



## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
realised such as the ability to improve the health and wellbeing of the Barnet community; and appropriate care and support to support and facilitate good outcomes; & improved management of demographic change				<i>engagement, investment and benefits realisation to be signed by all NHS and social care organisations in the programme.</i> <i>Programme management approach through One Barnet to ensure that the mix of benefits across the portfolio of projects are fairly distributed at programme level.</i> <i>Engagement and Communications workstream</i> <i>HR engagement</i>					
New Public Health Statutory Responsibilities - Local Authorities will have a new statutory responsibilities for health improvement, health protection and the provision of public health advice and information to local NHS Commissioners from April 2013 as part of the changes to the health and social care system enacted in the new Health and Social Care Act. The new responsibilities will be funded by a ring-fenced grant which will be based on historical actual outturn spend and will not be confirmed by the Department of Health until December 2012. A project is being implemented jointly with NHS NCL to prepare for the transfer of designated public health functions, contracts and staff	Major 4	Possible 3	Medium - High 12	<b>Preventative</b> – <i>Inter Authority Agreement being agreed with Harrow Council.</i> <i>Barnet Council has representation on the London Councils forum and is lobbying for a fair funding settlement through a range of formal and informal channels including Department of Health, NCL Cluster, NHS London Public Health Programme and the Local Government Association.</i>  <b>Detective</b> – <i>Joint NCL and Barnet Council Public Health Transition Board including representation from NCL Finance, Public Health, Barnet CCG and the regional Health Protection Unit. The Project Board meets monthly. Direct input into the preparation and validation of NCL Public Health</i>	Treat	Quarterly	Moderate 3	Likely 4	Medium-High 12

## Appendix G – Corporate Risk Register

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>to the Local Authority.</p> <p><u>Cause</u> - There is a risk of insufficient funding and specialist public health staff resources for the Local Authority to discharge its statutory Public Health responsibilities. There is an identified £1.4m shortfall between the expected funding requirement and the likely public health ring-fenced grant allocation settlement. The historical level of investment public health in Barnet is substantially lower than other parts of London and is well below the national average.</p> <p><u>Consequence</u> – The Local Authority will be unable to discharge its new statutory public health commitments and will have insufficient resources to fulfil its corporate local strategic priorities for public health improvement and health protection.</p>				<p><i>financial information. Review of monthly NCL public health financial reporting during the transition year (2012/13).Memorandum of Understanding with NCL Cluster to support the safe transfer of public health functions to the Local Authority.</i></p>					
<p>Fraud – there is a risk that monies or assets may be fraudulently gained by individuals internal or external to the council over the period of change or austerity.</p> <p>Cause: In periods of austerity it is inherent in any organisation, particularly within government</p>	Minor 2	Possible 3	Medium-Low 6	<p><b>Preventative</b> work: fraud awareness training delivered through e-learning, appropriate design of control by management to prevent fraud.</p> <p><b>Deterrent:</b> publication of any fraudsters convicted and prosecuted by the Council</p>	Tolerate	Quarterly	Minor 2	Possible 3	Medium-Low 6

## Appendix G – Corporate Risk Register

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>agencies, that they are targeted by fraudsters either external or internal.</p> <p>Consequence: funds may fraudulently leave the council and in the event that the fraud is not detected may not be recovered.</p>				<p><b>Detective:</b> Proactive fraud plan in place for 2012-13 to identify weaknesses in control to mitigate the risk of fraud; controls designed by management to detect fraud or error within their key systems.</p> <p>Regular review of fraud cases and consideration of the application of controls.</p>					
<p>Failure to engage properly with Residents.</p> <p>Cause: A full understanding of resident's and their involvement in their communities may not be reflected in services approach to business planning; or on building how residents would like to be involved further in their communities.</p> <p>Consequences: reputational damage and the potential to make policy that does not reflect the needs of residents</p>	Moderate 3	Possible 3	Medium-High 9	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Governance: Constitutional Review will look at Public Participation and improvements.</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website included in phase 2.</p> <p><b>Detective:</b> 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	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Partnerships – there is a risk that our relationships with key partners with schools, NHS, police may not work effectively to achieve joint outcomes for local people.</p> <p>Cause: Immature partnership framework that is yet to endure a test of the strength of the relationships.</p> <p>Consequence: without clear focus on outcomes partnerships want to achieve the benefits of working collaboratively will not be realised and there could be duplication of efforts or gaps in discharging statutory responsibilities.</p>	Moderate 3	Possible 3	Medium-High 9	<p><b>Preventative:</b> <i>Overarching Partnership Strategy for the Commissioning Group. Partnership Framework</i></p> <p><b>Detective:</b> <i>Partnership Delivery Boards monitoring delivery of partnership outcomes.</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-low 6
<p>As DRS moves towards final evaluation and NSCSO preferred bidder mobilisation there are risks around the mobilisation period with potential for delay and business continuity over that time. This is also affected by the recent judicial reviews received.</p> <p>Cause: The stage in the procurement process requires capacity and leadership to ensure smooth transition.</p> <p>Consequence: Business as usual</p>	Major 4	Possible 3	Medium-High 12	<p><b>Preventative:</b> <i>Evaluation panels in place for the assessment of final bids for DRS and Member decision making process.</i></p> <p><i>Transition &amp; Mobilisation plans in place to move to new provider for NSCSO and movement to new organisational structure.</i></p> <p><b>Detective:</b> <i>Transition &amp; Mobilisation programme in place monitoring delivery of plans, escalating issues as appropriate.</i></p>	Treat	Weekly	Moderate 3	Possible 3	Medium-High 9

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
may suffer or delays occur if the process is not controlled well over the selection and mobilisation process.									
<p>There is a risk in the new organisational structure that the Council may not have the capacity to manage contracts effectively.</p> <p>Cause: change in the model for management contracts post finalisation of major outsourcing of DRS and NSCSO services within scope.</p> <p>Consequence: contract managers may not be in place and with sufficient knowledge of the new working arrangements to ensure delivery of Key Performance Indicators from April onwards.</p>	Moderate 3	Possible 3	Medium High 9	<p><b>Preventative:</b> Appointment of contract managers. Embedding central/devolved approach to contract management Sufficient lead in period until go-live of April 13.</p> <p><b>Detective:</b> Transition &amp; Mobilisation Board in place monitoring requirements of the new organisation</p> <p>New Head of Commercial in place.</p>	Treat	Monthly	Minor 2	Possible 3	Medium Low 6
<p>A reduction in the supply of private rented sector properties available to households who receive housing benefit due to welfare reform and a highly competitive market.</p> <p>Cause: Welfare reform, increase in</p>	Moderate 3	Almost Certain 5	High 15	<p><b>Preventative:</b> Barnet Homes are developing access to a supply of homes in more affordable for homeless people. In addition, actions are being taken to prevent homelessness wherever possible and to help people access employment</p>	Treat	Quarterly	Moderate 3	Likely 4	Medium High 12

## Appendix G – Corporate Risk Register

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>population and highly competitive market for PRS.</p> <p>Consequence: Increase in homelessness and use of short term temporary accommodation with an associated cost to the council.</p>				<p><b>Detective:</b> Council has established a steering group to ensure that the impact of welfare reform is well managed locally.</p>					
<p>Reduced customer satisfaction due to minor planning applications not being determined within statutory timescales.</p> <p>Cause: large number of senior planning officers leaving the Planning service and historical backlog of planning applications.</p> <p>Consequence: Poor customer satisfaction</p>	Moderate 3	Likely 4	Medium High 12	<p><b>Preventative:</b> Service changes to provide a more efficient service. Staff changes to increase and protect Planning Service capacity. Customer service improvement activity</p> <p><b>Detective:</b> Regular monitoring of backlog of planning applications and decisions made within statutory target. Monitoring customer satisfaction with the service and concerns/complaints when unsatisfied.</p>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

## Appendix H - One Barnet

Wave 1 Projects	Total Budget	2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn		
<b>Closed Projects</b>									
e-Recruitment	40,000	40,000	-	-	-	-	-	40,000	0
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	0
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	0
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	0
Your Choice Barnet	553,156	163,279	313,895	41,478	-	-	-	518,652	(34,504)
Housing Needs Resources	87,966	-	23,750	23,626	-	-	-	47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	15,423	-	-	-	157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	0
SAP Optimisation	375,533	174,375	127,147	60,000	-	-	-	361,522	(14,011)
Community Coaches	70,000	-	42,186	22,205	-	-	-	64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178	-	-	-	148,181	0
Right to Control	-	-	-	-	-	-	-	-	0
Legal Services	140,000	-	54,639	106,330	-	-	-	160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351	-	-	-	-	545,730	2,618
<b>Open Projects</b>									
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	30,000	-	99,136	(148,357)
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275	-	-	-	2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266	-	-	-	2,754,445	1,100,006
Passenger Transport	272,106	57,966	111,602	97,001	-	5,000	-	271,570	(537)
Programme Management	2,411,433	450,919	1,593,258	367,256	-	-	-	2,411,433	0
NSCSO/DRS Mobilisation	-	-	-	125,850	23,178	1,127,407	-	1,253,257	1,253,257
Contingency - Wave 1	1,022,592	-	-	-	-	-	-	-	(1,022,592)
<b>Total</b>	<b>9,847,416</b>	<b>2,241,753</b>	<b>4,119,515</b>	<b>4,057,887</b>	<b>23,178</b>	<b>1,162,407</b>	<b>-</b>	<b>11,581,562</b>	<b>1,734,146</b>
<b>Cumulative spend</b>		<b>2,241,753</b>	<b>6,361,267</b>	<b>10,419,155</b>	<b>10,442,332</b>	<b>11,581,562</b>			

## Appendix H - One Barnet

Wave 1 Savings	Base budget savings to 2011/12 *	Base budget savings to 2012/13**	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19
	£m	£m	£m	£m	£m	£m
Community Coaches	-	-	-	-	-	-
e-Recruitment	0.29	0.34	0.34	0.45	0.78	2.81
Housing Project	-	0.40	0.61	-	0.40	3.77
Legal Services	-	0.09	0.19	-	0.09	1.18
Parking	-	0.37	0.89	-	0.37	5.38
Procurement Project	0.92	0.92	0.92	1.79	2.71	8.26
Prototyping Project	-	-	-	-	-	-
Rapid Improvement Project	-	-	-	-	-	-
Revenue Income Optimisation	1.83	2.08	2.15	2.17	4.25	17.13
Right to Control	-	-	-	-	-	-
SAP Optimisation	-	-	-	-	-	-
Your Choice Barnet	-	-	0.49	-	-	2.25
School improvement and youth services	2.04	2.04	2.04	2.04	4.08	16.32
Customer Service Transformation	0.09	0.69	0.67	0.09	0.77	4.84
Development & Regulatory Services	-	-	4.39	-	-	21.56
Libraries Strategy	0.12	0.27	1.21	0.12	0.38	7.23
New Support & Customer Services Organisation	-	-	11.60	-	-	61.30
Passenger Transport	0.42	0.50	0.50	0.49	0.99	3.98
Contingency	-	-	-	-	-	-
Programme Management	-	-	-	-	-	-
<b>Total</b>	<b>5.70</b>	<b>7.69</b>	<b>25.99</b>	<b>7.14</b>	<b>14.83</b>	<b>156.01</b>
* - savings to end of 2011/12						
** savings to end of 2012/13						
*** - projected savings to end of 2018/19						



# Appendix I – Equalities and Diversity Monitoring

## Appendix I

### Monitoring Performance of Equalities and Diversity

#### 1. Introduction

1.1 The Public Sector Equality Duty came into force on 5 April 2011. Under the duty, we should ensure we are paying due regard to:

- **Eliminate unlawful discrimination**, harassment and victimisation and any other conduct prohibited by the Act;
- **Advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **Foster good relations** between people who share a protected characteristic and people who do not share it.

1.2 Protected characteristics specified in the act are:

- Age,
- Disability,
- Race,
- Religion or belief,
- Gender & Gender reassignment,
- Pregnancy and maternity,
- Sexual orientation,
- Marriage and civil partnership

1.3 Under the Act, public authorities have to ensure that they meet those duties in relation to all of their functions, including any that are contracted out. The council must also publish information to show our compliance with this duty (including, in particular, information relating to persons who share a relevant protected characteristic who are its employees; and other persons affected by its policies and practices) and prepare and publish one or more specific, measurable objective which helps us to further these three aims. We must ensure that all information we publish is accessible and free.

1.4 Our current equalities strategic objective, which is derived from the constitution and set out in Corporate Plan, is as follows:

*Our commitment is that citizens will be treated equally, with understanding and respect; have equal opportunities with other citizens and receive quality services provided to Best Value principles*

We currently measure performance against this objective using a set of measures drawn from the 2012 Residents' Perception Survey. The 2012/13 quarter 4 monitoring and performance report indicates continued progress against the objective.

# **Appendix I – Equalities and Diversity Monitoring**

## **2. New Corporate Plan and Barnet as a Commissioning Council**

The council has a new Corporate Plan (2013/14) which restates our corporate equalities objective, sitting alongside three clear corporate objectives and an agreed set of performance targets to deliver these objectives.

Within this context it is recommended that the council adopts a set of specific equalities measures that reflect both the overarching equalities objective, and relate to the corporate objectives. This approach is intended to ensure that we continue to measure our progress from an equalities perspective in a more transparent and clearly defined way, particularly as Barnet enters a time of significant growth and change as a borough.

In addition, the council has undergone a significant transformation process and is now a commissioning council. The commissioning approach demands that a robust equalities approach is demonstrated in everything we do and every change we make. In order to support this process each Delivery Unit has identified some of the key equalities measures for 2013/14, reflecting specific challenges or opportunities for this year and proposed a set of equalities indicators to measure this.

## **3. Recommended Performance Measures**

The following tables detail the proposed equalities performance measures set out by corporate objective as described in the Corporate Plan.

Some of these are new measures and will be baselined and require new data collection during 2013/14. In some circumstances, negotiations to set up contracts or service level agreements are still underway and indicative measures have been identified at this stage.

This information will be used to provide an annual report highlighting progress towards the delivery of our equalities objective and commitments. The emphasis is on using the information to complete analysis of key issues, trends and areas requiring action.

### **3.1 Table 1: Proposed equalities measures by strategic corporate objective**

<b>1. Promote responsible growth, development and success across the borough</b>
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1.1 Reduce the employment gap between different groups of residents including those with protected characteristics.
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## Appendix I – Equalities and Diversity Monitoring

1.2 Increase the number of contracts with external suppliers which include conditions on employing local labour, investing in apprenticeships and creating new jobs in numbers representative of protected groups locally.
<b>2 Support families and individuals that need it – promoting independence, learning and well-being</b>
2.1 Reduction of gap in life expectancy and health across the borough, analysed by with protected characteristics.
2.2 100% of new builds in the borough to meet lifetime homes standards, 10% to be wheelchair accessible.
<b>3 Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study</b>
3.1 85% of residents agree that people from different backgrounds get on well together in Barnet (target +2% from 2012/13 baseline) analysed by protected characteristics.
3.2 47% of residents feel the council doesn't do enough for people like me analysed by protected characteristics (target to maintain the 2012/13 baseline).

**3.2 Table 2 : Proposed equality measures by Delivery Units**

<b>Delivery Unit</b>	<b>Equalities Objective</b>
<b>Adults and Communities</b> (agreed)	<ul style="list-style-type: none"> <li>• Ensure equality of access to personal budgets by monitoring the take up of personal budgets by protected characteristics</li> <li>• Ensure equality of access by monitoring the breakdown of people who receive an assessment by protected characteristics</li> <li>• Increase in hate crime reported monitored by protected characteristics</li> </ul>
<b>Children's Service</b> (agreed)	<ul style="list-style-type: none"> <li>• Reduce percentage of 16-18 year old NEETs to 3% irrespective of gender or ethnic group</li> <li>• Reduce percentage 18-25 year old of care leavers not in suitable accommodation to 70% (from 79% in 2012/13)</li> <li>• Increase percentage of pupils achieving expected levels at Key Stage 2 to 93%% irrespective of gender, ethnic group or disability</li> </ul>
<b>Street Scene</b> (agreed)	<ul style="list-style-type: none"> <li>• Reduce percentage of BME groups who rate recycling service as poor in the residents perception survey to 8% (to be in line with total population)</li> <li>• Maintain percentage of disabled respondents to residents perception survey who rate recycling service as good at 80% (against 80% in 2012 baseline which was a drop from previous year)</li> </ul>
<b>DRS</b>	<ul style="list-style-type: none"> <li>• Overall customer satisfaction with DRS services monitored</li> </ul>

## Appendix I – Equalities and Diversity Monitoring

(To be agreed with service provider)	<p>by protected characteristics</p> <ul style="list-style-type: none"> <li>• Delivery of improved employment opportunities through delivery of agreed strategy and milestones</li> <li>• Improvement in residents satisfaction with Barnet as a place to live monitored by protected characteristics</li> </ul>
<b>Public Health</b>	<ul style="list-style-type: none"> <li>• Smoking cessation - numbers of successful quitters by age, gender and ethnicity</li> <li>• GP health checks – numbers of health checks analysed by age, gender and ethnicity</li> <li>• Substance misuse: successful completion of treatment by age, gender and ethnicity</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Developing an inclusive approach to employment and progression by             <ul style="list-style-type: none"> <li>- Providing a scheme of opportunity for entry/re-entry to the workplace for graduates and young people: all applicants and successful applicants to be analysed by protected characteristics</li> <li>- Providing scheme of opportunity for aspiring staff: all applicants and unsuccessful applicants to be analysed by protected characteristics</li> <li>- Recruitment data: all applicants and unsuccessful applicants to be analysed by protected characteristics</li> <li>- RAGG ratings of individual performance to be analysed by protected characteristics</li> </ul> </li> <li>• Monitoring of employment profile on an annual basis by protected characteristics. All staff to be encouraged to ensure data accurately reflects their protected characteristics prior to publication.</li> <li>• All change programmes to have a robust EIA underpinning them – an annual overview will be reported to the General Functions Committee</li> </ul>
<b>Barnet Group</b>	<ul style="list-style-type: none"> <li>• Reduce average length of time spent in emergency / B&amp;B accommodation to 26 weeks analysed by protected characteristics</li> <li>• Care plan outcomes met analysed by protected characteristics</li> <li>• Placement of housing applicants into accommodation by type and location to be monitored by protected characteristics</li> </ul>
<b>NCSO</b> (To be agreed with service provider)	<ul style="list-style-type: none"> <li>• Resident's satisfaction with their experience of service provided by London Borough of Barnet Council measured by protected group (where possible)</li> <li>• Percentage of customer satisfaction with the contact centre telephone service, face to face service, web service &amp; first contact e-mail service measured by protected groups (where possible)</li> <li>• Breakdown of levels of people from protected groups engaging in co-design activity to be monitored</li> </ul>

## **Appendix I – Equalities and Diversity Monitoring**

### **4. Monitoring and Performance Reporting**

4.1 The agreed equalities performance measures will be reported to CRC at the end of each financial year, integrated with the end of year performance and finance reporting. This report will include analysis of the key equalities successes, challenges and required actions.