

Putting the Community First

# Annual Finance and Performance Report 2008/09

What we spent and what we achieved

Published on 1 October 2009



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# Foreword

Welcome to Barnet Council's Annual Report for 2008/9. This report looks back over the last financial year and tells you what we achieved, both in terms of what we have delivered for Barnet, and how we have managed the business of the Council.

Growing pressures on local government, both in terms of limits on our funding and the growing demands on our services, have presented real challenges for the Council in recent years. However I suspect we may look back on 2008/9 as the calm before the storm. The state of the economy has not passed local government by and future budgets will have to reflect the wider pressures on all public sector expenditure.

However, there is much for us to be proud of. 80 per cent of Barnet residents are satisfied with Barnet as a place to live - higher than the London average. However we are not complacent and know that we need to work closely with our partners including NHS Barnet and Barnet Police to improve the things that most matter to residents.

There are plenty of significant achievements to share – our schools continue to be amongst the best in the country. 81 per cent of our schools inspected by Ofsted in 2008/09 were judged to be good or outstanding and we are continuing to invest in our education system, opening three brand new primary school buildings in September 2009.

The Council was also successful in tackling environmental problems in the borough, meeting our targets to reduce levels of litter, graffiti and fly-posting. We also worked hard to promote the independence of adults who need support

through the use of technology that helps them stay in their own homes.

The Council's achievements in specific services are reflected in the 4 out of 4 rating given to our Housing, Benefits and Environmental services by the independent Audit Commission, which means they are among the very best in the country.

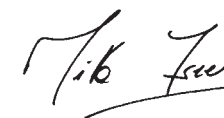
Equally there are a number of targets that we didn't quite meet, and which remain challenges we are committed to meeting this year, such as increasing the recycling rate and improving our responsiveness to customers. Research amongst residents also identified the need to reduce traffic congestion and undertake road and pavement repairs, whilst levels of crime, cleanliness and health provision were felt to be the most important priorities. During the year we spent over £6million on improvements to our roads and pavements, but in the coming year there is still more to be done.

We aim to attract and retain the highest calibre of public sector manager who can innovate and provide leadership across public sector boundaries and serve the people of Barnet and the salaries we pay must reflect this. Managers must be able to meet the continuing challenges of dealing with ever more pressure on services and delivering more value for ever less money. We believe however, it is vital to

be transparent with our residents about how much we pay senior executives, particularly at a time when public trust in government is so low. That's why we're doing something in this Annual Report that few other organisations do, which is publishing the salary of our Chief Executive Nick Walkley and the Council's Directors, alongside a breakdown of the number of employees earning above £50,000 a year.

We kept the Council Tax rise below the Retail Price Index rate of inflation for the fourth year running despite another poor government financial settlement in 2008/9 whilst prioritising resources to provide frontline services for residents. The Council has also consistently had one of the lowest back office administration costs in London. Between 2004-7, only one London Borough had a lower cost per head than Barnet.

I hope you find this report interesting and useful, but if you do have any comments or suggestions to make there is a feedback form at the end of the report, and we would welcome your contribution.



Councillor Mike Freer, Leader of the Council

# Introduction

This is a report on the Council's activities for the year 1 April 2008 to 31 March 2009. It covers our performance in delivering for the residents of Barnet, and how we've managed the organisation to achieve this.

**Section 1** looks at how we are delivering on the commitments made in our Corporate Plan for 2008/09 to improve outcomes for Barnet:

1A. The Council's assessment of its performance against the six corporate priorities for 2008/09:

- A bright future for children and young people
- Clean green and safe
- A successful city suburb
- Strong and healthy
- Supporting the vulnerable
- More choice, better value

1B. The independent assessment of Barnet Council by the Audit Commission.

1C. Performance of the partnership of public sector organisations in Barnet (including the police and NHS Barnet) in delivering Barnet's Local Area Agreement.

1D. Examples of the feedback we have been given and how we are engaging with residents to understand what's important to them and what they think our priorities should be.

**Section 2** reviews the management of the Council to deliver our objectives, with a particular focus on how effectively we used our resources:

2A. The independent audit by our external auditors of how well we used our resources and ensured value for money

2B. The resources available to the Council and how these were spent to deliver Council services and to pay senior officers.

2C., D and E. Arrangements for controlling governance and risk, our environmental commitments and our approach to promoting equality

2F. The Council's processes for ensuring that the data driving decision making is high quality

Throughout this document you will also see words and phrases in **bold letters**. Each of these words are explained in the **Glossary (Appendix C, page 41)** and if you click on them you will be automatically taken to the **Glossary**.

There are also hyperlinks throughout the document to external websites where you will find more detailed information. These hyperlinks are indicated by **bold underlined letters**

# Section 1: Outcomes for Barnet

## Part 1a: How the council has delivered its priorities

In 2008/9 the Council focussed on six corporate priorities, as set out in our Corporate Plan: A bright future for children and young people, Clean green and safe, Supporting the vulnerable, A successful city suburb, Strong and healthy and More choice, better value.

For each priority, we committed to a number of targets and improvement initiatives – there were 82 indicators that we had targets for (including Local and National Indicators), and 108 separate improvement initiatives.

This section presents an overview of how we performed against these commitments, as well as a selection of our achievements, and also cases where we fell short of our targets.

You can see the full list of our 2008/9 performance targets and results on our website here: [www.barnet.gov.uk/cp-annual-peformance-monitors](http://www.barnet.gov.uk/cp-annual-peformance-monitors)

In order to aid interpretation of performance against targets, we use a traffic lighting system to show whether the targets have been achieved (green), narrowly missed (amber) or missed (red). Seven per cent of indicators had no data available at time of publication.

■ Target Achieved ■ Target Narrowly Missed ■ Target Missed ■ No Data ■ No Target



Figure 1. Performance against Corporate Plan Indicators (100% = 82 indicators)

■ Performance Improved ■ Performance Stable ■ Performance Declined ■ No Data ■ New Indicator



Figure 2. Performance against previous year (100% = 82 indicators)

## Links to further information

**Appendix A1:**  
Further details on improvement initiatives and how we listened and responded to residents and service users.

[www.ofsted.gov.uk/reports](http://www.ofsted.gov.uk/reports) Individual school inspection results

[www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf)  
Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan) How we are planning to create a bright future for children and young people in the coming year - 2009/10

## A bright future for children and young people

Our work on this priority was guided by six challenging objectives: to ensure that every school is a good school for every child; to improve the employability of our young people; to ensure children are safe at home; safe at school and safe in the community; to personalise services for children and young people in vulnerable groups; to build resilience and support independence and to help children and their families to make healthy choices.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in **Appendix A1**.

Proportion of 16 to 18 year olds who are not in education, training or employment: (target 4.5%)	<b>4.1%</b>
Schools with good or outstanding overall effectiveness; (target 80%)	<b>81%</b>
Schools with National Healthy Schools Status: (target 70%)	<b>70%</b>
Completion of initial assessments for referrals to children's social care within timescale: (target 74.0%)	<b>73%</b>
Selected indicators. The full list is on our <a href="#">website</a>	

## Improvement initiatives

We undertook 33 initiatives under this priority. During the year we made substantial progress on our schools rebuilding programme with three new primary school buildings completed and due to open in September 2009. A £28 million reconstruction of East Barnet School is also on course and is scheduled to open in September 2010. Other initiatives included work to: improve health in schools; create an online directory for youth activities; increase capacity in our domestic violence support service; and the opening of a new multi-agency young people's centre in Woodhouse Road. With our partner agencies we continued to look at ways to promote safeguarding which included running sessions for parents and teachers to raise awareness of online safety.

## Corporate Plan indicators

Figure 3 shows that we achieved the majority of our 24 performance targets in 2008/09. The target for completing initial assessment of referrals to social care was one of six missed targets. A substantial increase in referrals to our social care team during the year contributed to missing this target. Figure 4 compares performance in 2008/09 with 2007/08. Of these indicators we performed better on 13 and worse on seven with two new indicators. Full details of our performance against the performance indicators can be found on our [website](#).

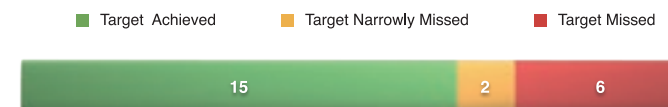


Figure 3. Performance against Corporate Plan Indicators (100% = 23 indicators)

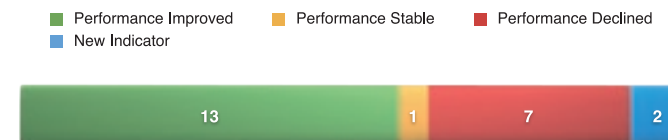


Figure 4. Performance against previous year

## Government assessment and inspection results

In our OFSTED Annual Performance Assessment of Children's Services the Council received an overall grade of 3 (Good) out of 4 in November 2008. **This letter** summarises the findings of the 2008 Annual Performance Assessment (APA) for the Council.



## Clean, green and safe

Our work on this priority was guided by seven objectives: to improve street and environmental cleanliness; to reduce waste volume and increase recycling; to improve Premier Parks; to improve energy efficiency and reduce CO<sub>2</sub> emissions; to work with partners to promote and improve community safety; to reduce harm caused by illegal drugs and alcohol; and tackle anti-social behaviour.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in [Appendix A2](#).

Areas surveyed where Litter was a problem: (target 7%)	6%
Areas surveyed where Detritus was a problem: (target 12%)	8%
Areas surveyed where Graffiti was a problem: (target 11%)	8%
Areas surveyed where Fly-posting was a problem: (target 1%)	<1%
Kilograms or rubbish per household per year: (target 690)	733Kg
Proportion of waste recycled: (target 35%)	31.2%
Selected indicators. The full list is on our <a href="#">website</a>	

## Improvement initiatives

We undertook 16 initiatives under this priority. We aimed to improve cleanliness in the borough by targeting our resources on known hotspots where large amounts of litter exist. We began work with the Energy Savings Trust to account for the CO<sub>2</sub> emissions from our operations and planned how to reduce them. During the year we developed and implemented a number of strategies and action plans for issues such as: crime and disorder, substance abuse, safer communities and drug and alcohol. We increased coordination with our partner organisations in dealing with licensing issues.

## Corporate Plan indicators

Data was available for ten of the thirteen Corporate Plan indicators.

Figure 5 shows we met or exceeded the targets set for seven out of the ten indicators, including meeting targets for dealing with problem litter and graffiti. We have reduced the volume of waste collected and increased rates of recycling however we have fallen short of our targets for both indicators and we are looking at how we can improve our performance in these areas in the coming year. Figure 6 shows in comparison to the previous year we improved our performance on seven of the ten indicators, our assessment of dealing with fly-tipping fell from the previous year and we reported on one new indicator.

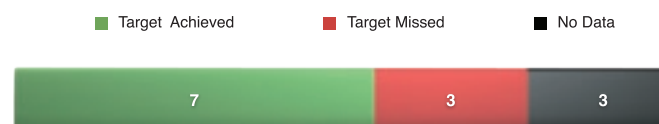


Figure 5. Performance against Corporate Plan Indicators (100% = 13 indicators)

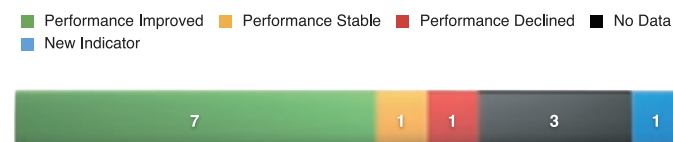


Figure 6. Performance against previous year

## Awards

The Green Flag Award is the national standard for parks and green spaces in England and Wales. In 2008 Barnet received a green flag for seven of its parks and open spaces, these were:

- Mill Hill Park
- Hendon Park
- Victoria Park
- Friary Park
- Oak Hill Park
- Old Courthouse Recreation Ground
- Edgwarebury Park

## Links to further information

### Appendix A2:

Further details on our improvement initiatives and how we listened and responded to residents and service users.

[www.greenflagaward.org.uk](http://www.greenflagaward.org.uk) Further information on the awards and maps to your closest park or open space

[www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf) Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan) How we are planning for Barnet to be clean, green and safe in the coming year - 2009/10

## Supporting the vulnerable (from 2009-2010 Promoting independence)

Our work on this priority was guided by three objectives: to help people stay in control of their lives; to improve assessment and care allocation and to achieve better outcomes for vulnerable people.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in **Appendix A3**.

Proportion of non 'decent homes': (target 32.0%)	16.6%
Households re-housed in the private rented sector: (target 525)	749
Number of people in receipt of telecare equipment during year: (target 300)	348
Households in Temporary accommodation: (target 1975)	2,329
Proportion of adults with learning disabilities in paid employment: (target 11.4%)	7%
Selected indicators. The full list is on our <a href="#">website</a>	

### Improvement initiatives

12 of the initiatives stated in the Corporate Plan 2008/09 are still in progress in 2009/10, two were completed, and two were changed. We have delayed implementation of an online housing application system, whilst we take the chance to undertake a **Lean Systems Review** and following guidance we have received we have reviewed our strategy for outsourcing medical assessments and do not plan to pursue this option. We continue to provide accessible, quality housing to those who need it and we are working with private sector landlords to reduce the number of people who are homeless or living in temporary accommodation.

#### Links to further information

##### Appendix A3:

Further details on our improvement initiatives and how we listened and responded to residents and service users. [www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf) Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan)

In 2009/10 this priority will be renamed 'promoting independence'.

## Corporate Plan Indicators

Figure 7 shows we met or exceeded the targets for 13 of the 16 indicators. During the year we exceeded our target for distribution of 'telecare' remote monitoring equipment which is assisting nearly 350 vulnerable people to remain in their own home, and have more than doubled the proportion of social care service users who have a say in how the money for their care is spent. Our goal is for a fivefold increase in the use of this self directed support by 2013. There was also a significant reduction in the number of households in Barnet Home's portfolio of residential properties that have not been brought up to Decent Homes Standard. During the year 2008/09 22 per cent of the properties in the portfolio were brought up to the standard. During the year 2009/10 our target is to reduce non-decent homes further from 16.6 per cent to 9 per cent. Missed targets included completing social care assessments within time (performance declined from the previous year although we are still in the top 25 per cent of authorities nationally), the proportion of adults with learning difficulties in paid employment (performance declined from previous year due to a delay in our Right4Work scheme) and tenant's satisfaction with our landlord service. Figure 8 illustrates the change in our performance on indicators in comparison to the previous year and includes one new indicator.

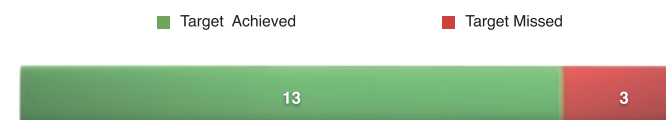


Figure 7. Performance against Corporate Plan Indicators (100% = 16 indicators)

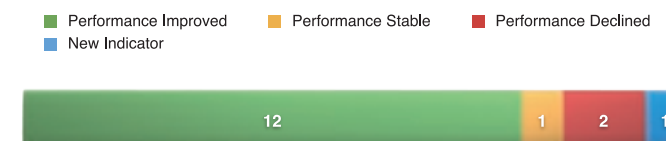


Figure 8. Performance against previous year



## A successful city-suburb

Our work on this priority was guided by five objectives: to grow successfully as a borough; to deliver the three strands approach (Protect, Enhance and Grow) to borough development; to deliver housing growth in a sustainable way; to create the conditions for a vibrant economy; and to improve the transport infrastructure to maximise movement opportunities.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in **Appendix A4**

89% of Major Applications were responded to within the 13 week time limit (target 89% or higher)	89%
80% of Minor Applications were responded to within the 8 week time limit. (target 82% or higher)	80%
88% of Other Applications were responded to within 13 weeks (target 89% or higher)	88%
Selected indicators. The full list is on our <a href="#">website</a>	

## Improvement initiatives

Town centre development frameworks progressed well and major regeneration projects in areas such as Stonegrove and Grahame Park. The progress of the different schemes is summarised in **Appendix A4**. We have continued to develop and review the options for low cost home ownership. This included the completion of the first phase of 60 shared ownership homes at Beaufort Park and concluded a pilot 'Social HomeBuy' scheme. In a separate development we focused efforts on helping existing Barnet Homes leaseholders with service charge loans. Finally, work on the troubled Aerodrome Road project neared completion, further details of this can be found in **Appendix B2**

## Corporate Plan Indicators

We are waiting for Transport for London to provide figures for two of ten indicators in this priority relating to traffic congestion and bus services. These are due to be released later in the year and will be published on our website with the full set of **2008/9 Corporate Plan data**. During 2008/09 we made substantial changes to our planning applications process. We have restructured personnel and implemented new software, which allowed us to process a greater proportion of applications within set timescales. Overall we achieved both targets for processing major applications, but narrowly failed on the indicators for processing minor and 'other' applications. Finally, resident satisfaction with the local area increased by 2 per cent to 80 per cent which is well above an average for outer London boroughs of 72 per cent.

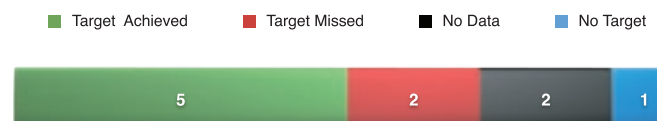


Figure 9. Performance against Corporate Plan Indicators (100% = 10 indicators)

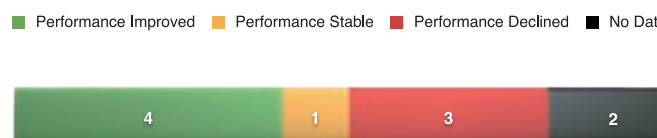


Figure 10. Performance against previous year

## Links to further information

**Appendix A4:** Further details on our improvement initiatives and how we listened and responded to residents and service users.

[www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf)  
Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan) For more on our vision for Barnet as a successful city suburb in 2009/10.

Strong and healthy

Our work on this priority was guided by two objectives: to promote a strong community and a healthy population.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in **Appendix A5**

Preventing violent extremism grade: 11.5/20 (target 11.5/20)	11.5/20
Schools achieving National Healthy Schools Status: 70.0% (target 70.2%)	70.0%
People who feel they can influence decisions in their area: 37.3% (target 38%)	37.3%
Selected indicators. The full list is on our <a href="#">website</a>	

Improvement initiatives

Barnet has been at the forefront of developing programmes to engage with citizens to prevent violent extremism, contributing to a strong community. Led by Barnet Muslim Engagement Partnership (BMEP), the programme was awarded 'Best Youth Award' for 2008 for our work on citizenship and 'Best Project Award' for 2009 by the Government Office for London (GOL). Barnet's distinctive approach in this work has also been noted by Government departments including the Department for Communities and Local Government and the Home Office. Other initiatives included: the negotiation of funding contributions from developers for health facilities in new residential developments; projects to engage the public in the democratic process and work with **Local Strategic Partnership (LSP)** to implement a range of health strategies. Further information on LSP activities to improve the health of residents of Barnet can be found in the section on Barnet's **Local Area Agreement (LAA)**

Corporate Plan Indicators

There were seven Corporate Plan Indicators within our strong and healthy priority. Figure 11 shows we met or exceeded the targets set for five indicators. Targets were missed for residents feeling able to influence decision making and percentage of schools achieving healthy school status. We improved performance against four indicators in comparison with the previous year. Our performance fell on the proportion of people who quit smoking and reported one new indicator.

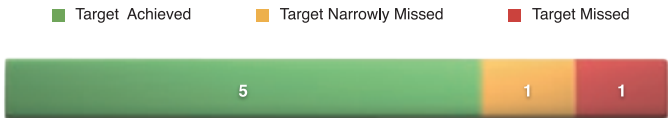


Figure 11. Performance against Corporate Plan Indicators (100% = 7 indicators)

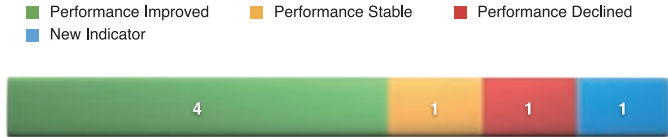


Figure 12. Performance against previous year

Links to further information

Appendix A5:

Further details on our improvement initiatives and how we listened and responded to residents and service users to deliver this priority

[www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf)  
Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan) for more on our vision for a strong and healthy Barnet in 2009/10

## More choice, better value

Our work on this priority was guided by six objectives: to provide customers with a choice of access to services and service information; maximise income and debt recovery; support and challenge for better use of resources across the organisation; enhance and further develop Corporate Governance; stimulate high quality democratic engagement; and to inform and encourage residents to get involved via consultation and engagement.

This is a snapshot of the outcomes achieved in this corporate priority, further information can be found in **Appendix A6**

Average waiting times at our reception points: 15 minutes (target 15 minutes)	<b>15 Minutes</b>
Council tax collected: 96.3% (target 96.5%)	<b>96.3%</b>
Selected indicators. The full list is on our <a href="#">website</a>	

## Improvement initiatives

■ Target Achieved ■ Target Narrowly Missed ■ Target Missed ■ No Data



Figure 13. Performance against Corporate Plan Indicators (100% = 13 indicators)

We undertook 21 initiatives under this priority. The nine initiatives completed during 2008/09 included reopening the Burnt Oak library which has provided residents in the west of the borough with a new way to access Council services. The initiative to implement actions from an internal review in 2007/08 was superseded by a wider review of internal controls. The remaining initiatives will continue to be progressed in 2009/10 include: the efficient use of office space and modernising how staff work including the use of technology.

## Corporate Plan indicators

■ Performance Improved ■ Performance Declined ■ No Data ■ New Indicator



Figure 14. Performance against previous year

The majority of our 13 performance targets were met (Figure 13). The 13 indicators contain three customer choice and service measures. We met our targets for waiting time at reception points, and responses to electronic communications, but missed our target for answering 90 percent of phone calls within 25 seconds. We delayed a survey of members' satisfaction with the overview and scrutiny process until autumn 2009 to allow for new arrangements in this area to be implemented. How we have performed on these indicators in comparison to last year is shown in Figure 14. We performed better on ten of these, worse on the indicator of staff receiving appraisals and reported one new indicator.

## Awards

Legal Services - Lexcel full reaccreditation achieved in Jan 2009. This is an annual independent assessment by the Law Society, we achieved our accreditation with no non-compliances [www.lawsociety.org.uk/productsandservices/lexcel.page](http://www.lawsociety.org.uk/productsandservices/lexcel.page)

## Links to further information

**Appendix A6:** Further details on our improvement initiatives and how we listened and responded to residents and service users.

[www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf](http://www.barnet.gov.uk/corporate-plan-performance-indicators-2008-2009.pdf)  
Full details of performance on our Corporate Plan indicators

[www.barnet.gov.uk/corporate-plan](http://www.barnet.gov.uk/corporate-plan) How we plan to provide more choice and better value in 2009/10

## Part 1b: Government's Performance Rating for Barnet

### Comprehensive Performance Assessment 2008: Barnet Council is improving strongly

All Councils are assessed annually by the **Audit Commission**, a government body set up to ensure that public money is spent in the most efficient way and to achieve the best outcomes.

Barnet's most recent result covered the financial year 2007/08. We have been judged as Improving Strongly, the highest available, and awarded four out of four for Housing, Environment and Benefits, whereas the previous year all services scored a three. Our overall **CPA star rating** fell from four stars to three due to our rating for Culture which was awarded two out of four.



Improving Strongly



Three star performance

The **Audit Commission** found that:

- we have improved in key priority areas such as educational attainment, tackling crime and services for older people
- we improved our performance against two-thirds of key indicators in 2007/08 with a high proportion of services that are performed strongly
- we worked well with partners to improve outcomes for the community as a whole, such as through regeneration in the west of the borough to create new homes and communities
- we further developed effective arrangements for understanding and responding to the diverse needs of the community and made good use of information technology to support these developments
- we continue to improve value for money
- performance of cultural services remain a challenge
- we continued to strengthen our improvement planning framework so are well-placed to deliver future improvements.

Service area	2005	2006	2007	2008
Corporate Assessment	3	3	3	3
Use of Resources	2	3	3	3
Benefits	3	3	3	4
Children and young people	3	3	3	3
Culture	3	3	3	2
Environment	3	3	3	4
Housing	3	2	3	4
Social care (adults)	2	2	3	3
Overall CPA star Rating	★★★	★★★	★★★★	★★★
Overall Direction of travel rating	Improving well	Improving well	Improving well	Improving strongly

To find out more about Comprehensive Performance Assessment (CPA), and read what the **Audit Commission** says about Barnet, you can visit the website here: [cpa.audit-commission.gov.uk](http://cpa.audit-commission.gov.uk)

2008-9 was the last year of CPA. From 2009 onwards, a new assessment called **Comprehensive Area Assessment CAA** will be used to judge the Council's performance. The Council will still be assessed by the **Audit Commission**, but there will be less emphasis on what we do, and more emphasis on the outcomes we achieve in conjunction with our Local Strategic Partners. For more information about this, please visit the **Audit Commission's web pages**

## Part 1c: Barnet's Local Area Agreement (LAA):

Barnet's Local Area Agreement (called "Driving Success, Tackling Disadvantage") is a set of targets that the Barnet **Local Strategic Partnership** will aim to deliver in order to meet the commitments made in the **Sustainable Community Strategy**. The strategy has four themes: Growing Successfully; Safer Stronger and Cleaner Barnet; Investing in Children and Young People; and A Healthier Barnet including Older People.

This is different to our Corporate Plan because it's not all about the Council, but about how the Council and the public service organisations of Barnet work in partnership. This includes work done by NHS Barnet, Metropolitan Police, Barnet College, Jobcentre Plus, Middlesex University and Barnet Voluntary Service Council.

The LAA is a 3 year agreement, running from June 2008. Current performance against the 48 indicators is shown below. The 'No Data' section refers either to targets for which data is being finalised or new targets where first year performance is a baseline for subsequent years.

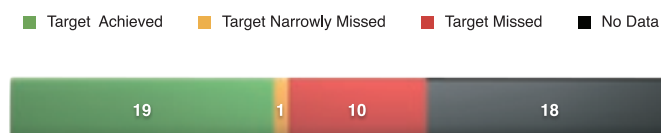


Figure 15. Performance against LAA Indicators (100% = 48 indicators)

A full annual report on the progress of the Local Area Agreement will be available from October 2009 on our website [www.barnet.gov.uk/local-strategic-partnership](http://www.barnet.gov.uk/local-strategic-partnership) but an overview of performance is presented in this table.

Theme	How we are doing – performance overview
<b>Growing Successfully</b>	<ul style="list-style-type: none"> <li>We have provided more affordable housing, but this has inevitably been impacted by the credit crunch and economic downturn and so we have not met our target. We have been responding pro-actively, working with developers and the new Homes and Communities Agency to ensure that housing development plans progress in the short-term and are prepared for any upturn in the housing market</li> </ul>
<b>Safer, Stronger, Cleaner Barnet</b>	<ul style="list-style-type: none"> <li>We met our target for a reduction of assaults</li> <li>There were fewer acquisitive crimes (including theft, burglary, robbery) but we narrowly missed our target</li> <li>We are proud that over four-fifths of residents feel that their local area is a place where people from different backgrounds get on well together</li> <li>We missed our target to get more people with mental health needs into settled accommodation</li> <li>We met our target on levels of unacceptable levels of graffiti and fly posting, but we are struggling to see sufficient reductions of household waste in the borough, which will be a focus of improvement work in 2009/10</li> </ul>
<b>Investing in children and young people</b>	<ul style="list-style-type: none"> <li>Barnet has some of the best performing primary and secondary schools in the country and it is widely acknowledged people move here because of the schools. We have improved outcomes for children at Early Years Foundation stage and achieved our targets for improving educational attainment of Children in Care at key stage 2 and 4.</li> <li>We missed our target on reducing Obesity levels of year 6 children</li> <li>In social care, we achieved our targets on the stability of placements for Children in Care and carrying out initial children's social care assessments in a timely manner. Our successful prevention strategy over the last 5 years that has resulted in a drop in the number of children in care, came under pressure in 2008/9 from the increase in referrals, and as a result the numbers of children in care has started to rise. Our priority for 2009/10 is to better analyse this trend and understand the underlying causes, and seek to re-focus our preventative strategy.</li> </ul>
<b>Healthier Barnet, including older people</b>	<ul style="list-style-type: none"> <li>There has been good performance on most of health targets, notably on smoking, mortality rates and hospital acquired infections.</li> <li>There is also improvement in terms on reducing inequalities, for example, on mortality rates. Barnet residents are most likely to be satisfied with their GP. The majority of residents are also satisfied with their local hospital.</li> <li>We also achieved our target on improving early access to maternity services and reducing death rates from circulatory diseases.</li> <li>We increased the number of people with learning disabilities in employment, but missed our target and need to improve our work in this area</li> </ul>

## Part 1d: Listening to Barnet residents

The section looks at three different ways we have sought to understand and listen to residents' views this year about Barnet as a place to live, what is important to them, and what they think our priorities should be. Further information about specific consultations and how we've listened to and acted upon feedback from our residents and stakeholders can be found in **Appendices A1 – A6**.

### Results from the Place Survey 2008

The first **Place Survey** took place in autumn 2008, with a questionnaire posted to 4,100 Barnet households of which 1,246 replied. Every Council in the country carries out the **Place Survey**, which replaces the old BVPI Survey that was last run in 2006/7. It collects information on the issues and concerns of local residents, and also supplies the data on a number of Corporate Plan performance indicators.

Some of the highlights include:

- 80 per cent of Barnet residents are satisfied or very satisfied with the borough as a place to live. The proportion of residents who were very satisfied increased significantly from the previous survey. This compares favourably with the 72% average satisfaction across all Outer London boroughs.
- The majority of residents report that Barnet is a cohesive place where people of all social groups are respected. 83 per cent of residents answered positively when asked if people from different backgrounds got on well together in Barnet. 57 per cent felt that they belonged to their neighbourhood. Both figures compare very positively with similar areas elsewhere in London and other parts of the country, and they are up on similar surveys conducted in the past. Part 2f of this report on Promoting equalities in Barnet covers the Council's work to ensure we effectively meet the diverse needs of our residents.
- There has also been a notable drop in the number of people who feel drug use or rowdy behaviour as a result of drink is a problem in the borough.
- There are contrasting views on overall satisfaction with the Council. 81 per cent of residents say "The Council is doing a good job" while just over half (51 per cent) describe themselves as satisfied with the Council. This remains above the London average of 49 per cent satisfaction, and above the national average of 46 per cent satisfaction. But it is lower than the 57 per cent rating in the 2006/7 survey, and the 60 per cent in the 2003/4 survey.
- Satisfaction with museums, galleries, theatres and concert halls remains low. A quarter of residents responded were either fairly or very satisfied with these services, and dissatisfaction with these services has increased substantially with approximately a third of residents either very or fairly dissatisfied. Satisfaction with the Council's libraries however has increased since the previous survey.
- The reputation of Councils has been shown to be strongly linked to whether or not residents believe they get value for money. A third of Barnet residents (33 per cent) agree that the Council provides value for money, a similar proportion (30 per cent) disagrees. This is on par with London boroughs as a whole, and slightly better than the outer London average. The number of residents who agreed that the Council provides value for money has however dropped from the 2006/07 survey where 41 per cent agreed.
- Satisfaction with parks and open spaces, whilst relatively high at 73 per cent, has shown a 5 per cent fall from the 2006/07 survey

In the forthcoming months the Council and its partners will be using the results of the **Place Survey** to help us decide where we should be focusing resources in order to drive improvement and ensure our residents are increasingly satisfied with both their local area and the services they receive.



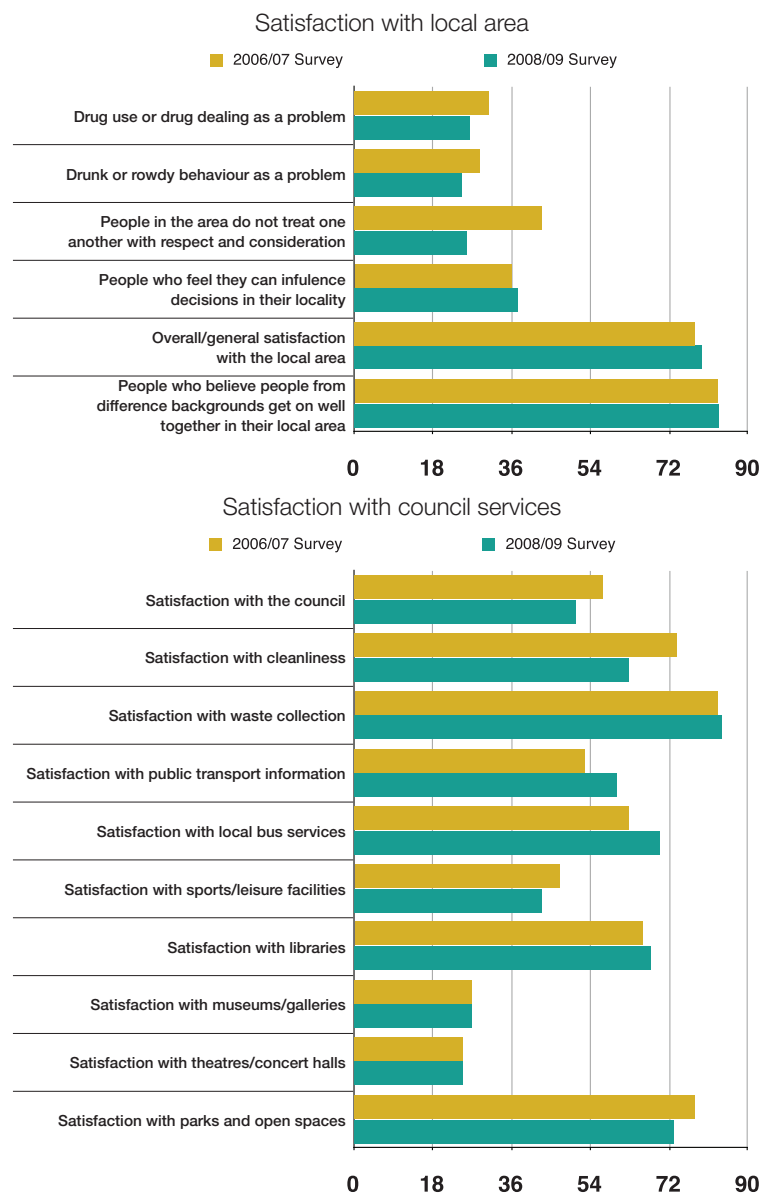


Figure 16. Selected results from the Place Survey

### The 'Leader Listens' initiative

The 'Leader Listens' initiative is an innovative approach to engaging with residents, giving them the opportunity to speak to the Leader of the Council in a series of town hall style meetings across the borough.

In 2008, 15 'Leader Listens' events were held, each of which involved sending invitations to around 1150 residents, or one whole polling district. Approximately 400 residents in total attended these meetings.

We are committed to increasing the reach of 'Leader Listens' and have arranged meetings with faith groups and the small business community as well as more informal events at local supermarkets. Minutes of the meetings are published on the Council's website as well as the results of actions that were noted at the meeting. On 3 October 2008 an online [blog www.leaderlistens.com](http://www.leaderlistens.com) was launched to widen the conversation.

The events give residents the opportunity to raise issues that they care about and are important to them. The 'Leader Listens' discussions do not solve all the problems raised but issues raised at these events do inform our planning for services in the future and many residents' issues can be solved to their satisfaction. Key themes that have appeared include concern with parking restrictions across the borough and the effectiveness of recycling collections.

The initiative has stimulated interest both nationally and locally as a way of engaging with the community and getting an understanding of what the significant issues are for residents.

If you want to participate in the 'Leader Listens' initiative. Please contact [leaderlistens@barnet.gov.uk](mailto:leaderlistens@barnet.gov.uk) or visit the website [www.leaderlistens.com](http://www.leaderlistens.com) where you can subscribe to get alerts by email when the blog is updated.

### Using the internet to hear from residents: social media at Barnet

The social media experiment at Barnet is about learning new ways of engaging with people from around our community and using the technical

opportunities to communicate and listen in new and effective ways. It's a challenging environment, getting involved is the first step to understanding just how we can use the conversation online to improve what we offer to Barnet residents and customers.

Our social media work so far includes:

- starting a Barnet Facebook and Twitter account. We send out important messages through Facebook and Twitter and we also receive feedback when we're not doing so well. Facebook in particular is being used by residents like a customer service centre. For example, someone posted a message about wanting a skate park in Friary Park, we investigated the possibility and were able to respond quickly and directly to the resident
- our own social media portal [www.wherelive.org](http://www.wherelive.org), which is a place to tell stories about the area where you live, take part in discussion forums, share your thoughts and views or share your pictures or videos
- sharing photos via Flickr
- posting useful videos on YouTube such as the new alfresco gym opening in Oakhill Park.

The latest version of the Barnet website came online at the beginning of 2009. It immediately saw visitor numbers jump by 60 per cent and since then numbers have continued to be high. We have made it more interactive so that residents can pay Council tax online, send us feedback in an e-form and can find a list of events going on in your area. When the Council needs to say something directly to residents it can through a variety of communication channels. In the future, the website will provide even more opportunities for residents and businesses to use Council services.

# Section 2: Managing the Council

## Part 2a: 'Use of Resources' and 'Value for Money'

The **Use of Resources** judgement is made by Barnet's external auditor Grant Thornton. Overall the Council was assessed as performing well in 2008/09, which indicates the continued success the Council has had in embedding processes and achieving its desired outcomes. Other key findings from the auditor include:

- Improvements in relation to risk management becoming engrained within the senior management team and further embedding of arrangements for anti-fraud and to counter corruption.
- The Council initially scored a 4 for Financial Standing, but was marked down to a 3 by the **Audit Commission** because the Council had deposits in Icelandic banks. £27.4 million pounds of Council assets were frozen in two Icelandic banks following the collapse of the Icelandic banking system. Negotiations are underway for the return of these assets and the Council is confident of the return of almost all, if not all, of these funds. The Council was amongst 89 local authorities which so far are known to have been affected by this. The auditors commented that "the Council has made some real improvements against the financial standing criteria".
- A significant strengthening of our **reserves**, strong financial management processes and improvements in debt recovery.
- The Council is performing well on the Value for Money judgement. Net revenue spend on services per head of population is the second-lowest amongst the group of councils that Barnet is most similar to

- Costs per head are below the median for most service areas, with the notable exceptions of the Children's Service and Adult Social Services, which are priority areas for the Council.
- Levels of local taxation are below the median when compared with nearest neighbours, and public satisfaction with the Council is in the second-best quartile.

Auditor judgements	2005	2006	2007	2008
Financial reporting	Individual judgements not published	3	3	3
Financial management		2	3	3
Financial standing		2	3	3
Internal control		3	3	4
Value for money		3	3	3
Use of Resources Score	2	3	3	3

Table 1. Use of Resources Judgement

## Part 2b: Pay and Remuneration

Barnet Council understands the need for residents and other stakeholders to have confidence in the way the Council spends money and so here we publish:

- the salaries of the Chief Executive and Directors at the end of 2008/9 – Table 2. This goes further than recent government recommendations, which asks only that the salaries of the Chief Executive and those reporting to that post are published.
- the number of staff earning over £50,000 during the financial year 2008/09 – Table 3.

Our remuneration needs to be set in context of the size of our borough and the complexity of managing the organisation. Barnet's population of over 330,000 is the second largest in London, the Council employs a total staff of more than 9,300 (of which school staff comprise roughly half) and has responsibility for spending over £870million. We are confident our remuneration is fair and will enable us to retain and attract employees that can lead and deliver high quality services and help us meet the challenges facing the organisation.

A survey by Capital Ambition showed that the total pay package of Barnet's Chief Executive in January 2009 was twelfth out of 33 London boroughs, (This survey does not reflect the salary package of the current chief executive who was not in post when the survey was completed). The total number of employees whose taxable pay was over £50,000 during 2008/09 was 444, this represents 4.7% of the workforce. 22 employees received pay in excess of £100,000 (0.2% of the workforce).

Name	Position	Basic Salary*
Mr Nick Walkley	Chief Executive	£200,000
Mr Brian Reynolds	Executive Director for Environment & Development	£180,000
Ms Jill Stansfield	Executive Director for Communities	£180,000
Mr Clive Medlam	Director for Resources	£155,000
Ms Irene Findlay	Director of Adult Social Services	£145,000
Mrs Dore Kanareck	Director of Environment & Transport	£135,000
Mr Jeffrey Lustig	Director of Corporate Governance	£130,000
Mr Martin Baker	Acting Director – Children's Services	£130,000
Mr Stewart Murray	Director of Planning Housing & Regeneration	£130,000
Mr Craig Cooper	Major Projects Director	£130,000
Ms Emer Coleman	Director of Strategy	£125,000
*(rounded to nearest £5,000)		

Table 2. Chief Executive and Directors Salaries at End of Year

Salary band (£,000)	50 - 59	60 - 69	70 - 79	80 - 89	90 - 99	100 -109	110 -119	120 -129	130 -139	140 -149	150 -159	160 -169	170 -179	Over 180
2008/09	248	103	47	17	7	8	4	1	3	3	0	2	1	0
2008/09 Percentage of workforce (9,379)	2.64%	1.10%	0.50%	0.18%	0.07%	0.09%	0.04%	0.01%	0.03%	0.03%	0.00%	0.02%	0.01%	0

Table 3. Breakdown of taxable pay in excess of £50,000 during 2008/9. n.b. these figures relate to pay received during the year and therefore are not consistent with end of year salaries in Table 2

All employees are also eligible to participate in the Local Government Pension Scheme (LGPS) which covers all local authorities in England and Wales. The LGPS is a statutory scheme and is also a "final salary" scheme. Benefits are calculated on the period of scheme membership and on salary at retirement. As at 31 March 2009 there were 7,093 employees contributing to the fund and 6,041 pensioners and 5,812 deferred pensioners.<sup>1</sup>

<sup>1</sup> A deferred pensioner is someone who has left the local government pension scheme, having paid into it for at least 3 months, and who has not yet reached retirement age to enable them to claim their pension.

The information in Table 3 above is currently available in the annual Statement of Accounts. From next year we will seek to report this in £5,000 brackets as proposed in the Government's recommendations. As this is the first year we are publishing this information we are keen to get feedback on how this information is presented and what information you think it is suitable for us to supply in future years. Please use the feedback form at the end of this document

## Part 2c: Finance

### Revenue income and expenditure

Revenue income and expenditure is how the Council pays for the services it provides. This is separate to the **capital expenditure** on long term investments such as our school building programme, and the account for Barnet Homes, the arms-length management organisation that runs Barnet's housing stock (see Housing revenue account below).

The detailed statutory income and expenditure account outlining the Council's spending is set out in the **Statement of Accounts**.

Barnet receives the majority of its revenue funding from central government either through general or specific grants. As illustrated by Table 4 one of the large grants that is received from central government is the Dedicated Schools Grant (DSG) which is reflected in the Children's service line.

This grant is ring fenced for schools.

Service	Budget £,000	Gross Expenditure £,000	Central Government Grant £,000	Other Income <sup>2</sup> £,000	Net Expenditure £,000	Variance on Budget £,000
Children's Service	67,240	364,684	(255,992)	(41,478)	67,214	(26)
Resources <sup>3</sup>	45,069	246,858	(194,451)	(9,801)	42,606	(2,463)
Adult Social Services	91,605	113,235	(8,283)	(13,095)	91,857	252
Planning, Housing & Regeneration	6,022	88,587	(961)	(80,754)	6,872	850
Environment & Transport	32,211	56,526	(2,447)	(22,181)	31,898	(313)
Corporate Governance	7,967	10,679	(1,018)	(1,785)	7,876	(91)
Major Projects	4,756	4,930	0	(230)	4,700	(56)
Chief Executive & Strategy	2,857	3,215	(283)	(112)	2,820	(37)
<b>Total</b>	<b>257,727</b>	<b>888,714</b>	<b>(463,435)</b>	<b>(169,436)</b>	<b>255,843</b>	<b>(1,884)</b>
Central Government Grant (general)	(104,223)				(104,163)	60
Council Tax	(147,445)				(147,445)	0
Special Parking Account	(4,699)				(4,200)	499
Transfer to Balances	1,360				35	(1,325)

Table 4. The Council's performance against its budget for the year 2008/09

The main areas of overspend and underspend that caused the variances stated in Table 1 are detailed in **Appendix B1**. This information is taken from the Cabinet Resources Committee report, Final Outturn Position 2008/09 (15 June 2009).

### Council Tax

The Council tax is a composite tax to pay for services provided by Barnet Council and the Greater London Authority. It is levied on domestic properties according to their values which are set by the government.

Barnet's Council tax meets the day to day cost of services not paid for by government grant, local rents, fees and charges. In 2008/09 the tax increased by 3.49 per cent which was below the rate of general inflation at that time.

<sup>2</sup> Other income includes fees and charges paid by customers, both individuals and organisations

<sup>3</sup> Includes Revenues, Benefits, Human Resources, Information Technology, Finance, Customer Services and Libraries

The Greater London Authority Council tax charge is used to meet the cost of London wide services such as the police, fire and transport. It also goes towards tackling climate change and funding projects such as the 2012 Olympic and Paralympic Games

### The balances

	General Fund	Schools	Total
Brought forward 1 April 2008	17,447	11,924	29,371
Outturn 2008/09	35	1,307	1,342
Carried forward 1 April 2009	17,482	13,231	30,713

After the closure of the 2008/09 accounts, **General Fund balances** stand at £17.5m (an increase of £0.035m) and school balances at £13.2m. In addition the Council has specific **reserves** of £31.9m, an improvement on the position at the end of 2007/8.

### Capital projects

Over the last 12 months, the Council has continued its investment in areas such as schools modernisation, bringing its housing stock up to the Decent Homes standard, improvements to the highways and enabling major regeneration programmes. The commitment to modernising the authority has also continued with the further development of technology and working practices. This has made the day-to-day running of services more efficient across the authority.

The graph below demonstrates how the Council is able to secure financing in order to carry out its projects. Loans and borrowing remain the main means of capital financing, providing 45 per cent of the £106 million capital cost in 2008/09, followed by grants, which include government grants. Other sources include **capital receipts**, which are the proceeds from the sale of existing **fixed assets** (such as buildings).

Revenue contributions include the major repairs allowance and other capital sources included contributions from private developers.

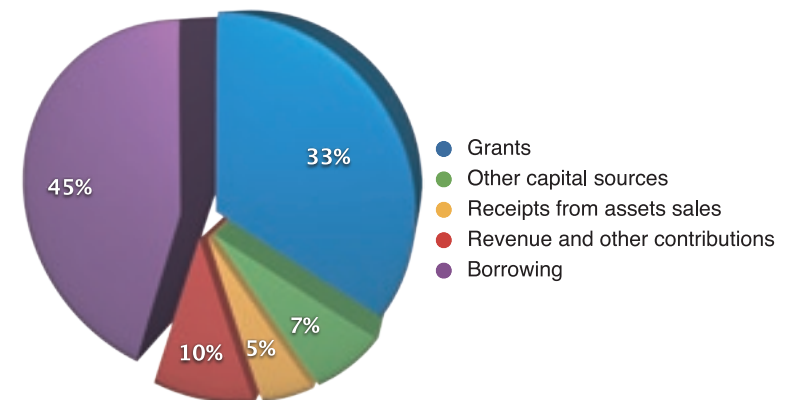


Figure 17. Sources of funding for Capital Projects (100% = £106million)

In addition to the delivery of the schemes mentioned above, the Council has in the last 12 months undertaken some major programmes of work. The two most high profile of these are the Primary Schools Capital Investment Programme (PSCIP), a major undertaking to rebuild some of the most 'in need' primary schools in the borough as identified in the schools' asset management plan, and the rebuild of East Barnet School. The Council also used £14.2m to improve the borough's highway infrastructure, including major road repairs, minor maintenance to roads and pavements, and implementing traffic management and safety schemes.



A breakdown of the £106m **capital expenditure** is detailed in Table 2, details of changes to planned capital expenditure for 2008/09 can be found in Appendix B2

Service	£,000
Children's Service	42,585
Housing	36,595
Environment & Transport	14,849
Corporate Services	12,400
<b>Total</b>	<b>106,429</b>

Table 5. Breakdown of capital expenditure by directorate

## Housing Revenue Account

The Council provides in excess of 11,000 Council dwellings for its tenants. In 2008/09, £30m capital investment was made during 2008/09 to bring the Council's housing stock to the Decent Homes standard. Since 1 April 2004, the management of all the Council's housing stock was transferred to Barnet Homes Ltd, an Arm's Length Management Organisation (ALMO) wholly owned by the authority. The **Housing Revenue account** is a statutory account, which shows the income and expenditure on the provision of Council housing, and is shown in Table 6.

Housing Revenue Account	2008/09 £000	2007/08 £000
Total Income	(53,648)	(50,568)
Total expenditure	50,939	48,906
Net Cost of HRA Services shown in income and expenditure account	(2,709)	(1,662)
HRA share of the whole authority non-distributed costs	-	45
Net cost of HRA Services	(2,709)	(1,617)
Net Capital Financing Costs	3,110	2,288
<b>Deficit for the year on HRA services</b>	<b>401</b>	<b>671</b>
<b>HRA balances</b>		
HRA balance brought forward from previous year	(4,164)	(4,835)
<b>Deficit for the year</b>	<b>401</b>	<b>671</b>
<b>HRA balance carried forward</b>	<b>(3,763)</b>	<b>(4,164)</b>

Table 6. Housing Revenue Account 2008/09

## Pension Fund

The Pension Fund is administered on behalf of the London Borough of Barnet and provides pension and other benefits to former Authority employees. The Fund is financed by member and employer contributions, interest, dividends and realised profits from investments. Contributions made by employees are related to salary and range from 5.5% to 7.5%. As at 31 March 2009 there were 7,093 employees contributing to the fund and 6,041 pensioners and 5,812 deferred pensioners.<sup>4</sup>

The Fund received £46.1 (£42.3 in 2007/08) million and paid £31.6 (£28.8 in 2007/08) million in benefits during the year. Total investment income decreased from £21.5 million in 2007/08 to £18.8 million in 2008/09. The

<sup>4</sup> A deferred pensioner is someone who has left the Local Government Pension Scheme, having paid into it for at least 3 months, and who has not yet reached retirement age to enable them to claim their pension.

majority of the difference relates to retrospective tax reclaims received during the financial year ended 31 March 2008. A cash balance of £52.75 million (£51.87 in 07/08) was held by the Council at 31 March 2009. Interest on cash held by the Council on behalf of the Pension Fund is calculated on a rate equivalent to the Council's average rate of return.

The value of Pension Fund net assets fell £67.59 million from £548.64 million to £481.05 million during the year. This is a result of volatile financial markets and the impact of the global recession.

At year end the Pension Fund had two balanced fund managers<sup>5</sup>, Newton Investment Management (44.7% of the fund's assets) and Schroder Investment Management (42.4%) plus property unit trusts which are managed in house.

### Treasury Management

Please see **Appendix B3** for information on treasury management during 2008/09.

## Part 2d: Governance and risk

### Annual Governance Statement

The Annual Governance Statement (AGS) is the formal statement that recognises records and publishes the authority's governance arrangements. The statement sets out six core principles of corporate governance. It also contains the Statement of Internal Control (SIC) and the statement on internal financial control. The AGS incorporates a review to ensure that the Council has effective governance, risk management and internal control processes in place. Actions being taken or required to be taken are identified.

The latest version of the Annual Governance Statement can be found on our website **[www.barnet.gov.uk/governance-internal-controls](http://www.barnet.gov.uk/governance-internal-controls)**

<sup>5</sup> A balanced fund manager has the discretion to make asset allocation decisions (within the benchmark parameters) for example decisions about the proportion of the fund to be invested in equities, bonds or money market instruments.

### Corporate risk update

The Council is committed to ensuring it delivers value for money services. It does this by proactively identifying, understanding and managing risks and opportunities involved in service delivery and ensuring services have robust and efficient risk management strategies.

In 2008/09, the Council reviewed and promoted its Corporate Risk Management Strategy and continued to deliver risk management training to elected Members and Council officers.

The Council regularly monitors and challenges service risk management, assessing the likelihood of corporate risks occurring and their potential impact on service delivery.

Our key corporate risks are listed in **Appendix B4**.

## Part 2e: Environmental policy

During 2008/09, we published our Environmental Policy covering the period 2008/09 – 2011/12. The policy made five environmental commitments which will guide the work undertaken by the Council during this period:

- Strong community leadership
- Prevent waste, increase recycling
- Efficient use of resources including energy and water
- Sustainable travel
- Sustainable procurement

To monitor whether we are delivering tangible results against the Environmental Policy we have developed 20 performance indicators. At the end of 2008/09 results for 10 out of the 20 indicators were available. Results that were not available were due to either recording a baseline (i.e. for indicators that measure changes from one year to the next), unavailability of data from external bodies such as Transport for London or redefining the indicator to make it more robust. The targets that we achieved included

increasing the percentage of biofuels in our vehicle fleet, reducing emissions from the vehicle fleet, increasing the percentage of schools with travel plans and use of recycled paper. Missed targets included getting organisations to sign up to Barnet's Environmental Charter, reducing the volume of printed print and improving the energy efficiency rating of Council housing.



Figure 18. Environmental Policy Performance Indicators (100% = 20 Indicators)

Key developments during 2008/09 included:

- the recycling service for residents was expanded and improved as part of a new recycling service which was launched in November 2008
- more environmentally friendly Euro 5 waste collection vehicles have also been procured
- residents can now purchase additional bins for garden and kitchen waste, and the Council's range of promotional activities to encourage waste prevention continue to be developed
- The Council has worked closely with the Energy Saving Trust to develop a carbon emissions reduction action plan which is now being implemented
- two innovative pilot projects to encourage residents to adopt environmentally sustainable behaviours are underway: reducing domestic CO2 emissions and reducing domestic household waste.
- the establishment of a "Green Forum"; a staff network of volunteers who support each other to pursue environmental objectives within the Council, and in particular to monitor and support the implementation of the Council's environmental policy.

For more information in the four year environmental policy (2008/09 – 2011/12) please visit the Barnet website

[www.barnet.gov.uk/environmental-policy-11-12.pdf](http://www.barnet.gov.uk/environmental-policy-11-12.pdf).

#### Key environmental facts for Barnet:

- Barnet has the highest average consumption of gas and electricity per household of any London borough (2.7 tonnes of CO2 per person per year) compared to a national average of 2.6 tonnes
- The Council's day-to-day activities have a significant impact on the local environment, resulting in 47,474 tonnes CO2 emissions during 2008/09
- Barnet has relatively good recycling rates but a high volume of total waste produced (430kg of waste a year)
- Barnet's population is projected to increase by over 30,000 over the next ten years, and an economy which is set to grow by 11 per cent. This growth, coupled with high volumes of waste and energy use is not sustainable

## Part 2f: Promoting equalities in Barnet

As a successful city-suburb reflecting London's diversity, we understand the evolving nature of our population, how this impacts on the way we deliver public services with our partners and our commitment as an employer to support our staff in delivering a range of complex services in a time of change.

Our Equality Scheme shows how we want to promote equality in its widest sense and also be sensitive to how services can affect people differently depending on their age, faith/belief and sexual orientation. We recognise that there are some people who may need support in obtaining equal access to high quality services

In 2008/9, our external auditors made the following comments on our self-assessment against Level 4 for the Equality Standard for Local Government: "Departments have undergone a rigorous self-assessment process and have prepared clear action plans and audit trails in accordance with the guidance [on equalities]. Having reviewed these for each service, it is clear that they address all of the relevant themes and indicators [and] there is an impressive level of detail and clarity in the work performed by departments".

We have also now agreed with our public sector partners to develop a partnership Equality Scheme. This means that all public service providers in the London Borough of Barnet will agree the equalities priorities for the borough based on conversations with their different users using the Local Area Agreement to deliver these priorities.

Our equalities priorities for the coming year include publishing our Partnership Equality Scheme, adoption of a new Equalities Policy and further embedding of equalities into the Council's performance management process.

For further information on our approach to equality and diversity please visit our website [www.barnet.gov.uk/equality-diversity](http://www.barnet.gov.uk/equality-diversity) where you can also find our 2008/9 **Annual Report** on the Equalities Scheme.

## Part 2g: Our data quality arrangements

The Council manages increasingly scarce resources. Good quality financial and performance information is essential if the Council is to meet the varied needs of its communities, to plan and invest for the future and to account for the use of these resources to all of its stakeholders. Strategic decision making by the Council and its partners must be based on robust and reliable performance and financial information. High quality data also enables informed judgements to be made both internally and by our external assessors.

To ensure data quality we commit to act by the following six guiding principles:

1. Senior managers have an overview of performance data
2. Responsibility for data quality is clearly assigned and everyone understands their role
3. Staff at all levels recognise why data quality is important and it is seen as 'part of the day job'
4. Systems and processes are fit for purpose
5. Adequate and effective controls are in place
6. Clear and complete audit trails are maintained

Our data quality arrangements have been audited by our external auditor who reported back to the Council in December 2008. The overall management arrangements for data quality were judged to be good for the financial year 2007/08. The auditors noted improvements made in the strategic approach to data quality, increasing the visibility of important data and the overall quality of performance management arrangements. However they also noted the need to address challenges relating to sharing data with our partners, increasing the sophistication of data collection and reporting and embedding data quality in practice.

# Appendix A1: A bright future for children and young people

## Performance against educational targets for academic year 2008/09

Level	Measure	Target group	Results (Target)	Actions and Target for 2009/10
KS1 – KS2	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	All Children	<b>87%</b> (Target 92%)	Performance is above national average, but schools where progression is below national average will receive intensive support by School Improvement Officers. We are also extending the programme to improve reading in KS1 to further schools (Target 91%)
KS1 – KS2	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	All Children	<b>85%</b> (Target 86%)	Performance is above national average, but schools where progression is below national average will receive intensive support from School Improvement Officers. We are also implementing the national 'Every Child Counts' programme (Target 91%)
KS2	Achievement at level 4 or above in both English and Maths at Key Stage 2	All Children	<b>79%</b> (Target 78%)	We are co-ordinating the implementation of a 1-to-1 tuition programme for pupils at risk of underachievement in English & Maths (Target 80%)
KS2	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	Children on free school meals	<b>24%</b> (Target 24%)	(Target 22%)
KS4	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	Children on free school meals	<b>25%</b> (Target 31%)	(Target 30%)
GCSE	Percentage achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	All Children	<b>61%</b> (Target 61%)	We are supporting teacher development through our outstanding teachers programme (Target 65%)
GCSE	Percentage achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Children in Care	<b>21%</b> (Target 13%)	We are developing a 'virtual school' to close the gap in achievement for Children in Care and improve tracking of data (Target 16%)
GCSE	The Special Educational Needs (SEN)/non-SEN gap: Achieving 5 A*-C GCSE including English and Maths	Special Educational Needs	<b>51%</b> (Target 51%)	We are disseminating information and training on autism to all schools (Target 49%)

Full performance tables for all schools within Barnet can be found on the Department for Children, Schools and Families' website: <http://www.dcsf.gov.uk/performance/tables>

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
Ensure that every school is a good school for every child	Three new primary school buildings will open September 2009 – Whittings Hill, Parkfield and The Hyde 28 young people worked with professionals to produce their own creative work as part of the National Year of Reading, published as books and now in Barnet libraries.	East Barnet School is undergoing a £28 million reconstruction project and is on schedule to open in September 2010
Improve the employability of our young people	All secondary school Councils now have representatives on the Barnet Youth Board. In February 2009 the new multi-agency Woodhouse Road Young People's Centre opened, giving access to Leaving Care services, Connexions advice, counselling, drug and alcohol support and a variety of other services.	Employer links have been improved by visiting 250 local companies to discuss opportunities for post-16 employment, work experience and volunteering for young people
Ensure children are safe at home, safe at school and safe in the community	Each secondary school identified 10-15 pupils most at risk of exclusion and implemented preventative strategies with multi-agency input to planning and support. <a href="http://www.barnetbase.net">www.barnetbase.net</a> (BASE), an on-line youth directory of activities with over 600 activities for young people, was developed, promoted and launched.	Barnet's first Summer Uni programme in 2008 attracted over 1000 young people, taking part in 68 courses. Following the huge success of the programme we now run courses all year round in school holidays.
Personalise services for children and young people in vulnerable groups	Twelve families of disabled children, with 14 children, are on a year-long pilot of individual budgets.	.
Building resilience, supporting independence	We recruited three domestic violence support workers to work with the lower threshold domestic violence cases	The parenting team has trained staff in 51 schools to deliver school-based universal parenting programmes accessible to all parents; these schools have now set up parenting support activities
Help children and their families to make healthy choices	18 new schools were supported by Barnet's Healthy School Team to successfully achieve Healthy School status	



## Listening to residents and service users

We asked	You said	We did
What did young people want to see in the refurbished East Finchley Library?	We want an area where we can relax, meet friends and chat, with magazines as well as study materials	Converting a former reference area into a teen zone, with bean bags and a sofa. Subscriptions to teenage magazines have also been set up.
What events would parents at Barnet's Children's centres like Barnet libraries to provide?	We would like IT workshops	Delivering a programme of IT workshops for parents from the Fairway Children's centre (April 2009) and another is scheduled for the Bell Lane Children's Centre
How can the Council best use and access social media to engage with young people	The Barnet Youth Board (BYB) as a result set up a Facebook page and said that the Council should communicate more using social media, especially the children's service	Looking at how the children's service works with social media and young people and raising recommendations with the e-safety steering group.
What was the best way to reach young people and what information would they like the Family and Young People's Information (FYI) Service to hold?	Young people thought there could be more help to access specialist services. They identified some specific areas to advertise the service and raised issues about confidentiality.	We used suggestions of where to advertise and put this into place. We have included some of the information that they said FYI should hold e.g. drugs awareness and sexual health.
What can we do to further reduce teenage conception rates, and where young people prefer to access services.	Young people worked with steering group members on assessing the Teenage Pregnancy action plan. Their opinions were recorded and they raised issues that needed to be examined.	The action plan was improved based on the consultation. The steering group also decided that they would like to run another consultation with the BYB young people later in the year

# Appendix A2: Clean, green and safe

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
Improve street and environmental cleanliness	Designated hotspot areas receive resources to achieve an improved level of cleanliness	
Deliver waste management targets: reduce waste volume and increase recycling and composting across the borough	We have also continued to promote the wide range of materials that we collect for recycling or that can be taken to the Summers Lane site for recycling or reuse.	Kitchen caddy pilot underway. Development of Futerra Waste Prevention pilot project.
Improve Premier Parks	Edgwarebury Park has been awarded the Green flag status bringing the total number of Green Flag parks in Barnet to seven	
Improve energy efficiency and reduce CO2 emissions	Developed and adopted a Carbon Emissions Action Plan	Development of Futerra Carbon Reduction pilot project, including door stepping and offer of "Owl" electricity monitors to target group
Work with partners to promote and improve community safety	Implement the new strategy for crime, disorder and substance misuse	Implementing a co-ordinated communication plan will now take place in 2009/10 to coordinate with partner actions
Reduce the harm caused by illegal drugs and alcohol	Drug and Alcohol strategy and action plans implemented	Ongoing implementation of strategy and action plans
Tackle anti-social behaviour.	Reviewed Anti-Social Behaviour in borough and integrated work into Safer communities action plan  Implement the new strategy for crime, disorder and substance misuse	

## Listening to residents and service users

We asked	You said	We did
Do you understand our proposed messages for the new recycling service information? The Mall shopping centre, Edgware (September 2008)	Be very clear about exactly what kind of plastic items will and will not be collected for recycling,  How to be clear about requirements for recycling cardboard.	Ensuring our publicity materials are clear about what materials we collect, and including very clear images.

# Appendix A3: Supporting the vulnerable (from 2009-2010 Promoting Independence)

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
Help people stay in control of their lives	<ul style="list-style-type: none"> <li>The Council has made internal changes during 2008/9 to ensure that the principles of personalisation are embedded across the borough and not just within the Council</li> <li>Local Housing Allowance scheme implemented</li> <li>Learning Disability Parliament launched</li> </ul>	<ul style="list-style-type: none"> <li>The Delivering Choice and Independence programme has a full work plan for 2009/10</li> </ul>
Achieve better outcomes for vulnerable people	<ul style="list-style-type: none"> <li>Implementation of introductory tenancies for new Council tenants</li> <li>2 new extra care housing projects opened</li> <li>Quartz Court supported living block opened catering for people with high level needs</li> </ul>	<ul style="list-style-type: none"> <li>A Strategic Commissioning Team has been set up for more effective and joined up commissioning.</li> </ul>

## Listening to residents and service users

We asked	You said	We did
<p>Are home care services received by older people helping them to live safely and independently in their own home?</p> <p>Home Care User Experience Survey (February 2009)</p>	<p>The majority of respondents agreed:</p> <ul style="list-style-type: none"> <li>• 87% of respondents said they were satisfied to some degree with their home care service</li> <li>• 93% said they were happy with the way they were treated by their home carers</li> <li>• 82% said they felt completely or mainly in control of their lives</li> </ul>	<p>Developing a results factsheet (to be published in July 2009) which will include information on a range of improvements that we are committed to making such as:</p> <ul style="list-style-type: none"> <li>• A new Enablement service (which gives time-limited support to help people regain their independence)</li> <li>• Working closely with homecare providers, making recommendations to them about how to improve their practice and updating them on legislation changes to ensure that they are always providing the best service possible</li> </ul>
<p>The views that service users of the Community Network have on the shape and range of services to support their independent living.</p> <p>Reaching Out –views on the future of day opportunities for adults with mental health problems (July – October 2008)</p>	<p>A majority (61%) felt that we identified the services required to support independent living.</p> <p>Respondents also wanted:</p> <ul style="list-style-type: none"> <li>• Support to access social activities</li> <li>• Support to access therapy sessions</li> <li>• Financial advice (benefit information)</li> <li>• More support to use Direct payments</li> </ul>	<p>The new look Community Network day service has been shaped taking into account all views expressed and will launch in October 2009</p>
<p>Does the Learning Disabilities Partnership Board work plan include all issues for relevant to people with a learning disabilities and their carers</p> <p>Valuing People Now – making it happen in Barnet (March 2009)</p>	<p>The respondents said they were happy with our plan but wanted:</p> <ul style="list-style-type: none"> <li>• More inclusion of issues affecting people with complex disabilities</li> </ul>	<p>Making changes to our plan taking into account the issues that affect people with complex disabilities. The new plan for the Learning Disability Partnership Board will be launched in September 2009</p>
<p>What do users of adult social services and their carers want from an online resource? Developing a social media tool – workshop run by ThinkPublic (March 2009)</p>	<p>From the workshop we gathered a range of words, pictures and concepts under the titles:</p> <ul style="list-style-type: none"> <li>• How should the service operate</li> <li>• What should the service look and feel like</li> </ul>	<p>This feedback has been included in the Service Specification. We will be including stakeholder throughout the planning and implementation process</p>
<p>What should we call our corporate priority 'Supporting the Vulnerable)</p> <p>Corporate priority – moving on from Supporting the Vulnerable (February 2009)</p>	<p>A workshop discussion concluded with most participants preferring 'Promoting Independence'</p>	<p>We have changed the name of the priority to 'Promoting Independence'.</p>

# Appendix A4: A successful city suburb

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
Delivering the Three Strands Approach of Protect, Enhance and Grow	A Local Development Framework (LDF) (a spatial development plan for the borough) was developed	Consultation on the first stage of the Core Strategy of the LDF drew over 23,000 comments which are being analysed and fed into stage two of the strategy – the preferred approach
Delivering housing growth in a sustainable way	The 60 shared ownership properties completed, increasing the availability of low cost home ownership	Ongoing development in five regeneration schemes
Improving transport infrastructure to maximise movement opportunities.	Secured £13.6million funding from Growth Area Fund to improve transport routes	

## Progress on Town Centre Development Framework

Forward funding secured	Tenders submitted	Contract Awarded	Public Consultation	Work Starts	Work Completed
Chipping Barnet		Finchley Church End Edgware New Barnet	North Finchley		

## Progress of regeneration projects

Scheme	Last phase completed	Current phase
West Hendon Estate	Planning consent secured for initial first stage for 194 units	Bid for Kickstart Programme funding submitted to the homes and communities agency in June 09
Cricklewood/Brent cross	Commercial terms for the project are in the final stages of negotiation. The planning application is due to be considered by Committee Summer/Autumn 09	
Dollis valley	The programme has been reviewed and a report to cabinet on the options for procuring a development partner will be considered in October 2009	
Stonegrove/Spur Road	Sterling Avenue phase one Completed and let to local residents in summer 2008	First substantive stage of the scheme 117 units commenced March 2009
Grahame Park	The development of Phase 1A has been approved and will start on site in August 2009. This will provide 319 units.	

## Listening to residents and service users

We asked	You said	We did
<p>What local stakeholders and residents thought about the core strategy issues and options document for the local development framework?</p> <p>Face-to-face community meetings July to (September 2008)</p>	<p>The comments received on the core strategy issues and options document are currently being processed and will be made available online. <a href="http://www.barnet.gov.uk/local-development-framework">www.barnet.gov.uk/local-development-framework</a></p>	<p>Including relevant suggestions in part of the revised core strategy document – the Preferred Options Document</p>
<p>For contributions to the evidence base for the Local Development Framework.</p> <p>Employment Land Assessment Study workshop and survey (January 2009)</p>	<p>Attendance and contributions to the workshop was limited.</p>	<p>Incorporating responses from the workshop into the draft document</p>



# Appendix A5: Strong and healthy

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
A Healthy Barnet	The financing of health provision in new housing developments has been secured through the adoption of a supplementary planning document	

## Listening to residents and service users

We asked	You said	We did
<p>For contributions to the development of a Supplementary Planning Document looking at contributions from developers of residential dwellings to the cost of providing health facilities (known as section 106 agreements).</p> <p>Borough wide consultation (January to March 2009)</p>	<p>Local and regional stakeholders and developers made 40 representations on development of the document.</p>	<p>We incorporated suggestions into the revised document which was adopted by the Cabinet in May 2009. This allowed for greater flexibility in spreading contributions such as S106 from developers struggling with recession.</p> <p>We have also developed challenging objectives for the provision of healthcare within the borough in partnership with NHS Barnet</p>

# Appendix A6: More choice, better value

## Corporate Plan Initiatives

Objectives for 2008/09	Initiatives completed	Issues brought forward to 2009/10
Provide customers with a choice of access to services and service information	The Burnt Oak Library redevelopment was launched. Barnet's first major library now provides a customer service centre for residents to access Council services, self service machines for paying bills and a Barnet Homes free repair line amongst the many new services	
Support and challenge for better use of resources across the organisation	We combined our projects to consolidate office space with a project to create a mobile, effective and efficient workforce	We are determined to make the most of our office and storage accommodation, adopting modern working practices to improve customer service and contribute to a cleaner, greener environment
Enhance and further develop Corporate Governance	Our Council adopted a new code of corporate governance	We are implementing our second Ethical Governance Assessment
Stimulate high quality democratic engagement	We have redesigned the functioning of the scrutiny process to ensure it performs a more effective role	We are continuing to expand the 'Leader Listens' initiative to include faith groups and small businesses and supported the Civic Network and the 3 residents fora

## Listening to residents and service users

We asked	You said	We did
We captured customer experiences through videoing customers and staff at Barnet House reception, Housing Advice and Housing Benefits	Customers had to wait in reception for too long and without being informed as to how long the wait was likely to be	
For you to contact us on Facebook	Are there any plans to replace the skate park in Friary park?	There are plans to re-install the skate park in Friary Park this summer and an order has been placed with a contractor
	What is the Woolworths in Mill Hill Broadway gonna turn into?	you keep an eye on the planning proposals either via our website or get alerts via <a href="http://www.planningalerts.com">www.planningalerts.com</a>
	[What is the] situation with street lighting upgrades in the East Finchley area?	The work is on hold because of complaints ... hopefully you should see some movement soon

# Appendix B1: Notable revenue over and under spend by directorate

Service	Notable Overspend	Notable Underspend
Adult Services	<p>£0.5million: Influx of individuals with highly complex needs affected learning difficulty and physical disability budgets</p> <p>£425,000 Government grant carried forward to 2009/10 therefore not recognised in 2008/09 accounts</p>	<p>£0.497m underspend within other Client Services due in part to underspend on training budgets; successful negotiations to reduce the costs of the Lifeline telephone support service; lower than the projected spend on the Learning Disability Development Fund</p>
Children's Service	<p>£0.766m overspend within Children in Care, which has been caused by an increased pressure on placements</p> <p>£0.858m overspend within Complex Needs, which is mainly due to the transport provision for children and young people with special educational needs and the Disabled Children Services direct payments and home care costs</p>	<p>£0.371m underspend within Children in Need, which is a result of higher vacancy rates amongst social workers</p> <p>£0.488m underspend within BRSI, is due to a lower level of funding to commissioned services;</p> <p>£0.623m underspend within Youth &amp; Connexions is due to Youth, Connexions and Play salaries in preparation for the saving proposal for 2009-10.</p>
Chief Executive & Strategy		£0.077m: savings on civic events, and increased income for Communications
Corporate Governance	£0.052m overspend within Elections, which relates to the additional costs incurred in compiling the current electoral register	£0.119m in Community Protection. This relates to part year vacant posts and general supplies and services underspends.
Environment & Transport	£0.411m overspend within Inspection/Maintenance. This is due to new pressures arising from the new inspection regime and the consequent responsive works	£0.396m underspend within Street Lighting, mainly results from the non-performance adjustments being invoked by the authority as allowed under the PFI contract
Planning, Housing & Regeneration	<p>£0.933m within Land Charges. This is due to a combination of the economic downturn and legislation changes severely impacting on budgeted income</p> <p>£0.588m overspend within Planning due to a combination of the Housing and Planning Delivery Grant being less than the Planning Delivery Grant that it replaced, and a shortfall in Planning fee income due to the poor economic climate</p>	£0.490m within the Regeneration Service due to rental income from private sector lease properties being above budgeted levels
Resources	<p>£0.3m within Public Offices</p> <p>£0.234m within the Information Systems cost centre</p>	£2.416m reduced expenditure within Housing Benefits resulting from higher than originally budgeted for subsidy.
Major Projects		£0.14m underspend in the Leisure Repairs and Maintenance budget
Special Parking Account	Showed an overspend due to a change in the methodology used to calculate support service recharges	

# Appendix B2: Notable variations in capital expenditure

Service	Notable Expenditure Variations
Children's Service	<p>The £2.224m underspend within the Primary School Capital Investment Programme relates to movements within projects to reflect the actual planned work programmes</p> <p>The £4.685m variance within the Primary Capital Programme has been caused by the re-profiling of expenditure into 2009-10</p> <p>The £7.459m variance within East Barnet School is a result of slippage into future years and some specific major items that are currently subject to negotiation with contractors and have been reflected in the revised budget profile</p>
Adult Services	<p>The £73,000 scheme "Improving the care environments for older people" the budget was expected to be fully spent, however £28,700 was spent in 2008/09 leaving the remaining £44,300 to be spent in 2009/10</p>
Resources	<p>£1.647m cumulative underspend within Minor Projects</p> <p>£0.692m contributory underspend within Customer Relationship Management (CRM).</p>
Major Projects	<p>£0.368m underspend within the Accommodation Project</p> <p>£0.126m.overspend within the Modernising the Way We Work scheme</p>
Environment and Transport	<p>The Aerodrome Road bridge replacement project is a major construction project, easing congestion and supporting the development of Colindale. After early substantial cost and time overruns, a project board was established in December 2008 to deliver the project. Bar minor landscaping the project is now complete</p>

# Appendix B3: Treasury management 2008/09

The original Treasury Management Strategy and Annual Investment Strategy were approved by the Cabinet Resources Committee in March 2008. They set out the timeframes and credit criteria for placing cash deposits and the parameters for undertaking any further borrowing.

Following the banking crisis, a number of amendments were made to the strategy, initially by Cabinet in October 2008 and then subsequently under delegated powers by the Leader (who was at that time also the Cabinet Member for Resources). The amendments sought to reduce risk by raising the bar on minimum counterparty ratings as the uncertainty over the financial stability of financial institutions grew. By the end of 2008/09, new monies were only being placed on deposit with other local authorities and the Treasury's Debt Management Office (DMO). During the 2008/2009 financial year, the Council placed 299 deposits with a total value of £1,258.95m and had 342 deposits worth £1,291.05m repaid

Between November 2006 and September 2007, ahead of the credit crunch, the Council along with over one hundred other local and police authorities, entered into a number of fixed term deposits worth £27.4 million with two Icelandic banks, which were frozen once those banks went into administration. In response, local authorities collectively established a steering committee with the support of the Local Government Association. Representatives of the local authorities are directly engaged in discussions with the Resolution Committees of the old banks, the Icelandic Government and their financial regulatory body (the FME), their advisors and other creditors to maximise the return of these deposits.

It is important to stress that there is still no actual loss on these deposits and we expect to have a more definitive statement from Iceland on the

position towards the end of 2009/10. Until that time, valuations of the old bank assets will fluctuate regularly as updates are produced and currency exchange rates vary. The 2009/10 budget has already been adjusted to account for lower interest expectations, and the 2008/09 accounts include impairment adjustments to the General Fund as prescribed by Financial Reporting Standards and Local Authority Accounting Panel (LAAP) updates. It is possible that in due course impairment adjustments may also be made to the Housing Revenue Account and Pension Fund, but this position is still under debate.

The Bank Rate started at 5.0% in 2008/09, with expectations that there would be further increases in rates due to concerns over inflation. During the year as market focus shifted to concerns of recession and deflation the Monetary Policy Committee (MPC) implemented in numerous Bank Rate reductions to 0.5% in February 2009. Public Works Loan Board (PWLb) long-term interest rate started the year at 4.43% and was then generally within a band of 4.3% – 4.6% until mid-October 2008 when there was a spike up to 4.84% followed by a plunge down to 3.86% in early December 2008. Further spikes of 4.84% and 4.72% occurred in late January and early February 2009 with the year closing out at 4.58%. It was not uncommon to see rates fluctuating by 40-50 basis points within a few weeks during the year.

As a result of borrowing decisions taken in the previous two financial years, no new borrowing was required in 2008/09 and the total value of long term loans at the end of the year remained at £215.5m. Had borrowing been necessary it may have resulted in an increase in the average borrowing rate.

The Council's long term debt portfolio is a mixture of PWLB and market loans in the form of Lender Option / Borrowing Option (LOBO), loans that are at a fixed interest rate for an initial period, following which the lender can change the interest rate but the borrower has the option to repay the loan if the rate is changed and not considered value for money. As the cost of borrowing is expected to rise and the Council's average rate of borrowing is relatively low at 4.09%, a decision was made against early debt redemption. This will be reviewed on a quarterly basis as part of the treasury management review.

The average value of deposits throughout 2008/09 was £310.25m, achieving a rate of 4.35% against a benchmark of 3.71%. The benchmark is the average 7-day London Interbank Bid Rate (LIBID) rate (un-compounded), sourced from the Financial Times. The Council outperformed the benchmark return for 2008/09 by 0.64%, which based on the average balance invested for the year produced £1,980,000 additional interest.

Treasury Limits and Code of Practice – During the financial year the Council operated within the treasury limits and prudential indicators set out in the Treasury Policy Statement and annual Treasury Strategy Statement.

	31 March 2009		31 March 2008	
	Principal	Average Rate	Principal	Average Rate
PWLB	£148.00m	4.21%	£148.00m	4.21%
Market	£62.50m	3.82%	£62.50m	3.82%
Temporary	£5.00m	4.50%	£5.30m	4.50%
Total	£215.50m	4.09%	£215.80m	4.09%

Figure 19. Table 7 The Council's long term debt position at the beginning

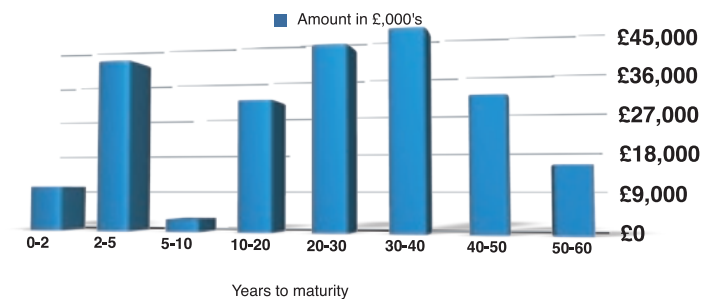


Figure 20. Figure 19 The Council's current debt maturity profile

# Appendix B4: Corporate risk update

Corporate Priority	Objective	Risk Type	Risk Description
A bright future for children and young people	Maintaining child protection	Strategic	Sustainability of the substantial progress made with respect to outcomes for our most vulnerable children.
A bright future for children and young people	To improve outcomes for vulnerable children (to be healthy, safe, enjoy and achieve, make a positive contribution and achieve economic well being)	Strategic	Outcomes for vulnerable children do not improve.
A bright future for children and young people	To provide better primary school accommodation to schools identified as being in a poor state of repair.	Financial	The project becomes unaffordable due to construction inflation rising higher than the proportionate increase in land value
A bright future for children and young people	Keeping children safe (Safe at home, safe at school, safe in the community)	Operational	Significant increase in number of referrals, assessments, children subject to a child protection plan and children in care due to heightened awareness. Evidence of emerging difficulty to recruit to social care workforce
A successful suburb	Deliver the Three Strands approach of Protect, Enhance and Grow	Reputation	Deterioration in the quality of the suburbs, for example, a lack of enforcement or attention to quality of design
A successful suburb	To ensure strategies are in place to optimise regeneration delivery as quickly as possible and rehouse short life tenants into permanent homes	Financial	Housing market downturn delaying regeneration implementation resulting in increased temporary accommodation and costs to the Council plus fall in tenant satisfaction.
Clean, green and safe	Delivering waste reduction through waste management	Operational	Inability to achieve Government targets leading to financial penalty.
Clean, green and safe	To reduce the fear of crime.	Reputation	The fear of crime by members of the community remains high causing damage to the Authorities reputation.
Clean, green and safe	Secure Replacement Waste Disposal Facilities through the North London Waste Authority at Minimum Additional Cost to the Council	Financial	NLWA Procurement
More choice, better value	Set Council Tax increases for 2009/10 in line with the Medium Term Financial Strategy and maintain adequate reserves and balances.	Financial	Financial forward plan approved by Council in March identified a budget gap of £10m which needs to be bridged to deliver Council Tax in line with MTFS
More choice, better value	To ensure that our pay and grading system provides a transparent and fair mechanism in terms of remuneration and non-pay benefits	Financial	Failure to deal with pay and grading issues can have financial implications to the Council in terms of claims under equalities legislation



Corporate Priority	Objective	Risk Type	Risk Description
More choice, better value	To meet the existing and future strategic challenges facing the Council.	Strategic	Should the programme take a route which then fails the risk is that we no longer provide excellent services to citizens and customers and that our reputation as an excellent authority would be damaged
More choice, better value	Set Council Tax increases in line with the Medium Term Financial Strategy and maintain adequate reserves and balances	Financial	Loss of funds and investment interest arising out of deposits in Icelandic Banks
More choice, better value.	Better outcomes for the community through effective partnerships	Operational	Ineffective governance arrangements for partnerships. Poor services delivered through partnerships and low levels of satisfaction. Partnerships are not accountable, do not add value and objectives are not met
More choice, better value.	Effectively manage the change agenda to deliver fit for purpose services	Strategic	Organisation resistant to change and services don't meet client needs
More choice, better value.	Maximise residence satisfaction levels	Operational	Perception remains that "the Council doesn't do enough for people like me" and our lead over other London boroughs continues to erode
More choice, better value.	Set Council Tax increases in line with the Medium Term Financial Strategy and maintain adequate reserves and balances.	Financial	Financial risks arising from Council activities and projects, and factors outside the Council's control (e.g., Government grant levels and litigation)
Strong and healthy	Delivering equality of service to all residents	Strategic	Differential needs of communities poorly understood or not addressed, thereby leading to poorer outcomes and missed targets
Supporting the vulnerable	Maximise the independence of older people and those requiring care or support.	Operational	Insufficient range of social care services provided with poor choice of access and ineffective management of the change process
Supporting the vulnerable	Deliver the Housing Strategy to increase the availability of affordable housing and provide real alternatives to homelessness.	Strategic	Low cost home ownership products developed that are not in demand or affordable

# Appendix C: Glossary of terms

Audit Commission	The Audit Commission is an independent watchdog whose role is to drive economy, efficiency and effectiveness in local public services and promote value for money for taxpayers, covering the £180 billion spent by 11,000 local public bodies.
Balances (Reserves)	Balances are the accumulated funds available to the authority. Some balances may be 'Ring-fenced' for specific purposes such as the Schools balance otherwise they are general.
Blog	A blog refers to a private webpage which is published on the internet by an individual or organisation. Blogs are commonly personal journals/diaries and are used to comment on all sorts of topics depending on the interests of the author
Capital Expenditure	Payments for the acquisition, construction, enhancement or replacement of physical assets such as land, buildings, roads, and computer equipment.
Capital Receipts	Income from the sale of land, buildings or equipment.
Comprehensive Area Assessment (CAA)	CAA is the new system for measuring the performance of local areas. It will draw together evidence and information from a wide range of sources to provide a joint assessment of the key public services for an area. CAA will report on comparative performance on the new national indicators and will be based on the information that local service bodies and the Local Strategic Partnership have used to draw up their Sustainable Community Strategy.
Comprehensive Performance Assessment (CPA)	CPA is a performance assessment framework for local authorities that draws on a range of information such as performance indicators, assessments of corporate capacity, audit and inspection reports, and stakeholder opinions to reach a single judgement about the performance of a local body. As of April 2009 CPA will be replaced with CAA.
CPA Star Rating	Overall rating awarded to Councils as part of the CPA, maximum rating is 4 stars
Fixed Assets	Tangible assets that provide benefit to the Council and the services it provides for a period of more than one year.
General Fund	The main revenue fund of a charging authority. Day-to-day spending on services is met from this fund. Spending on housing is charged to a separate Housing Revenue Account.
Lean Systems Review	Is a review of systems and services aimed at reducing waste and ensuring effort and attention are focused on producing end results. Expenditure of resources on anything other than the goal is considered to be wasteful.
Housing Revenue Account (HRA)	A statutory account maintained separately from the General Fund for the recording of income and expenditure relating to Council housing.
Local Strategic Partnership (LSP)	LSPs bring together different parts of the public, private, community and voluntary sectors at a local level; allowing different initiatives and services to support one another so that they can work together more effectively.
National Indicators (NI/NIs)	NIs measure Barnet's progress in delivering against issues of national and local importance. All Councils submit national indicators to central government. The aim is to have greater transparency and ultimately accountability to local people and communities. NIs replace the old Best Value Performance Indicators (BVPIs) used to report performance in previous years
Place Survey	The place survey is undertaken every two years. This year the survey was carried out by Ipsos MORI on behalf of the London Borough of Barnet. All Councils have a statutory duty to carry out a Place Survey in their area. The survey provides information for 18 of the national performance indicators that all local Councils are measured against

Reserves	An amount set aside for a specific purpose in one year and carried forward to meet future obligations.
Revenue Expenditure	Day-to-day payments for the running of Council services including salaries, wages, contract payments, supplies and capital financing costs.
Revenue Income	Day-to-day income from the running of Council services including fees ,charges and revenue government grants
Social HomeBuy	Social HomeBuy allows social housing tenants to buy their current home either outright or on shared ownership terms with the benefit of a discount. To do so, their landlord must have decided to take part in the scheme
Sustainable Community Strategy	10 year plans to Promote the economic, social and environmental well-being within the borough and contribute to the achievement of sustainable development in the UK
Use of Resources Assessment (UoR)	UoR is a key element of CPA and CAA which is designed to measure how effectively an authority uses it resources to meet the needs of the community it serves.

# Feedback form

We aim to improve the quality and clarity of information we provide so please let us know what you think of our Annual Report.

Please send your completed form (stamp needed) to:

Business Improvement Team  
London Borough of Barnet,  
Building 2, North London Business Park,  
Oakleigh Road South,  
London N11 1NP

You can also email your comments to  
[business.improvement2@barnet.gov.uk](mailto:business.improvement2@barnet.gov.uk)

Q1 How would you rate the Annual Report in terms of the following areas?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Agree Strongly	Don't know /Not applicable
Easy to understand						
Provides interesting information						
Provides too much information						
Information was easy to find						
Meets your expectations of an Annual Report						

Q2 If you have any further comments, recommendations, or suggestions please add them in the box below.

Q3. Is there anything you would like us to measure and report on for next year's annual report?