

Environment, Planning and Regeneration – Quarter 3 2011/12

1. OVERVIEW

1.1 Summary rating for this service

Revenue budget actual variance £000 ^[1]	Capital actual variance £000	Corporate Plan Performance rating	HR rating	Key project rating
GF 424 HRA 0	GF (1,999) HRA 210	5.5	-4	-4.5

1.2 Top achievements, issues and actions

Top 3 Achievements	Top three issues	Actions required
1. Improvements to parking service including additional online facilities and the introduction of scratch cards	1. Need to sign the North London Waste Authority inter authority agreement.	1. Consideration and decision on future waste collection arrangements for refuse, organics, dry recycling and trade waste. This is required by April 2012 and includes developing presentation and financial models for Impower presentation to the Leader and Deputy Leader.
2. Progress of EPR One Barnet programme including completion of options appraisal and business case for future of the housing service, procurement of end to end parking service and completion of dialogue 1 for DRS	2. Supporting staff and managers to maintain performance whilst continuing to progress key One Barnet projects, DRS, Housing and Parking.	3. Mobilise new parking contract and transfer housing service to Barnet Homes.
3. Selection of development partner for Dollis Valley	3. Street lighting energy saving technology installation project is currently stalled due to concerns expressed by the service provider's bank consortium relating to risks. This will impact on savings expected in year 1 and depending on the outcome could also impact on year 2.	3. Further discussions in order to identify a satisfactory compromise position as quickly as possible to mitigate the impact.

1.3 Summary of the Service

Environment, Planning and Regeneration (EPR) brings together key services for delivery of the Council's plans for growth and supporting infrastructure in Barnet and ensuring that Barnet keeps moving and remains safe, including Planning, Transport, Waste and Regeneration, Environmental Health and Community Safety.

EPR services are being transformed through the One Barnet Programme, which includes the outsourcing of Development and Regulatory Services (DRS) and Parking, the transfer of the Housing Service to Barnet Homes, and the outsourcing of the Parking Service, with the latter two due for completion over the next few months. These have correlations and interdependencies with other projects including the New Service Organisation, Customer Services Organisation and the setting up of a Local Authority Trading Company, The Barnet Group, to include Barnet Homes and delivery of some adult social services.

Important projects in relation to EPR services are being taken forward with corporate support due to their cross-cutting nature including reviews of Leisure Services and Community Safety.

2. DELIVERING EFFECTIVE SERVICES

2.1 Corporate Plan indicators (CPIs)

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
1009	Number of homelessness acceptances	Apr 11-Dec 11	n/a	130	225	234	4%	▲ n/a	Ranked 14 out of 33 (8/33 per 1000 households). London average 167. (Q1 & Q2 2011/12) CLG
1002	Number of new dwellings completed on the regeneration estates	Apr 11-Dec 11	n/a	162	254	232	8.6%	▲ n/a	Not suitable for benchmarking
1003	Number of new dwellings started on the regeneration estates	Apr 11-Dec 11	n/a	0	39	186	733%	▲ n/a	Not suitable for benchmarking

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
1001	% of new homes granted planning permission on major applications required to meet level 4 for the Code for Sustainable Homes	Apr 11-Dec 11	1/3	11.1%	100.0%	33.3%	66.7%	▲ n/a	Not suitable for benchmarking
1004	Number of short-term nightly purchased temporary accommodation	Dec 11	n/a	218	250	242	3.2%	▼ 11.0%	Ranked 24 out of 33 (23/33 per 1000 households). London average 156 (Q1 2011/12) CLG.
1005	% of planning permissions granted for family homes	Apr 11-Dec 11	384/572	65.6%	65.0%	67.1%	3.2%	▲ 2.3%	Not suitable for benchmarking
1006	% Improved satisfaction of council tenants	Reporting in quarter 4 2011/12. Target is 76%							
1007	Number of private sector homes with improved insulation and/or heating achieved through grants, advice and compliance as necessary	Oct 11-Dec 11	n/a	17	15	23	53%	▲ 35.3%	Not suitable for benchmarking
1008	% customer satisfaction measured through a customer satisfaction survey of users of the Planning Service	Reporting in quarter 4 2011/12. Target is 63%							
4001	Number of kgs of residual household waste per household	Jul 11-Sep 11	24921.95/138450	742.6	725	720	0.7%	▲ 3%	Ranked 23rd out of 25 London Boroughs (Waste DataFlow as at 16/01/2012)

CPI NO	Indicator description	Period Covered	Numerator and Denominator	Previous relevant outturn	Target	Outturn	Target Variance	DoT Variance	Benchmarking
4002	% of household waste sent for reuse, recycling and composting	Jul 11-Sep 11	13866.14/38788.09	34.0%	34.9%	35.8%	2.5%	▲ 5.2%	Ranked 14th out of 25 London Boroughs (Waste DataFlow as at 16/01/2012)
4005	% intervention level pot hole defects rectified within 48 hours	Oct 11-Dec 11	541/680	79.5%	75.0%	79.6%	6.1%	▲ 0.1%	Not suitable for benchmarking
4006	% of intervention level pot holes rectified within 28 days	Oct 11-Dec 11	637/680	93.7%	95.0%	93.7%	1.4%	↔ 0%	Not suitable for benchmarking
4007	Anticipated parking income levels in each quarter of the year	Oct 11-Dec 11	n/a	£6.02m	£9.3m	£9.3m	0.0%	▲ n/a	Not suitable for benchmarking
4008	Number of roads in the programme improved	Reporting in quarter 4 2011/12. Target is 20 roads improved							

*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

CPI No 1009 – Number of homelessness acceptances

Homelessness has increased due to the impact of changes to local housing allowances on the availability of private rented housing to low income household as explained in CPI No 1004.

CPI No 1002 – Number of new dwellings completed on the regeneration estates

98 units were completed at Stonegrove in Q2 to target. There is a shortfall at the end of Q3 of 32 units at Grahame Park (124 units against the target of 156) due to sales being slower than expected. The scheme is being remarketed by our development partners in January and February to kick start sales. There also has been an additional 10 units completed at West Hendon in Q3 which were not anticipated in the target.

CPI No 1001 - % of new homes granted planning permission on major applications required to meet level 4 for the Code for Sustainable Homes

No major applications were granted planning permission in Q3. 1 out of 3 (33.3%) applications have met the level 4 code for sustainable homes to date. The market continues to be very challenging and viability remains a key issue. As a consequence, many of the smaller major schemes submitted are unable to meet this code level and there have been fewer larger developments applied for which offer greater flexibility in this regard. If the current economic circumstances don't approve, it will be very challenging to meet the target. (Following a review of this indicator, major planning applications granted planning permission which had time extensions, amendments or variations that related to previous applications were excluded).

CPI No 1004 – Number of short-term nightly purchased temporary accommodation

The use of short-term temporary accommodation is due to the impact of changes in local housing allowances. This has resulted in a reduction in the supply of private rented homes available to people on low incomes and an increase in the number of households that are losing their homes in the private rented sector as landlords decide to terminate existing tenancies where housing benefit no longer meets the rent due.

In the longer term, the council's new tenancy strategy will ensure more effective use is made of existing social rented homes. In the short term, the Housing service is seeking to develop additional supplies of rented accommodation outside of the borough in cheaper areas, and focusing its efforts on homelessness prevention, including providing support for tenants and landlords affected by the changes. In addition, the Localism Act means that the council will be able to discharge homelessness duty directly into the private rented sector, which will reduce the number of refusals of suitable PRS accommodation.

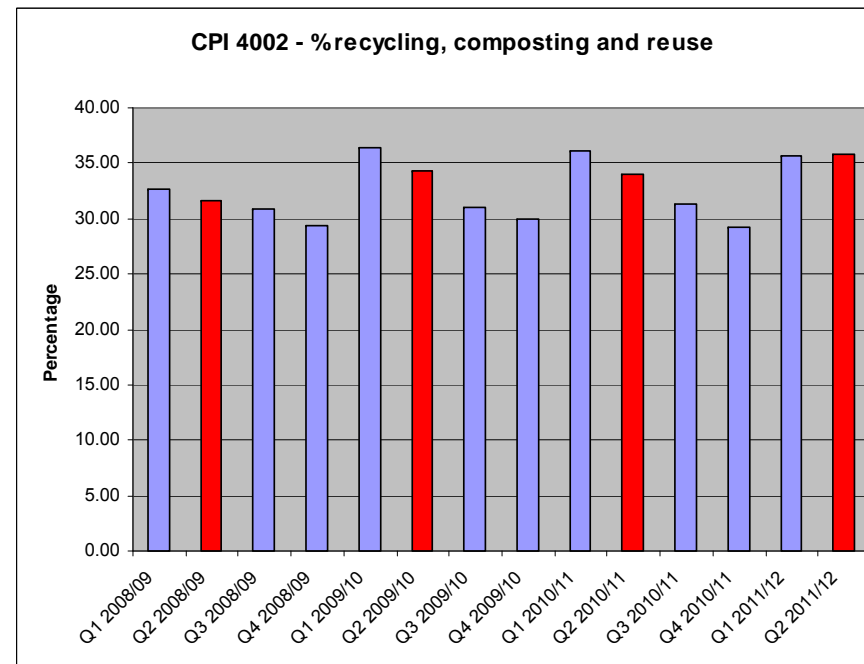
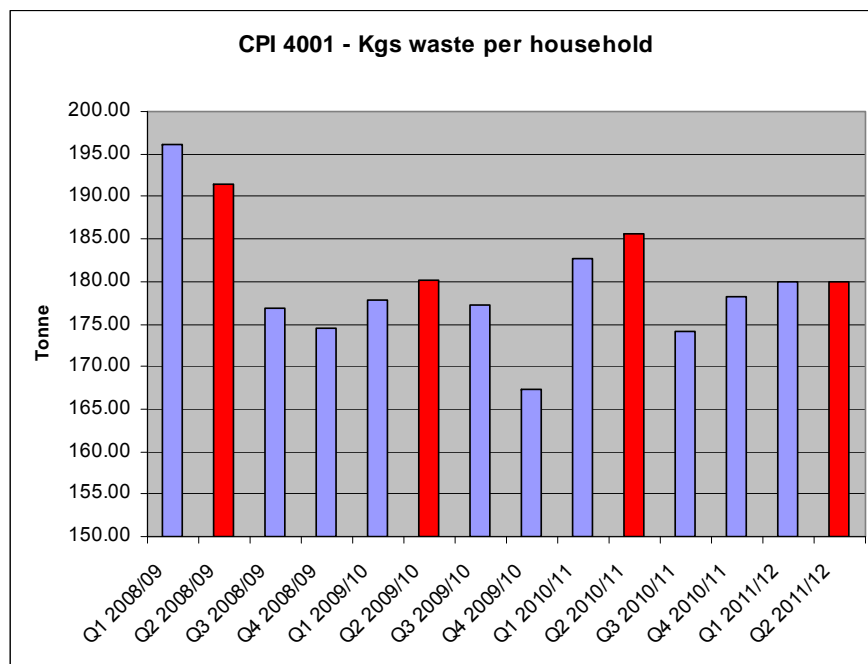
CPI No 1007 - Number of private sector homes with improved insulation and/or heating achieved through grants, advice and compliance as necessary

There were some doubts over the external funding of this project which resulted in work stopping for a while. Those funding issues are now resolved, and it is projected that the year end target will be exceeded.

CPI 4001 - Number of kgs of residual household waste per household

The graph below shows the performance for the last fourteen quarters of **kgs of residual household waste per household (CPI 4001)**, with quarter 2 data of the last four years highlighted. As can be seen there has been significant variation, with performance in Q2 in 11/12 (180.01kgs) similar to performance in Q1. The results for 11/12 so far are on track for achieving the year end target.

We are currently considering ways of providing the waste services in the future to change this performance, taking into account other authorities' experiences. We are also working on a waste behaviour change project with empower and will shortly be presenting the results of this work to senior officers and members.



CPI 4002 - Percentage of household waste sent for reuse, recycling and composting (CPI 4002)

The graph above shows the performance for the last fourteen quarters of % of household waste sent for recycling, composting and reuse, with quarter 2 data of the last four years highlighted. Q2 performance in 11/12 (35.75%) is better than the quarter's performance for the previous three years, and the actual tonnage collected for recycling is higher. The overall waste tonnage in quarter 2 is similar to quarter 1. The cumulative target for quarters 1 and 2 in 11/12 is 36.11% and 35.75% has been achieved. The impact of not hitting this target is the continuing cost of high waste disposal. Overall it can be seen that performance has generally remained between 29 and 35% over the past three years. We are currently considering future ways of providing the waste services that have the potential to change this performance, taking into account other authorities' experiences. We are also working on a waste behaviour change project with empower and will shortly be presenting the results of this work to senior officers and members.

The impact of not meeting the targets can also be viewed from a finance perspective. For each additional tonne of dry material recycled Barnet receives 50% of the material income which is approximately £33.11 per tonne. Barnet pays North London Waste Authority for the disposal of household waste, for 2011/12 Barnet paid £8.3 million. If waste was diverted from disposal to recycling or composting we would need to pay less to NLWA.

CPI No 4006 – % of intervention level pot holes rectified within 28 days

An acceleration of pothole defects in December and coupled with contractor shutdown for two weeks over Christmas reduced the performance of repairs. Targets were met October and November 2011.

We have reviewed the process with the contractor and going forward will diligently manage the programme to ensure compliance with the target.

CPI No 4008 - Number of roads in the programme improved

14 out of the identified 20 high priority roads in the current programme have been improved, so that they are in good condition for easy and safe flow of traffic. The remaining 6 are on target to be improved by the end of the financial year.

2.2. Corporate Plan Improvement Initiatives (CPIIs)

Corporate Priority & Strategic Objective	Top Project/ Top improvement initiative	Quarter 3 milestone/s	Status	Commentary	Quarter 4 milestone/s
<i>Better Services with Less Money</i> <i>Create a more customer-centric council that enables customers to efficiently achieve the desired outcomes</i>	Strategic Investment in Crematorium and Cemetery Service	Crematorium and Cemetery Service restructure implemented	Work initiated/partially achieved	1. Staff restructure to be implemented March 2012. 2. Specialist consultant procured to assist with procurement of replacement cremators. Tender documents being drafted. 3. Business case approved by Investment Assessment Board in December 2011.	Finalise specification and commence procurement for replacement of cremators.
<i>Sharing opportunities, sharing responsibilities</i> <i>Ensure that effective and efficient housing advice and assistance is provided to residents in housing need</i>	Implementation and monitoring of Council's new Housing Allocations Policy to help those in housing need to access housing.	Carry out evaluation of Allocations Scheme.	Achieved	Interim evaluation carried out in Q2. Full evaluation completed in Q3. Report of evaluation to Cabinet in Q4. Report has now been deferred to April 11 Cabinet to account for changes in the Localism Act.	Report evaluation of Allocations Scheme to Cabinet.

<p><i>Successful London Suburb</i></p> <p><i>Ensure a planning framework is in place to protect, enhance and deliver consolidated growth in Barnet</i></p>	<p>Progress the Local Development Framework (LDF)</p>	<p>Examination in Public into Core Strategy and Development Management Policies (DPDs)</p>	<p>Achieved</p>	<p>Core Strategy submitted in August and Development Management Policies submitted to Planning Inspectorate in September. Examination in Public hearing sessions started 6 December 2011. Public consultation on changes arising from the EIP will take place over 6 weeks from January 6 2012. The Inspector's report is expected end of March 2012.</p>	<p>Inspector's Report received following Examination in Public. Core Strategy and Development Management Policies DPDs adopted</p>
<p><i>Successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>1. Engage with local businesses</p> <p>2. Develop plans to help people into employment</p>	<p>Complete development of Employment and training strategies for West Hendon, Grahame Park and Stonegrove</p>	<p>Work initiated/partially achieved</p>	<p>1. Edgware and Chipping Barnet Business Forums now firmly established with minimal support needed from the Council. Some capacity building might be helpful. North Finchley Business Forum has now had two meetings, one in October and one on 1st December. The Leader attended the one on the 1st Dec and Parking was raised as a key issue.</p> <p>2. The Employment and Training strategies are ongoing. Grahame Park should be produced by March 2012 and the High Level Stonegrove one to be produced at about the same time. European Social Fund (ESF) Workfinder due to begin in both areas in January & February 2012. Total project funding of 410k has been allocated from 3 developers and the Council.</p> <p>West Hendon agreement that the first trigger of apportionment of section 106 money over phases has been revised with a reduction from £96k (with indexation) to 45k for the initial phase with a Deed of Variation to be written.</p> <p>Employment and Training</p>	<p>Employment and training strategies for West Hendon, Grahame Park and Stonegrove agreed</p>

				strategy to be written at phase 2 of the West Hendon development.	
<p><i>Successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Develop Planning Frameworks to promote improvement and manage new development in key town centres</p>	<p>Planning Frameworks adopted for Chipping Barnet, Edgware and Finchley Church End by December 2011</p>	<p>Work initiated/partially achieved</p>	<p>Work is continuing on developing draft town centre strategies for Finchley Church End & Edgware and planning frameworks for key sites in Chipping Barnet Town Centre. Progress is at a lower rate than originally planned for a number of reasons including capacity within the team; the need to ensure Lead and Ward Member support and incorporate a range of stakeholder's views. Consultation on Finchley Church End has taken place and has now been completed with adoption Feb/March 2012. Consultation on Edgware and planning frameworks for key sites in Chipping Barnet Town Centre is now due early 2012 with adoption April 2012.</p>	<p>Preparation for submission of committee report to Cabinet in April</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Pilot winter gritting scheme with schools and residents' groups that empower the community to make immediate surroundings safe during adverse weather conditions</p>	<p>Roll out to newly identified participants</p>	<p>Achieved</p>	<p>The Chief Executive Service has taken the lead on recruiting and selecting schools via Pledgebank. 13 Schools have so far been identified and the pilot rolled out to them with grit and equipment delivered for the programme. This exceeds the initial roll out target of 7 schools.</p>	<p>Achieve a target of 7 participating schools and 2 residential roads for the pilot by March 2012</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Transfer the management of all allotment and bowls sites from the council to the community by working with user groups to develop a management model</p>	<p>Start consultation on bowls management</p>	<p>Work yet to commence</p>	<p>Bowls review and consultation to be carried forward to 2012/13. Focus of work has concentrated on allotments which has made significant progress and will be achieved by Quarter 4.</p>	<p>Majority of fast track allotment sites transferred.</p>

<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Use the Pledgebank platform to initiate community efforts in partnership with the Council.</p>	<p>Report on outcome Pledge 2 (pledge responses and outcomes). Launch Pledge 3</p>	<p>Achieved</p>	<p>Pledge 2 was successfully launched on the Pledgebank platform. The pledge is still open as it requires one more volunteer to launch. We will continue to monitor take up.</p> <p>A number of initiatives including Adopt a Street have been successfully dovetailed into the Pledgebank and represent the 3rd tranche of pledges launched for Q3.</p>	<p>Report on outcome Pledge 3 (pledge responses and outcomes) Launch Pledge 4.</p>
<p><i>Sharing opportunities, sharing responsibilities</i></p> <p><i>Support the development of the Big Society in Barnet</i></p>	<p>Work with residents in litter hot spot areas to develop an "Adopt a Street" collaborative working model with the council</p>	<p>Roll out to 4 remaining areas</p>	<p>Achieved</p>	<p>Roll out commenced to Martins School, initiative underway. A number of streets have pledged through the PledgeBank, Sunny Gardens, Carlton Road and Heathgate, these are being progressed</p>	<p>Review 5 pilots</p>
<p><i>A successful London suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Work with Police and neighbouring Boroughs to pilot an initiative tackling street drinking in Cricklewood. If successful roll out to other problem areas</p>	<p>Monitor action plans</p>	<p>Work initiated/partially achieved</p>	<p>Report compiled by Police in conjunction with Community Safety to present to Lead Member, who if in agreement can present to Cabinet in respect of a Borough wide alcohol control zone. This is an area in which if a police officer sees a member of the public drinking and causing anti-social behaviour they can seize the alcohol. This will compliment and support the ongoing 3 town centre action plans.</p>	<p>Monitor action plans</p>

<p><i>A successful London Suburb</i></p> <p><i>Create an environment in which business and enterprise can flourish</i></p>	<p>Run a pilot to de-clutter street furniture in one town centre to assist its impact (funded by TFL)</p>	<p>Nothing to be monitored</p>	<p>N/A</p>	<p>N/A</p>	<p>Deliver a town centre pilot March 2012</p>
<p><i>A successful London suburb</i></p> <p><i>Keep traffic moving</i></p>	<p>Target resources in areas of most impact in town centres. Monitor levels of coverage of town centres by civil enforcement officers to ensure it is adequate to meet the peculiar challenges unique to specific areas</p>	<p>Review monitoring to establish suitability and effectiveness</p>	<p>Work initiated/mostly achieved</p>	<p>Assessments have been undertaken to establish the optimum number of Civil Enforcement Officers in each Town Centre and a running log of the number of patrols undertaken is being maintained and forwarded weekly to Car Park Manager.</p>	<p>Research and prepare report into effectiveness and acceptability of this strategy. Consult on ways to engage with community</p>

3. RESOURCES AND VALUE FOR MONE

3.1 Revenue

Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast 2011/12	Variation		
	£000	£000		£000		
Land Charges	(960)	(903)	(905)	(2)		0.0%
Environmental Health/ Cem & Crem Planning	1,199	1,279	1,355	76	Pressure on Cem & Crem income	5.9%
	471	622	703	81	Overspend due to establishment pressures and higher than budgeted running costs including legal expenditure for anticipated planning appeal cases.	13.0%
Strategy (Planning & Housing)	580	730	777	47	Staffing pressure as a result of project slippage	6.4%
Building Control	(320)	(75)	(212)	(137)	Favourable variance due to staff savings offsetting income pressures	-182.7%
Housing	1,613	4,110	3,788	(322)	TA running cost savings & reduction in void penalties	-7.8%
Regeneration Service	16	41	(167)	(208)	Underspend represents an increase in income from Regeneration buybacks	-507.3%
Management and performance	73	576	1,365	789	Underlying establishment pressure. Directorate is holding posts vacant to minimise the establishment pressures wherever possible	137.0%
Highways Inspection/Maintenance	2,155	1,314	2,381	1,067	There is a continued overspend relating to reduced professional fee income from capital schemes however this projected overspend has been reduced as a result of further LiP & Outer London Fund capital works. Pressures remain as a result of the requirement to meet contractual obligations on planned maintenance, and lower crossover fees resulting from fewer footway schemes.	81.2%
Highways income budgets incl. NRSWA	(589)	(904)	(917)	(13)	Staff savings in NRSWA activity has offset the income pressure from crossover rechargeable works.	-1.4%
Greenspaces	4,229	4,939	4,644	(295)	Underspend due to additional anticipated rental income. This is offsetting establishment pressures in Parks and Open Spaces, the repairs and grounds maintenance costs for King George Playing Fields and the one off payment for the Play Area inspections.	-6.0%
Cleansing	4,486	4,551	4,425	(126)	Underspend relates to the review of planned overtime, and also a hold on the purchasing of new equipment.	-2.8%
Refuse (domestic and trade waste)	3,558	3,509	3,370	(139)	Underspend in Trade Waste due to higher sales income arising from fees and new business.	-4.0%
Parking	(1,164)	(1,324)	(1,264)	60	Overspend relates to the shortfall in Off Street parking income, due to adverse economic conditions. The underspend in Parking Design is due to more rechargeable activity than initially anticipated.	-4.5%
Transport	(66)	(31)	(403)	(372)	Surplus is due to the transport savings from Street Cleansing and Refuse fleet retained within Transport and also the reduction of Spot Hire charges, recharged to users at cost.	-1200.0%
Recycling	3,373	3,509	3,221	(288)	Extra income being generated from recycled materials and the Biodegradable Incentive Payment from the NWLA received & projected in this area are the reasons for the overall surplus.	-8.2%
Street Lighting	5,320	6,020	6,052	32	Pressure from legal fees.	0.5%
Community Safety	388	367	243	(124)	Underspend includes savings of £90k for project work, no longer taking place and staff savings	-33.8%
Community Protection	1,223	1,247	1,154	(93)	Underspend relates to vacant posts and the review of contract costs.	-7.5%
Leisure	1,053	1,554	1,541	(13)	Budget saving on Copthall Stadium, pending outcome of leisure review.	-0.8%
WOM	-	-	-	-		0.0%
Environment, Planning & Regeneration	26,638	31,131	31,151	20		0.1%
Special Parking Account	(5,923)	(6,034)	(5,630)	404	The income target for permits continues to be a pressure within the SPA, also additional agency staff have been employed to deal with the backlog within Parking Processing. Additional costs have also been incurred for server moves.	-6.7%
Environment, Planning & Regeneration Total (inc SPA)	20,715	25,097	25,521	424		1.7%

Housing Revenue Account						
Description	Variations				Comments	% Variation of Revised Budget
	Original Budget	Budget V1	Forecast 2011/12	Variation		
Housing Revenue Account	£000	£000		£000		
LBB Retained	1,632	1,632	1,646	14	Realignment of establishment between GF and HRA.	0.9%
HRA Regeneration	1,091	1,091	898	(193)	Anticipated recovery of consultants costs from developers.	-17.7%
HRA Other Income and Expenditure (net)	(5,118)	(5,118)	(5,063)	55	Improved dwelling rent forecast based on second quarters control accounts.	-1.1%
Support Service recharges	576	576	731	155	Based on 2 months actuals & thus projected using figures from the recharge team.	26.9%
Interest on Balances	(40)	(40)	(80)	(40)	Based on 10/11 actuals and the forecasted HRA financial performance.	-100.0%
HRA Surplus/Deficit for the year	1,859	1,859	1,868	9	Total HRA surplus to be transferred to balance sheet.	0.5%
Total	-	-	-	-		0.0%

3.2 Capital

	2011/12 Latest Approved Budget	Additions/ Deletions recommended to February CRC	Slippage / Accelerated Spend recommended to February CRC	2011/12 Budget (including February CRC)	Forecast to year-end	Variance from Approved Budget	% slippage of 2011/12 Approved Budget
	£000	£000	£000	£000	£000	£000	%
Housing Association Programme	14	-	(14)	0	0	(14)	-97%
General Fund Regeneration	1,364	-	-	1,364	1,364	-	0%
Disabled Facilities Projects	2,043	-	-	2,043	2,043	-	0%
Housing Management System	-	-	-	-	-	-	0%
Other Projects	2,603	-	(1,557)	1,046	1,046	(1,557)	-60%
Recycling Schemes	94	-	-	94	94	-	0%
Closed Circuit Television in Town Centres	84	-	-	84	84	-	0%
Other Environment & Transport Schemes	1,348	(70)	(200)	1,078	1,078	(270)	-15%
Highways Schemes	12,819	(28)	(131)	12,660	12,660	(159)	-1%
Environment, Planning & Regeneration	20,369	(98)	(1,902)	18,369	18,369	(2,000)	-9%
HRA Capital	21,371	210	-	21,581	21,581	210	0%

4. MANAGING THE ORGANISATION

4.1 Key projects

Project Name	Total allocated Budget	Capital funded?	Projected end date	Stage project is in	Spend to date	Planned stage progression next period	Current status Quarter 3	Direction of travel in Quarter 2	Forecast Quarter 4 Status	Comments / Risks / Finance
West Hendon Regeneration	£176.8K	Revenue	13-May-20	Delivery	Further analysis needed	Same	Red	Down	Amber	Risk :- Finding a financially viable masterplan.
Brent Cross/ Cricklewood Regeneration	£412.3K	Revenue	01.Dec.2015	Delivery	Further analysis needed	Same	Red	Down	Amber	Delays due to negotiations with delivery partners.
CCTV Installation	£611K	Revenue & Capital	2011/12	Assessment	£210K	Delivery	Red	Down	Amber	This is a four year capital programme for CCTV installation. Since 2010/11 no new schemes can be added as the system is at capacity. A review is currently underway.
Mayor's Priority Parks - Dollis Valley Green Walks	£741K	Revenue & Capital	30-Apr-12	Delivery	£423K	Same	Red	Down	Amber	Delays have occurred as a result of changes to the council's procurement processes. This is a two year delivery project that is nearing completion. The majority of work streams are complete with a few remaining elements due for completion in the programme but will still be delivered before the project end date.

4.2. Human Resources

Performance Indicator	Period covered	Target	Amber criteria	Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/ denominator)	Target Variance	Q3 DoT	Council average	Benchmarking
Attendance										
Average number of absence days per employee (Rolling year)	Jan 10 - Dec 11	6	6 - 6.5	8.4	N/A	6997.6/832.6	-40.0%	<div><div></div>1.2%</div>	7.7	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Oct 11 - Dec 11	1.71	1.72 -2%	2.3	N/A	1877.6/828.8	-32.7%	<div><div></div>3.9%</div>	2.0	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	Oct 11 - Dec 11	100%	>90%	89	80.2%	89/111	19.8%	<div><div></div>2.6%</div>	74.1%	N/A : measure applicable to LBB only
Performance Review										
% objectives set for eligible staff only	Oct 11 - Dec 11	100%	>90%	Next reported in Quarter 1 2012/2013						N/A
% mid year performance reviews undertaken for eligible staff only	Oct 11 - Dec 11	100%	>90%	769	93.2%	769/825	6.8%	not previously reported	90.8%	N/A : measure applicable to LBB only
Cost										
Variance of total paybill to budget	Oct 11 - Dec 11	£7,573,586	+/-5%	£7,323,402	3.3%	7323402/7573586	3.3%	<div><div></div>50%</div>	5.1%	N/A : measure applicable to LBB only
Management Indicator	Period covered			Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/ denominator)	DoT Q3 %		Council average	Benchmarking
Diversity data										
Percentage of top 5% earners that are female	As at 31 December 2011			10	22.7%	10/44	<div><div></div>10.9%</div>		50.6%	Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)

Number of BME employees as % of total employees	As at 31 December 2011	229	27.6%	229/830	▼ 0.8%	0.327	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
Number of declared disabled staff as % of total employees	As at 31 December 2011	20	2.3%	20/886	▲ 55.9%	2.7%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)

Employee Relations

High Risk - Employee Relations cases as % of total cases	As at 31 December 2011	3	5.7%	3/53	▼ 44.5%	8.9%	N/A : measure applicable to LBB only
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ESTABLISHMENT				OCCUPANCY					OTHER	
Permanent	Fixed Term	Vacant	TOTAL	Permanent	Fixed Term	Agency / Interim	TOTAL	Variance	Consultants	Casual
774.13	49.89	131.48	955.50	773.33	55.89	174	1003.21	47.71	15	86

Robust monitoring of sickness by managers has resulted in a positive direction of travel for rolling annual absence levels. The number of managers completing their monthly returns has also improved, and further action to name and shame those not completing a return are in place to improve this further.

More than 93% of mid-year performance reviews have been completed, and the figure could be higher once a number of technical issues are resolved with colleagues in HR. Targeted work is in hand to address specific areas where reviews have not been completed. Variance of the pay-bill against the budget is being addressed through work to realign EPR budgets.

4.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

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

Waste, PFI and Private Sector Housing availability are longer-term risks and current officer action will mitigate these and other risks pending decision by Members. These have all been escalated to corporate level. Assistant Directors are confident that current actions are addressing these risks pending decision by Members, through to 2012/13. Other risks are mitigated by managing the financial position of various budgets and additional mitigating actions. This is being done monthly/quarterly with Action Plans in place. These are also managed effectively and discussed at SMT meetings, at internal project management boards, and managed at quarterly SMB meetings for escalation where appropriate.

A new risk around budget management has been added this quarter. A potential budget gap of £1.8m has been reduced to £424k as a result of mitigating action by the management team.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
ET0018 – Compliance Failure to achieve a 50% recycling rate.	Major 4	Likely 4	High 16	(Mitigating Action) Development of Waste Action Plan Development of Waste Action Plan, Annual publicity plan engagement work. Participating in NLWA 50% Club meetings. Report on 2nd March. <i>Implemented (100% complete)</i> Action Taken) Development of Waste Action Plan (now being implemented) Some Waste Action Plan activities implemented. Action Plan to be reviewed as part of development of new Waste	Treat	31/03/2012 (Normal) 31/03/2012 (normal)	Moderate 3	Likely 4	Medium High 12

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				Strategy. Participating in NLWA technical officers meetings. <i>In Progress (30% complete)</i>					
ET0033 – Financial Likelihood that road and pavement conditions will deteriorate due to the lack of Capital funding.	Major 4	Almost Certain 5	High 20	Asset Management approach approved by members. Restructure has identified a dedicated Asset Management Team. Implementation of the Asset Management principles will identify a number of options and hence the investment required in order to sustain the current level of condition. <i>Implemented (100% complete)</i>	Tolerate	31/10/2011 (normal)	Major 4	Almost Certain 5	High 20
				Business Case required to justify the requirement and consequences of not investing in the Network. <i>In Progress (5% complete)</i>		31/01/2012 (High)			
ET0042 – Financial (Street Lighting PFI Contract) Contractor has struggled to deliver the required standards and as a consequence has suffered large financial adjustments. Contractor has indicated this is not sustainable and has threatened to withdraw from contract. The financial implications could be up to 50% increase annually potentially equating to £2.25m annually.	Catastrophic 5	Likely 4	High 20	Working on proposed amendments to contract to improve sustainability - general service provision alterations. Process has stalled pending resolution of issues preventing progress with the CMs installation on which other changes are dependent. <i>Under Review (10% complete)</i>	Treat	24/02/2012 (Normal)	Catastrophic 5	Possible 3	High 15
				Working on proposed amendments to contract to improve sustainability - Invest a Safe Programme Agreements <i>In Progress (5% complete)</i>		05/01/2013 (Normal)			
				A report has been drafted providing detailed explanation analysis of risks & options to reduce some of the risks This report may require consideration to progress to action. Due to the additional issues arising, this Paper has been up-dated and submitted to the Directorate with a subsequent request to provide further information on cost impact for each option.		24/02/2012 (Normal)			

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				<i>In Progress (75% complete)</i>					
ET0057 - Financial A reduction in the supply of private rented sector properties available to households who receive housing benefit due to changes proposed to Local Housing Allowance.	Major 4	Likely 4	High 16	Seek borough protocols on incentives paid to landlords Principles now agreed by London Councils Leaders Group <i>Implemented (100% complete)</i> Work with local Landlords through landlords forum Landlord Forum scheduled for 3 Nov <i>Implemented (100% complete)</i> Targeting of Discretionary Housing Benefit Payments Will not take full effect until transitional protection starts to be withdrawn from Jan 2012 <i>In Progress (75% complete)</i> Review leased stock Carry out a wholesale review of the entire leased stock seek to agree with partner housing associations how to deal with projected rent shortfalls <i>Effective (100% complete)</i> That consideration is given to sourcing leased units outside of Barnet to increase supply Staff being recruited to undertake this function <i>In Progress (80% complete)</i> Review of General Fund rents to ensure that income is maximised for the Council <i>Implemented (100% complete)</i> Review provision of nightly purchased accommodation to ensure costs further reduced. <i>Implemented (100% complete)</i> Amend approval process for acquiring private sector leases	Treat	02/05/2011 (High) 03/11/2010 (Normal) 30/12/2011 (Normal) 13/10/2010 (Normal) 01/11/2011 (Normal) 31/03/2011 (Normal) 30/09/2011 (Normal) 30/11/2010 (Normal)	Moderate 3	Likely 4	Medium High 12

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				Amended approval process was signed off on Friday 14 January 2011 <i>Implemented</i> (100% complete)					
ET0059 - Financial Unable to contain due to lack of investment in planned works or rapid deterioration due to adverse weather impact. Risk increased due to reduction in budget by £1.5M. One off contribution this year from Capital to replace reduced revenue. For financial year 2012/13 there will be no Capital Funding and hence Revenue budget pressure of £1.5m plus additional pressure of £0.5m due to lack of Planned Programme Investment.	Major 4	Almost Certain 5	High 20	Regular monthly monitoring of income and expenditure. If no increase budget forthcoming overspend will be reported from month 2. <i>In Progress</i> (22% complete) Monthly monitoring reported to SMB and reported to Cabinet. PEP Phase 1 commenced with completion by end of July 2010. Monthly monitoring reported to SMB and reported to Cabinet. PEP Phase 1 commenced with completion by end of July 2010. Phase 2 due to start in August with completion by the end of October. <i>Implemented</i> (100% complete)	Treat	19/03/2012 (Normal) 31/03/2011 (Normal)	Major 4	Likely 4	High 16
ET0061 - Financial EPR budgets for 2011-12 are projecting a shortfall of £1.8m (including SPA) at month 6, there is a risk that this gap will not be closed.	Moderate 3	Likely 4	Medium High 12	Service review of budgets underway <i>Proposed</i> (50% complete) Discussions at Director level about budget correction <i>Proposed</i> (30% complete) Restructure of some areas following PHR/E&O merger <i>Proposed</i> (0% complete)	Proposed	31/01/2012 (High) 31/01/2012 (Normal) 29/02/2012 (High)	Minor 2	Unlikely 2	Medium Low 4
ET0032 – Financial (Street Lighting) Energy charges are extremely volatile and there is a risk that they may increase substantially creating a pressure on the budgets.	Major 4	Possible 3	Medium High 12	Local Authorities have been advised to use the services of Laser and other such organisations when procuring energy as they are able to secure energy over a period of time by monitoring the market movements on a daily basis a smoothing of the impact of increases by buying energy when the price is at its lowest. Tendering at a point in time is perceived as being a high risk strategy as the time the tender becomes due may be at the peak of the energy market price. The	Treat	31/03/2011 (Normal)	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment		Impact Probability Rating	Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
				<p>Service Provider has engaged with Laser and they will be providing the energy procurement service on their behalf in the future.</p> <p><i>Implemented (100% complete)</i></p> <p>Provisional prices provided by Laser to assist with budget monitoring and hence highlight the likely increased costs.</p> <p>Provisional prices provided by Laser to assist with budget monitoring and hence highlight the likely increased costs. New arrangements not due to start until October 2010.</p> <p><i>In Progress (75% complete)</i></p>		31/03/2012 (normal)			
<p>ET0039 – Financial</p> <p>Parking income falls below target/costs exceed budget.</p>	Major 4	Possible 3	Medium High 12	<p>Reorganisation Project</p> <p><i>Implemented (100% complete)</i></p> <p>Full review of SPA income and expenditure</p> <p><i>Implemented (100% complete)</i></p> <p>Signs and lines investment analysis</p> <p>Monthly report on</p> <ul style="list-style-type: none"> - PCN issue - Change to income - Cancellation reduction rate to PCNs <p><i>Implemented (100% complete)</i></p> <p>CEO Planned Overtime</p> <p>Monthly report on:</p> <ul style="list-style-type: none"> - PCN issue - Change to income - Cancellation reduction rate to PCNs <p><i>In Progress (100% complete)</i></p> <p>Fees and charges review</p> <ol style="list-style-type: none"> 1. Cabinet to agree 13/1/2011 2. New P&D tariff to be implemented end 01/03/2011 3. New permit charges to be implemented 01/04/2011 <p><i>Implemented (100% complete)</i></p> <p>Free bays - Existing free bays to be converted to paid for parking after relevant consultation</p>	Treat	<p>01/04/2011 (Normal)</p> <p>04/04/2011 (Normal)</p> <p>01/07/2011 (Normal)</p> <p>01/04/2012 (Normal)</p> <p>01/04/2011 (Normal)</p> <p>01/09/2011 (Normal)</p>	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				<p>- either permit, P&D or shared use. Investigation and relevant implementation of a charging tariff in car parks that currently have no associated tariff. <i>Implemented</i> (100% complete)</p> <p>Maintain PCN activity at the required level. <i>In Progress</i> (90% complete)</p> <p>Generate parking income from permitted parking on the street. <i>In Progress</i> (0% complete)</p> <p>Issue permits and visitors' vouchers to generate income. <i>In Progress</i> (75% complete)</p> <p>Maintain activity levels on CCTV bus lane enforcement. <i>In Progress</i> (70% complete)</p> <p>Generate income from car parks. <i>In Progress</i> (0% complete)</p> <p>Introduce charging in 7 off street car parks as identified through RIO. Identified through RIO however concern raised regarding covenants issues currently awaiting legal advice. <i>In Progress</i> (0% complete)</p>		31/03/2012 (Normal)			
ET0041 – Financial Decision against Council in current Judicial Review process.	Major 4	Possible 3	Medium High 12	Legal process being led by Legal Service. Weekly review process with lead member and officers.	Treat	-	Major 4	Possible 3	Medium High 12
ET0055 - Reputational Funding availability is affecting the housing market both in terms of public sector funding to support delivery and access to mortgage borrowing. As a result the housing market has stagnated.	Moderate 3	Likely 4	Medium High 12	<p>Preparation of reports for Regen Board The Regeneration Board meets on a monthly basis and reports must be prepared for submission to the Board each time it meets <i>Implemented</i> (100% complete)</p> <p>Submission of infrastructure delivery plan and completion of draft community infrastructure levy tariff The Infrastructure Delivery Plan was published in November 2011 and</p>	Treat	31/03/2021 (Normal)	Moderate 3	Unlikely 2	Medium Low 6
				<p>28/02/2012 (Normal)</p>					

Risk	Current Assessment		Impact Probability Rating	Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
				<p>considered as suitable by planning inspector. Reconciliation with the Council's Capital Programme is complete and this will enable more strategic allocation of capital funds.</p> <p>A Preliminary Draft Charging Schedule to enable introduction of a Community Infrastructure Levy was completed for September 2011, but as part of internal review and the regeneration review, the document is being revised in time for the February Cabinet Resources Committee.</p> <p><i>In Progress</i> (80% complete)</p> <p>Appointment of partner for Dollis Valley regeneration project</p> <p>A partner is to be appointed by December 2011</p> <p><i>In Progress</i> (90% complete)</p> <p>The Limited Liability Partnership, known as the Inglis Consortium, has now been set up and will go unconditional in September</p> <p>Limited Liability Partnership to be established by April 2011</p> <p><i>In Progress</i> (90% complete)</p> <p>Procurement for a development partner is underway and, subject to authorisation, an appointment will be made end Sept. 2011</p> <p><i>In Progress</i> (90% complete)</p> <p>2 new controls have been added: review of regen business plans and the sourcing of external funding</p> <p><i>In Progress</i> (0% complete)</p>					
ET0058 - Financial The cremators have reached the end of their operational life and are liable to frequent breakdowns. New cremators must be fitted with mercury abatement which is a statutory requirement for all	Major 4	Possible 3	Medium High 12	Approval to proceed to include in Capital Programme for 2011/12 given April 2011 <i>Implemented</i> (100% complete) Commercial Services engaged to lead on production of Business Case to go to CRC in September 2011 Commercial services are developing a	Treat	21/04/2011 (Normal) 30/09/2011 (High)	Moderate 3	Rare 1	Low 3

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
cremations by end of December 2012, unless subscription is made to a burden sharing scheme. The lead in time to carry out the works and commission new cremators fitted with mercury abatement is approximately 2 years. There is therefore a risk of complete or significant breakdown of the existing cremators until this work is completed. There is the potential for health & safety risks to arise from failing equipment. Failure of the equipment will lead to loss of business thus reducing expected income and potentially damaging the council's reputation through loss of the service or short notice cancellations of cremations. Failure to abate mercury emissions by 2012 or subscribe to a burden sharing scheme will result in a loss of permit to operate, a risk of prosecution and reputational damage.				scheme for the future improvement and use of the property as well as for replacement of the cremators. <i>Implemented</i> (100% complete) A specialist consultant has now been appointed to assist with the procurement of new cremators. <i>In Progress</i> (10% complete)		24/05/2012 (Normal)			