

AGENDA ITEM: 15 Pages 85 – 137

Meeting	Cabinet Resources Committee
Date	2 March 2011
Subject	3rd Quarter Monitoring 2010/11
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Monitoring 2010/11 report and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Catherine Peters – Head of Finance, SAP Systems, Closing & Monitoring Anisa Darr – Finance Manager, Closing & Monitoring Luke Ward – Corporate Performance Manager
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – Performance Report Appendix B – Revenue Monitoring Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Anisa Darr, Finance Manager, Closing & Monitoring, 020 8359 7106

1. RECOMMENDATIONS

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.1.2)**
- 1.2 That Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project and risk measures where Quarter 3 performance has either deteriorated or remains a challenge. (Paragraphs 9.2, 9.3, 9.9 and Appendix A)**
- 1.3 That the following virements in excess of £1m be approved:**
 - The reduction of the Dedicated Schools Grant (DSG) by the Department of Education (DfE) in respect of three schools, the reduction in DSG is £5,647,450 with a compensating reduction in Individual Schools Budget (ISB) of £5,627,560 and in centrally retained budget of £19,890. (Paragraph 9.5.2)**
 - The Young People’s Learning Agency (YPLA) pay the grant for sixth forms directly to academies rather than via the local authority. This will cause a reduction in the YPLA grant of £1,803,240 with a reduction in the ISB of an equivalent amount. (Paragraph 9.5.3)**
- 1.4 That the cost of agency staff procured through the Hays tempdesk be noted. (Paragraph 9.6.1)**
- 1.5 That the following drawdown’s from contingency be approved:**
 - £494k for Planning, Housing and Regeneration (PHR) Services income shortfall in planning, building control and land charge fees caused by adverse housing market conditions and also, in the case of land charges, legislation revoking fees for personal searches. (Paragraph 9.7.2)**
 - £800k is requested from contingency for the impact of changes in Housing Benefits regulations on the level of subsidy that can be reclaimed in respect of temporary accommodation rents. (Paragraph 9.7.3)**
- 1.6 That the write off of debt for Temporary Accommodation £1.366m and the Private Sector Tenancy Scheme £0.762m approved under the Chief Finance Officer’s authority be noted. (Paragraph 9.8.1)**
- 1.7 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.10.1)**
- 1.8 That the proposed Capital additions/deletions of £5.863m, slippage of £24.752m as set out in Appendix D and the related funding implications summarised in table 3 be approved.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 2 March 2010 (Decision item 145) – approved the Council Budget and Council Tax 2010/11.**
- 2.2 Cabinet Resources Committee, 17 June 2010 (Decision item 18) – approved the Outturn 2009/10.**
- 2.3 Cabinet Resources Committee, 19 July 2010 (Decision item 11) – approved Monitoring 2010/11.**

- 2.4 Cabinet Resources Committee, 2 September 2010 (Decision item 10) – approved Monitoring 2010/11.
- 2.5 Cabinet, 6 September 2010 (Decision item 12) – approved the Investment Strategy to meet Primary School Places.
- 2.6 Cabinet Resources Committee, 30 November 2010 (Decision item 8) – approved Monitoring 2010/11.
- 2.7 Cabinet, 10 January 2010 (Decision item 7) – approved virements over £1m.
- 2.8 Council, 25 January 2010 (Decision item 5.1) – approved virements over £1m.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.
- 3.2 'Maximise improvements and savings in 'back office' functions' and 'Make sure we get best value from resources across the public sector, including our people and assets' represent two of the eight key objectives underlying the corporate priority 'Better services with less money' and the strategic objectives.
- 3.3 Relevant Council strategies and policies include the following:
 - Corporate Plan 2010/11;
 - Medium Term Financial Strategy;
 - Treasury Management Strategy;
 - Debt Management Strategy;
 - Insurance Strategy;
 - Risk Management Strategy; and
 - Capital, Assets and Property Strategy.

4. RISK MANAGEMENT ISSUES

- 4.1 The revised forecast level of balances needs to be considered in light of the risks identified in 4.2 below.
- 4.2 Various projects within the Council's revenue budget and capital programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk the associated grants will be lost. If this occurs either the projects will be aborted or a decision to divert resources from other Council priorities will be required.
- 4.3 The integrated corporate risk register is included within Appendix A, section 1.4.

5. EQUALITIES AND DIVERSITY ISSUES

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

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

- 6.1 Robust budget and performance monitoring plays an essential part in enabling an organisation to deliver its objectives efficiently and effectively.
- 6.2 Use of Resources implications are covered within Section 9 of the body of the report and in the attached appendices.

7. LEGAL ISSUES

- 7.1 None arise over and above those referred to within the body of the report.

8. CONSTITUTIONAL POWERS

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

9. BACKGROUND INFORMATION

9.1 2010/11 Revenue Monitoring

- 9.1.1 Table 1 gives a summary of the 2010/11 outturn analysis compared to the revised budget position (excluding schools). There is a net overspend of £1.005m being forecast at the end of quarter 3. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

Table 1: 2010/11 Revenue Outturn Analysis – Summary

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000	Performance			
					Green	Green Amber	Red Amber	Red
Adults	96,232	95,953	96,151	198	1			2
Central Expenses	53,659	51,361	48,823	(2,538)	n/a	n/a	n/a	n/a
Chief Executive	11,962	11,693	11,559	(134)	5			1
Childrens Services	48,945	47,583	49,039	1,456	4			1
Commercial Services	15,632	17,441	17,755	314	3		1	
Corporate Governance	5,951	5,898	5,861	(37)	3			1
Deputy Chief Executive	11,595	11,998	11,998	-	2			
Environment & Operations	23,351	23,423	25,169	1,746				2
Planning, Housing & Regeneration	2,028	1,977	1,977	-	1	2		3
Total 2010/11 General Fund Forecast	269,355	267,327	268,332	1,005	19	2	1	10
Allocations agreed from GF Balances	-	-	-	-				
General Fund Balances as at 01/04/10	-	-	-	(15,780)				
Projected General Fund Balances (excluding schools balances) at 31/03/11	-	-	-	(14,775)				

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Dedicated Schools Grant	(124)	(142)	21	163
Housing Revenue Account	-	-	(301)	(301)

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

9.2 Performance against the Corporate Plan targets

9.2.1 The number of Corporate Plan performance targets reporting data remained the same in quarter 3 as in quarter 2 at 32 out of a total of 41. The balance of met and missed targets also remains similar at 59% met (19 targets) and 41% missed (13 targets) in Q2. There are nine indicators where no data has yet been reported, including on road maintenance and those that depended on the Place Survey for data.

9.2.2 Good performance has been maintained for the number of adult social care clients receiving self directed support. The number of children in care is also well within the target, and GCSE results for children in care last year met the target.

9.2.3 Targets that were red last quarter but which are now green are two in Commercial Services relating to reviewing and renegotiating major contracts (although meeting the year end targets on this will be challenging) and answering the phone to customers in 5 rings by the Council's call centres.

9.2.4 In quarter 3, the number of households accepted as homeless has increased from 60 to 77 between quarter 2 and quarter 3. Deterioration has also taken place on volunteering referrals for Adult social care clients. Performance on waste has continued to deteriorate compared to the same point last year, with the amount of residual waste generated per household (in kgs) increasing by 3%, whilst the recycling rate is the same as it was at quarter 3 last year. Performance for responding to customers' emails within 10 days has dropped below the 85% target in quarter 3, with performance deteriorating from 89% to 82.3%.

9.2.5 Indicators improving but still below target are the number of households re-housed in the private sector via housing services, the net number of additional homes added, and the proportion of children in care who are a Barnet Council foster placement.

9.2.6 A summary of performance against corporate priorities can be found in Appendix A. Detailed performance reports for each Council Directorate are published on the Council's website here: <http://www.barnet.gov.uk/cp-annual-performance-monitors.htm>.

9.3 Performance on HR/People measures

9.3.1 The average amount of absence per employee has reduced across the organisation from 8.2 days per year in quarter two to 7.8 days in quarter 3. The London Council average is 8.8 days. The percentage of managers submitting a monthly absence returns has deteriorated significantly in quarter three from over 87% to 55.6%. The Directorates in which quarterly absence figures have increased the most are Planning, Housing & Regeneration (+1 day from 1.4 to 2.4 days) and Chief Executive's Service (+0.9 days from 1.7 to 2.6 days).

There have been decreases in quarterly absence days in both Adult Social Services and the Children's Service. These figures should be set in the context of the employee implications of the proposed budget. Managing this is a key issue for the Council.

9.4 Commentary about Revenue Outturn

- 9.4.1 The Council's overall position has improved from the projected over spend of £3.391m quarter 2. This has been reduced to £1.005m at quarter 3. The Council's target level of balances is to remain above £15m, however, the effect of the over spend is to reduce the general fund balances to below the Council's target. More recovery work will need to be done quite quickly by service directorates, supported by Finance, in order to manage this over spend to come into balance by final outturn.
- 9.4.2 Specific areas for concern which are mainly driving the over spend are external family assessments, external placements for children in care and agency costs in social care division of Children's Services. There has also been an increase in pupils placed in the private and independent sector, which is the result of legal orders by Special Educational Needs (SEN) Tribunal. Management and performance costs in Environment and Operations have increased as a result of re-profiling work across the directorate. A severe winter has pushed up the highways maintenance costs and a shortfall in income on the Special Parking Account has compounded the issue in the service. The purchase of additional licences in Information Systems has resulted in Commercial over spending.
- 9.4.3 These are high risk areas and while spend needs to be monitored and managed this year, it is important to ensure the situation is managed so it isn't a continuing budget pressure into next years budget.
- 9.4.4 The Council's commentary for Revenue and key performance indicators are set out in Appendix A.

9.5 Virements

- 9.5.1 The virement below is in excess of £1m and requires member approval.
- 9.5.2 During 2010/11 three schools converted to academy status (QE Boys, Ashmole and The Compton). The Department for Education (DfE) has reduced the Dedicated Schools Grant (DSG) for the budget share that would have been paid to the three schools and an element of the centrally retained budget had they remained maintained. The reduction in DSG is £5,647,450 with a compensating reduction in Individual Schools Budget (ISB) of £5,627,560 and in centrally retained budget of £19,890.
- 9.5.3 In addition the Young People's Learning Agency (YPLA) pay the grant for sixth forms directly to academies rather than via the local authority. This will cause a reduction in the YPLA grant of £1,803,240 with a reduction in the ISB of an equivalent amount.

9.6 Agency Costs

- 9.6.1 The table below details agency costs of temporary staff procured through Hays tempdesk. Expenditure has decreased in December, though this was always likely to occur due to the Christmas break with many services closed between Christmas & New Year. When compared to expenditure in December 2009, it has reduced by 30%.

If current spend is projected, the estimated outturn for the year ending 2010/11 would be approximately £9.3m, this is £2.39m less than in 2009/10.

Table 2: Agency Costs to 31 December 2010

Service	Qtr 1	Qtr 2	Qtr 3
	Agency Spend	Agency Spend	Agency Spend
	£	£	£
Adult Social Services	471,086	432,085	438,876
Chief Executive's Service	85,347	84,218	55,040
Children's Service	620,824	588,781	616,518
Commercial	348,093	314,808	193,322
Corporate Governance	55,134	52,007	38,175
Deputy Chief Executive	289,695	269,194	261,282
Environment & Operations	408,392	417,781	435,982
Planning, Housing and Regeneration	181,796	160,123	131,198
Grand Total	2,460,367	2,318,997	2,170,393

9.7 Drawdown from Contingency

9.7.1 The drawdown from Contingency requested below has been assumed in the Revenue Monitoring in Table 1 and Appendix B.

9.7.2 £494k for the PHR Services income shortfall in planning, building control and land charge fees caused by adverse housing market conditions and also, in the case of land charges, legislation revoking fees for personal searches. This is likely to be an ongoing budget requirement.

9.7.3 A drawn down of £800k is requested from contingency for the impact of changes in Housing Benefits regulations on the level of subsidy that can be reclaimed in respect of temporary accommodation rents. The subsidy loss related to these changes is estimated to be approximately £1.7m, part of which is being contained.

9.8 Write off of debt under Chief Finance Officer's Authority

9.8.1 The constitution gives the Chief Finance Officer the authority, as an Executive function, to write-off individual debts up to £5,000, subject to discussion with the Assistant Director – Legal and reporting this action retrospectively to Cabinet Resources Committee.

The amounts written off for Temporary Accommodation and the Private Sector Tenancy Scheme are £1.366m and £0.762m respectively.

A separate report has been submitted to Cabinet Resources Committee (02/03/2011) seeking approval to write off individual Temporary Accommodation debts of £5,000 and over totalling £0.575m.

9.9 Performance on key projects, including those in the OneBarnet Programme

9.9.1 There are 54 major projects in total including the 12 within the One Barnet Programme. Of the 54, three have a red rating for their current status and one has a red rating for both the current and future status:

- Pericles Replacement (Current);
- Mayor of London, Help a London Park project (Current); and
- Recruitment & Advertising (Both).

9.10 2010/11 Capital Programme Monitoring

9.10.1 Directors are reminded they need to continue to ensure that capital projects are closely managed during 2010/11 to ensure that they are delivered within budget and in accordance with the agreed timeframe.

9.11 Capital Monitoring Analysis

9.11.1 The Capital Monitoring summary and details by service directorate is set out in Appendix D.

9.12 Proposed changes to the Capital Programme

9.12.1 Appendix C gives details of the proposed changes to the Capital Programme. These include proposed additions and deletions as well as budget movements.

Table 3: Capital Funding Changes

	Grants £000	S106 / Other £000	Capital Receipts £000	Revenue £000	Borrowing £000	Total £000
Adult Social Services	(740)					(740)
Central Expenses						-
Chief Executive			(465)			(465)
Children's Service	(500)	(2,408)	(1,620)		(7,512)	(12,040)
Corporate Governance			(30)			(30)
Commercial Services			(818)		(269)	(1,087)
Deputy Chief Executive			(341)			(341)
Environment & Operations	(409)	(67)	(184)		(770)	(1,430)
Planning, Housing and Regeneration	3,850		(245)		(249)	3,356
General Fund Programme	2,201	(2,475)	(3,703)	-	(8,800)	(12,777)
HRA Capital	(3,874)	-	(102)	(5,411)	3,275	(6,112)
Total Capital Programme	(1,673)	(2,475)	(3,805)	(5,411)	(5,525)	(18,889)

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – MM

CFO – MC/JH

Appendix A – Performance Report

Contents

1. Corporate performance overview
2. Whole Council summary tables
3. Methodology for traffic light ratings

1. CORPORATE PERFORMANCE OVERVIEW

1.1 Overall health rating overview

The methodology for calculating these health ratings is contained in section three of this Appendix.

Directorate	Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance	HR/People	Key project rating
Adult Social Services	198	(740)	-1	-3	4
Children's Service	1,456	(12,040)	3	1.5	11.5
Environment & Operations	1,746	(1,430)	-2	-3	1
Planning, Housing & Regeneration	GF - HRA (301)	GF 3,356 HRA (6,112)	-1	-2.5	1.5
Commercial	314	(1087)	2.5	-2.5	2
Deputy Chief Executive's Service	-	(341)	2	-4	1
Chief Executive's Service (incl. Customer Services & Libraries)	(134)	(465)	4	-5	3
Corporate Governance	(37)	(30)	2	-4.5	No key projects
Central Expenses	(2538)	-	n/a	n/a	n/a
Totals¹	1,005	(18,889)	Green	Red	Green

1.2 Top corporate achievements, issues and actions

¹ Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in section three (page 20) of this appendix.

Affecting the customer experience

Achievements
<p>“Excellent” rating for Adult Social Services by Care Quality Commissioning as part of its Annual Performance Assessment for 2009/10.</p> <p>Ofsted annual rating of children’s services has improved to the highest possible rating of 4 ‘performs excellently’ – previous rating was 3.</p> <p>Successful launch of the national trailblazer <i>Right to Control</i> in partnership with the JobCentre Plus and Barnet Centre for Independent Living on 13 December 2010.</p> <p>During the recent snowfall there was no disruption to the refuse and street cleansing services. Town Centres were hand gritted by street cleansing operatives who also supported the refuse service by hand gritting. Green Spaces also provided staff to help hand grit.</p> <p>Ofsted ratings of ‘good’ or ‘outstanding’ of our schools remains among the best in London</p> <p>Q3 performance for customer contacts show 71.20% of calls answered within target – a very substantial improvement on previous performance.</p>

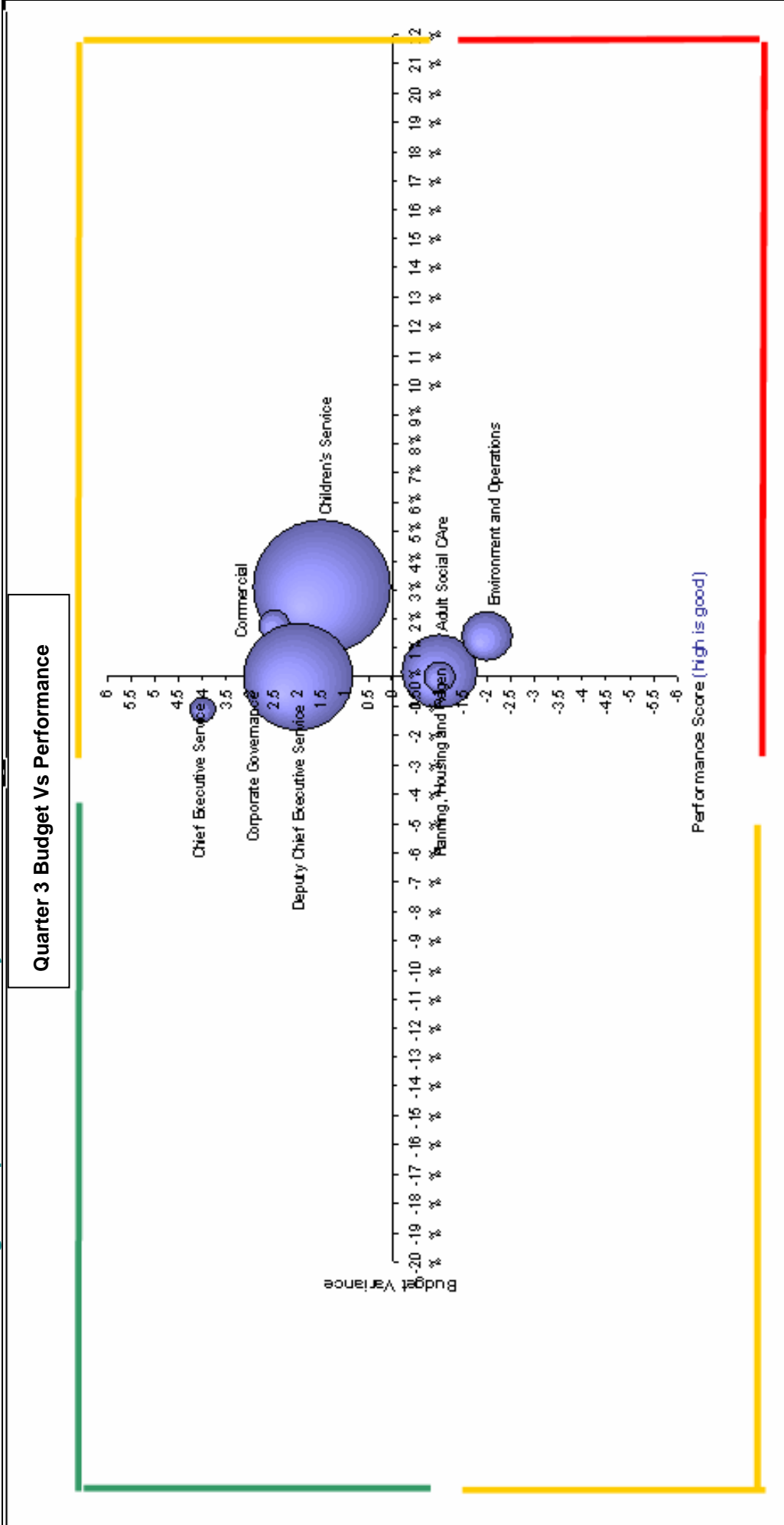
Issues	Actions needed
<p>In-year demand for primary places and secondary places in year 11, in addition to known demand for reception aged pupils</p> <p>Significant increase in court activity associated with child protection cases</p> <p>Sustained increased number of referrals to children’s social care. This is impacting on the timeliness of assessments on cases referred into the service</p> <p>Ensuring there is effective and sustainable integrated care arrangements to support long term care management (e.g. Continuing Care, Stroke) across health and social care.</p>	<p>Work with schools to provide places at short notice and in areas of exceptional demand, make use of protocol to place additional pupils over and above admission number. Project commenced to expand Broadfields School.</p> <p>Work with the courts and legal services to respond effectively to this increased activity - seek to recruit and retain experienced social workers able to deal with complex cases</p> <p>Developing new family support service for 2011/12 alongside service targeting children and families experiencing domestic violence. Establishing a joint public protection desk service with the police to filter referrals and continuing to seek to reduce referrals through improving the co-ordination of our early intervention and prevention.</p> <p>Targeting investment for enablement, winter pressures and social care from NHS Barnet to areas of highest priority identified through a refreshed Joint Strategic Needs Assessment (JSNA).</p>

Affecting council efficiency and value for money

Achievements
<p>Increase in the number of applicants to join our social care workforce following a strategy to match remuneration packages with other local authorities</p> <p>Continued high performance in Revenues and Benefits</p> <p>One Barnet Business Case Framework approved and in place</p>

Issues	Actions needed
<p>Community Budget project needs sufficient development to go live in March.</p>	<p>Needs effective joint working with Children's Service and Chief Executive's Service, and project management in place to deliver.</p>
<p>Future structure, strategic and operational direction of Community Safety Partnership needs clarification/agreement in light of following threats/opportunities:</p> <ul style="list-style-type: none"> • Budget pressures /loss of funding across partnership • Public Health Reform • Community Based Budgets • Police and Chartered Society of Physiotherapy (CSP) Reform • One Barnet Programme • Creation of new Environment and Planning Directorate 	<p>Strategic Partnership review (across and including all partners) of Community Safety approach.</p> <p>Safer Communities Board met on the 24th January 2011 to look at strategies.</p>
<p>Traded Services – launch of New Service Organisation (NSO) having negative impact of traded services; schools concerned about potential impacts of outsourcing and actively looking at alternative service providers</p>	<p>Traded Services – Human Resources (HR) and Payroll service provision to schools currently under review; new service to be launched from April 2011. Separate comms issued to Schools Heads to confirm HR & Payroll services to continue to be delivered</p>
<p>Pressure on procurement personnel and risk that key pieces of work will be delayed as vacant posts still exist following a delay in recruitment due to organisational recruitment freeze.</p>	<p>Need to appoint full time equivalent (FTE) procurement managers to take forward transformation of procurement / centralisation plans, procurement activity within One Barnet Programme and business as usual.</p>

1.3. Barnet Council budget vs. performance analysis



Four directorates are projecting overspends, with the Children's Service having the highest value at £1.4m.

- The Chief Executive's Service (which includes Customer Services and Libraries) has maintained its performance and budget position from quarter 2. Adult Social Services has a lower performance score than quarter 2 and is now in the lower half. Performance for the Children's Service has improved but the forecast overspend remains significant.
- Commercial has met most of its performance targets but is projecting a 2% overspend.

- Planning, Housing and Regeneration has no revenue overspend but remains in the low performing half. Deputy Chief Executive's has no revenue overspend and has improved its performance.
- Environment and Operations is the worst performing service overall in terms of budget management and performance.

1.4 Current Corporate Risks

This list represents the current corporate risk register. Since the last quarter there has been no reduction from the initial assessment of risk to the current assessment this is a result of combination of control actions not being implemented or those control actions not being effective to reduce the level of risk. Some risks are of course dependent on outcomes external to the organisation.

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
<p>ORG0001 - Reputational Transformation – The Council's strategic agenda is defined by the One Barnet programme which is designed to transform public services to Barnet citizens, working with our partners and the community, in the context of severe resource constraint.</p> <p>Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.</p>	High 3	Medium 2	High 6	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress (0% complete)</i>	31/03/2011 (Normal)	High 3	Medium 2	High 6
				Communication and Engagement strategy to ensure project level communications and engagement plans are in place <i>Implemented (100% complete)</i>				
				Transition Strategy to ensure business as usual is maintained during the delivery of the programme <i>In Progress (40% complete)</i>				
				Benefits Realisation Framework <i>In Progress (20% complete)</i>				
				Programme plan produced and signed off <i>In Progress (65% complete)</i>				
				Project communications plans for live projects produced and signed off <i>In Progress (90% complete)</i>				
				Risk management framework included risk and issue standards <i>Implemented (70% complete)</i>				
				Risk management framework communicated to all live and pending projects and stakeholders <i>In Progress (40% complete)</i>				
				implementation partnership has been				
				31/3/2011				

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
				put in place to fill the knowledge and experience gap with regard to commercial assurance. <i>Implemented</i> (100% complete)	(Normal)			
ORG0002 - Financial Central government support has been cut and our response to this has gone to Cabinet and the budget will be finalised in February. Risk – given the scale of the savings there will be key concerns in delivering those savings over the next 4 years and managing to deliver services in times of such uncertainty.	High 3	High 3	High 9	Financial and Business Planning Process <i>Complete</i> (100% complete) Risk assessment of savings plans <i>In Progress</i> (0% complete)	28/02/2011 (Normal) 31/3/2011 (Normal)	High 3	Medium 2	High 6
ORG0003 – Compliance - original Information management – The Council's overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency etc need further development. Risk – breach of information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively. Mitigating action: improvement programme to be specified and delivered.	High 3	Medium 2	High 6	Information Governance Action Plan devised from recommendations in various internal and external reviews - <i>Complete</i> Set up Information Governance Council (IGC) to oversee actions from the IM Review. - <i>Implemented Complete</i> IGC to commission further work to enhance information management: - revised ICT Policy - IM Strategy - Information framework, including data retention and data sharing - review of information sharing protocols and standards, . <i>In Progress</i> (0% complete)		High 3	Medium 2	High 6
ORG0004 - Reputational Governance – The Council faces a period of major change with potential organisational trauma impacting on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.	High 3	Low 1	Medium 3	Comprehensive performance management reporting process including key risks at Directorate and Corporate level. - <i>Implemented</i> Governance reporting to Statutory Officers Group. Report produced. <i>In progress</i> (75% complete)		High 3	Low 1	Medium 3

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
<p>ORG0005 - Reputational Asset management – Asset management planning is inconsistent and not well integrated into the business planning process. Capital programme delivery is not timely.</p> <p>Risk – failure to deliver cost-effective capital assets necessary to support service delivery.</p>	High 3	Medium 2	High 6	Develop Estate Strategy <i>In Progress</i> (90% complete) Establish a Corporate Asset Management information system <i>In Progress</i> (30% complete)	31/3/2011 (Normal) 31/03/2011 (Normal)	High 3	Medium 2	High 6
			High 9					Medium 4
<p>ORG0006 - Reputational Procurement – The Council's procurement arrangements are fragmented, with spend outside contracts, insufficient aggregation, and inadequate support to procurement processes.</p> <p>Risk – failure to deliver value for money, uncommercial contracts with suppliers.</p>	High 3	High 3	High 9	Consolidate procurement activity within the Commercial Directorate <i>In Progress</i> (50% complete) Develop and Implement an up to date Procurement Strategy <i>In progress</i> (30% complete)	31/03/2011 (Normal) 30/04/2011 (normal)	Medium 2	Medium 2	Medium 4
<p>ORG0007 – Financial Iceland deposits – The Council is currently assuming recovery of Icelandic bank deposits based on priority status for UK local authorities. The Icelandic courts may determine that UK local authorities will not have priority status, leading to lower recovery in the sum of c£14m.</p> <p>Risk – insufficient provision in the risk reserve and use of general fund balances which would need to be re-established at the minimum level.</p>	High 3	Medium 2	High 6	Work with the LGA and other affected authorities to maximise recovery through the Icelandic courts. lawyers for affected authorities are preparing case <i>In Progress</i> (50% complete)	31/03/2011 (Normal)	High 3	Medium 2	High 6
<p>ORG0008 was closed in Quarter 2 and transferred to the Directorate Risk Register for resolution.</p>								
<p>ORG0009 – Political Narrowing the gap – The Council plans to narrow the educational attainment gap between children with the greatest disadvantage and average attainment. This is part of a wider strategy to support vulnerable families and minimise the cost of public services. A number of Barnet schools are likely to seek Academy status.</p> <p>Risk – reduction in Council controlled support to schools and consequent reduced ability to influence the contribution of school to this agenda.</p>	Medium 2	Medium 2	Medium 4	Develop strategy for new LA role <i>In Progress</i> (75% complete) School Improvement Partners complete attainment review for all schools <i>Proposed</i> (100% complete)	31/3/2011 (High) 31/03/2011 (Normal)	Medium 2	Medium 2	Medium 4
			Medium 4					

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
<p>ORG0010 – Reputational Development and infrastructure – Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015.</p> <p>Risk – public service infrastructure within the borough is not able to expand to accommodate the increased requirements.</p> <p>ORG0011 – Compliance Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. The loss of £258.4m PFI credits presents further risk to the affordability and progress of the procurement. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition, the carbon reduction scheme will impose financial penalties in respect of wider sustainability issues. Government likely to further increase penalties/incentives.</p> <p>Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.</p>	High 3	High 3	High 9	Planning Policy to negotiate S106 agreements <i>In progress (0% complete)</i>	31/07/2011	High 3	High 3	High 9
				Explore other innovative forms of funding <i>In progress (20% complete)</i>				
	High 3	High 3	High 6	Regular Barnet Waste Project Board meetings to enable informed officer input to the process, and prepare briefings for members – <i>In Progress (0% complete)</i>	30/04/2011	High 3	High 3	High 6
				NLWA Procurement risk register maintained and updated – <i>In Progress (0% complete)</i>				
	High 3	High 3	High 6	Progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In Progress (0% complete)</i>	30/4/2011	High 3	High 3	High 6
				Develop & implement Waste Action Plan – <i>In Progress (30% complete)</i>				
	High 3	High 3	High 6	Annual communications plan to include more targeted communications based on the intelligence available <i>In Progress (30% complete)</i>	30/4/2011	High 3	High 3	High 6
				Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment <i>In Progress (50% complete)</i>				
				Options for the procurement going forward and their affordability is being considered with the NLWA. <i>In Progress (0% complete)</i>	30/4/2011			

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment	
	Impact	prob	rating			Impact	Prob
ORG0012 - Financial Primary school places – Demand for primary school places will increase through the medium-term and investment requirements totalling c£40m are currently unfunded. Risk – insufficient primary school places are available to meet statutory requirements.	High 3	High 3	High 9	Cabinet report Sept 6th 2010 setting out strategy and likely investment needs. Report approved by Cabinet – <i>Implemented (100% complete)</i> Commence consultation on the expansion of Broadfields <i>Implemented (100% complete)</i> Gain Cabinet approval for expansion of Broadfields Complete (100%)		High 3	High 9
ORG0013 - Financial Demographic Funding Pressures. Risk of needing an additional funding requirement of £6.3m by 2015 caused by increasing demand and contractual pressures on Adult Social Services from an increasing ageing population (13.8% growth in population aged over 65 by 2015 – ONC population projections) and increased numbers of young people with complex disabilities surviving into adulthood.	High 3	High 3	High 9	Inflationary uplifts being managed at 0% <i>In Progress (0% complete)</i> New fairer contributions policy to be consulted on <i>In progress (0% complete)</i> DDofASS and ADoC to develop and agree a joint transition strategy for Barnet Proposed (0% complete) Ensure Council's approach to dealing with indexation and contracts is in line with Adults medium term financial plan In progress (0% complete)	31/03/2011 (Normal)	High 3	High 9
ORG0014 - Financial Risk: new revenues and benefits systems will not be in place with effect April 2011 to collect taxes and administer benefits. Cause: Current supplier of Revs & Bens IT taken over by third party. Third party are desupporting the existing system with effect from January 2011 forcing all current users to source new systems. Consequence: Go-live has been delayed on 2 occasions due to IT hosting and the required quality criteria for data conversions. Current go-live mid February 2011. Level of debt and benefit	High 3	High 3	High 9	Investigating the support of the current product beyond its proposed termination date as a contingency plan as a result of delay Complete (100% complete) Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. In Progress (80% complete) Legal advice to be sought. In Progress (80% complete)	14/2/2011 (High)	High 3	High 9

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	prob	rating			Impact	Prob	rating
administered within the affected databases totals c£600m per annum.				Existing system shut down whilst the data converts to the new system. In progress (100% complete)	14/2/2011 (High)			
				Go Live of new system once reconciled In progress (0% complete)	14/2/2011 (High)			

2. WHOLE COUNCIL SUMMARY TABLES

2.1 – Key finance indicators

Indicator		2010/11 (Position at 31/12/10)	2010/11 (Position at 30/09/10)	Achieved /Trend
1	<u>Revenue Expenditure</u>			
	(a) Balances and Reserves:	£'m		
	(i) General Fund Balance	14.78	12.39	
	(ii) HRA Balances	4.44	4.63	
	(iii) School Balances*	11.90	11.90	
	(b) Performance against Budget: Variations:			
	(i) Overspends	9.96	5.33	
	(ii) Underspends	8.95	1.94	
2	<u>Capital Expenditure</u>			
	(i) Cumulative Slippage	24.75	8.54	
3	<u>Debt Management</u>			
	(i) Total Debt Outstanding over 30 days	5.47	7.80	
	(i) Total Debt Outstanding over 12 months	2.78	3.39	
	(iii) Council Tax - % paid **	84.14	83.85	
4	<u>Creditor Payment Performance</u>			
	(i) % of Creditors paid within 30 days	98.17	97.98	

* School Balances shown at 31st March 2010 position

** Council Tax collection at 31 December 2010 compared to equivalent date in 2009

2.2 - Revenue budget – corporate overview

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Adults	96,232	95,953	96,151	198
Central Expenses	53,659	51,361	48,823	(2,538)
Chief Executive	11,962	11,693	11,559	(134)
Childrens Services	48,945	47,583	49,039	1,456
Commercial Services	15,632	17,441	17,755	314
Corporate Governance	5,951	5,898	5,861	(37)
Deputy Chief Executive	11,595	11,998	11,998	-
Environment & Operations	23,351	23,423	25,169	1,746
Planning, Housing & Regeneration	2,028	1,977	1,977	-
Total 2010/11 General Fund Forecast	269,355	267,327	268,332	1,005

Description	Original Budget £000	Revised Budget as at 31/12/10 £000	Forecast Outturn as at 31/12/10 £000	Forecast Outturn Variation as at 31/12/10 £000
Dedicated Schools Grant	(124)	(142)	21	163
Housing Revenue Account	-	-	(301)	(301)

2.3 - Capital budget – corporate overview

	2010/11 Latest Approved Budget	Additions/ Deletions recommended to March CRC	Slippage / Accelerated Spend recommended to March CRC	2010/11 Budget (including March CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Revised Budget	% slippage of 2010/11 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	%
Adult Social Services	1,367	104	(844)	627	296	627	(740)	-62%
Central Expenses	4,500	-	-	4,500	-	4,500	-	0%
Children's Service	54,551	449	(12,489)	42,511	30,082	42,511	(12,040)	-23%
Corporate Governance	31	-	(30)	1	-	1	(30)	-96%
Chief Executive Services	733	-	(465)	268	62	268	(465)	-63%
Deputy Chief Executive Services	826	-	(341)	485	224	485	(341)	-41%
Commercial Services	4,902	(104)	(983)	3,815	1,636	3,815	(1,087)	-20%
Environment & Operations	17,229	(286)	(1,144)	15,800	6,149	15,800	(1,430)	-7%
Planning, Housing and Regeneration	5,001	5,700	(2,344)	8,357	2,389	8,357	3,356	-47%
General Fund Programme	89,141	5,863	(18,640)	76,364	40,838	76,364	(12,777)	-21%
HRA Capital	24,373	-	(6,112)	18,261	9,866	18,261	(6,112)	-25%
Total Capital Programme	113,514	5,863	(24,752)	94,625	50,704	94,625	(18,889)	-22%

2.4 - Corporate Plan performance - corporate overview

Directorate	Total no. of Corporate Plan targets*	Total no. of Corporate Plan indicators	No. of indicators achieved	No. of indicators missed	Negative DoT	No. of indicators reporting data in Q3
Adult Social Service	3	3	1	2	2	3
Children's Service	6	9	4	1	0	5
Environment & Operations	4	6	0	2	1	4**
Planning, Housing & Regeneration	6	6	1	5	2	6
Commercial Service	3	4	3	1	1	4
Deputy Chief Executive	1	2	2	0	0	2
Chief Executive 's Service	1	6	5	1	3	6
Corporate Governance	4	5	3	1	1	4
Total	28	41	19	13	10	34**

3.1 * Some indicators are grouped into baskets and treated as a single target, which is why columns 1 and 2 are different.

3.2 **This includes 2 proxy indicators with no targets.

2.5 - Human Resource/People performance - corporate overview

Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) ²	Target Variance	DoT	Benchmarking
Number of posts established (FTE)	As at 31st Dec 2010	No target	N/A	3626.6	100.0%	3463.41/3,463.41	100.0%	3463.4	No Target	N/A	N/A
% managers submitting a monthly absence return	Oct 10 - Dec 10	100%	>94%	Not reported	87.3%	281/506	55.5%	281	48.4%	▲	N/A : measure applicable to LBB only
Average number of absence days per employee (Rolling year)	Jan 09 - Dec 10	6	6- 6.5	8.2	N/A	N/A	N/A	7.8	30%	▲	8.8 (Capital Ambition, 2009)
Quarterly average number of absence days per employee	Oct 10 - Dec 10	1.5	1.5-1.65	2.0	N/A	6773.1/2986.9	N/A	2.3	51.3%	▲	2.2 (Capital Ambition, 2009)
Overall employee relations case risk	As at 31st Dec 2010	0	-1	-98	N/A	N/A	N/A	-137	-13700.0%	▲	N/A : measure applicable to LBB only
% appraisals undertaken for staff meant to have an appraisal	Apr 09 - Mar 10	100%	>94%	N/A	94.9%	2930/3042	96.3%	2930	3.7%	▲	84% across all public sector organisations (CIPFA, 2010)

Performance Indicator	Period covered	Target	Amber criteria	Q2 outturn (No.)	Q2 outturn %	Q3 (numerator/denominator)	Q3 outturn%	Q3 outturn (No.) ²	Target Variance	DoT	Benchmarking
Actual cost of days lost to sickness as % of total salary budget	Oct 10 - Dec 10	No target	N/A	£672,177.00	Not reported	502633/28325791	1.8%	£502,633	No Target	▲	No relevant information available
Cost of agency staff as % of total salary budget ¹	Oct 10 - Dec 10	No target	N/A	N/A	6.7%	2170393/28325791	7.7%	£2,170,393	No Target	▼	No relevant information available
Cost of non-contractual overtime as % of total salary budget	Oct 10 - Dec 10	No target	N/A	N/A	0.9%	74458/28325791	0.3%	£74,458	No Target	▲	No relevant information available
Number of people in permanent posts as % of total establishment (FTE)	As at 31st Dec 2010	No target	N/A	N/A	75.0%	2698.11/3,463.41	77.9%	2698.1	2.6%	-	86.4% (Capital Ambition, 2009)
Number of consultants, agency staff or secondees as % of total establishment ¹	As at 31st Dec 2010	No target	N/A	N/A	8.5%	290/3,463.41	8.4%	290.0	58.1%	-	13.6% (Capital Ambition, 2009)
Number of new employee relations cases opened in the quarter ³	Oct 10 - Dec 10	No target	N/A	111	N/A	N/A	N/A	100	No Target	N/A	No relevant information available

1. Counts only those employed through the Hays contract

2. Each employee relations case is scored and the scores are then added up to produce an overall score which is traffic lighted. A methodology can be found in Section 3.4 of this appendix.

	Adult Services		Social		Chief Executive's Service		Children's Service		Commercial (inc IT)		Corporate Governance		Environment & Operations		Finance, HR, Revs & Bens		PHR		TOTALS	
	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE	No.	FTE
Number of Posts Established	551	486.01	317	250.86	1239	1034	180	176.28	111	97.01	817	760.28	401	369.51	314	289.46	3930	3463.41		
Occupied Posts	501	440.24	285	230.45	1053	856.37	156	150.55	96	85.09	718	661.28	360	328.83	271	248.96	3440	3001.77		
Permanent Posts ("Perm Contract")	509	458.11	272	209.42	1081	904.54	150	146.28	94	84.68	762	710.79	379	352.71	294	272.07	3541	3138.6		
Temporary or Fixed Term Posts	29	27.9	45	41.44	158	129.46	30	29	17	12.33	55	49.49	19	16.8	20	17.39	373	323.81		
Permanent People (counted once)	454	412.34	244	189.59	875	728.91	132	124.55	84	78.26	672	621.37	335	309.02	250	234.07	3046	2698.11		
Unoccupied Posts	50	45.78	32	20.41	186	177.63	24	23.73	15	11.92	99	99	41	40.68	43	40.5	490	459.65		
As and When's / Casual	135		7		325		2		3		169		3		19		663	N/A		

Temporary Staff Costs (HAYS)

Cost of Hays Staff (Q3)	£438,876	£55,041	£616,518	£193,322	£38,175	£435,982	£261,281	£131,198	£2,170,393
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Notes

Derived from the number of recorded posts on SAP at the end of December 2010.

Total number of posts on SAP with a person recorded against that post.

Permanent Posts have been derived from Contract type as "Permanent Contract". FTC, Temporary and Casual are EXCLUDED.

Temporary posts have been derived from contract type as "Fixed Term" or "Temporary Contract".

Permanent People determined by using filter condition as for permanent posts (3) but counting each person only once to avoid duplicates e.g. job share and multiple post occupation.

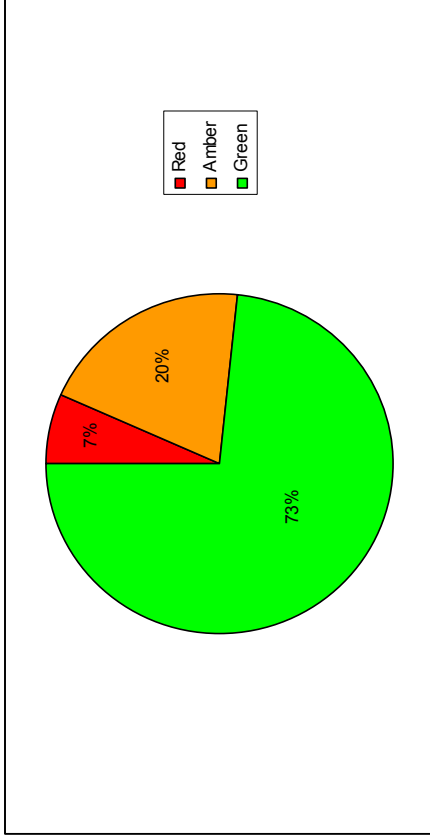
Total number of posts on SAP shown as live but with no person recorded against that post

Total number of identified As and When or Casual staff

From monthly expenditure reports provided by Hays. Derived from submitted, authorised and paid timesheets for October, November and December 2010.

2.6 – Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status
Adult Social Services		2	5
Chief Executive's Office			3
Children's Services		5	14
Commercial Services		1	4
Deputy Chief Executive	2		3
Environment & Operations	1		2
Planning, Housing & Regen		1	2
Total	3	9	33



3. METHODOLOGY FOR TRAFFIC LIGHT RATINGS

3.1 Thresholds for awarding health rating traffic lights

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

3.2 Method for producing the Corporate Plan, projects and HR/People health ratings

Each individual performance indicator is now traffic lighted according to the same four point traffic light scale: Green, Green Amber, Red Amber and Red. Points for each are awarded, as shown in the table below, and then added together to produce the overall health rating score.

	Points for each indicator
Green	1
Green Amber	0.5
Red Amber	-0.5
Red	-1

For example, if there were four indicators and each achieved one of the four traffic lights, the net result would be a score of 0 and this would produce a Red Amber overall health rating, based on the table above in paragraph 1.2.

For key projects service-level health ratings, with its 3-colour rag rating system, a green will be awarded 1 point, and amber -0.5 and a red -1.

3.3 Method for producing individual performance indicator traffic light ratings

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

Any target that is met achieves a Green traffic light.

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

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

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

Whilst initial traffic lights will be based on this objective criteria, they may subsequently be changed through discussion between Directorates and the Performance team, based on the individual circumstances and prospects for each target. Where this has occurred it will be clearly stated in the report with the reasons given.

The criteria for red and amber traffic lights for HR/People measures differs for each indicator; the amber criteria for each is shown alongside the indicator in the individual data tables.

3.4 Employee Relations case ratings

Each Case is allocated a status and scored as follows.

RAG	Description	Score per case
Red	<ul style="list-style-type: none"> • High risk to the council in terms of litigation, financial, reputation or political impact. • The case is an HR priority • Service Directors and/or their deputies will be aware of these cases • This category will include all cases of discrimination regardless of stage <p>E.g. ETs, cases where appeal/ET likely, where Directors or ADs are involved as alleged perpetrators, where major financial loss/fraud is being investigated.</p>	-2
Amber	<ul style="list-style-type: none"> • Medium risk to the council in terms of litigation, financial, reputation or political impact. • Action is probably at the Formal stages of procedures • The Local Management team are aware of the case <p>e.g. cases are at formal stages of procedure/formal consultation etc</p>	-1
Green	<ul style="list-style-type: none"> • Low risk to the council in terms of litigation, financial, reputation or political impact. • Local action being taken • HR is kept aware and is advising • Local line managers are managing the case (HR won't always know about these) <p>Eg. Informal capability/illhealth/pre restructure (no issues)</p>	- 0.5

Appendix B – Revenue Monitoring Directorate

Adults

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Care Services - Learning Disabilities	25,639	36,223	36,318	95	Significant purchasing budget pressures offset by Section 256 resources. Work programme undertaken with providers to reduce costs.
Care Services - Mental Health	7,742	7,290	7,508	218	Pressures from Continuing Care and Forensic Services transfers some offset by holding vacant posts. Work being undertaken with Health on improved commissioning and move on from Residential Care to Supported Living
Care Services - Older Adults - Physical Disabilities	48,389	47,387	48,401	1,014	Greater demand in line with demography, and in particular cost shunts from the PCT around Continuing Care have caused pressures within the budget some offset by Homecare contract savings
Performance & Supply Management	5,465	4,223	4,056	(167)	Reduced spend on training events to create savings 20k, vacancy held reducing spend in preparation for restructure and reduced agency use reducing costs.
Strategic Commissioning & Transformation	11,107	13,136	12,175	(961)	Preparation for implementation of 2011/12 savings plan achieved in year and Voluntary Sector spend reduced.
Government Grant Income	(2,110)	(12,307)	(12,307)	-	
Total	96,232	95,953	96,151	198	NB £130k approved additional expenditure to facilitate more integrated working with Health

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	334	20	
Levies	24,443	24,443	24,494	51	
Central Contingency	5,528	3,231	656	(2,575)	Unallocated general contingency to be utilised to support in year service pressures that cannot be contained
Rate Relief	433	433	433	-	
Capital Financing	15,719	15,719	12,656	(3,063)	Underspend in the main attributed to realignment of the borrowing required in the capital programme and reduction in external borrowing
Early Retirement costs	7,004	7,004	10,040	3,036	Additional redundancy /early retirement costs associated to 2011-12 budget savings

FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	(5)	(7)	
Corporate Fees & Charges	599	599	599	-	
Miscellaneous Finance	(383)	(384)	(384)	-	
CRC Corporate Management	-	-	-	-	
Total	53,659	51,361	48,823	(2,538)	

Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Executive Office	744	894	814	(81)	Underspend on salaries
Chief Executive's Service	1,887	1,895	1,855	(40)	Increase in grant income
Grants	1,319	1,182	1,128	(54)	shortage of eligible applications
Library Services	6,017	5,976	6,076	100	Increased costs owing to covering project management for library review; and significant costs in repairing damaged roofs and stolen lead from roofs - increasing building spend by £40k.
Customer Services, Registration & Organisation Development	1,994	1,747	1,687	(60)	Underspend on salaries and good income performance
Total	11,962	11,693	11,559	(134)	

Childrens' Services

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
CHILDREN'S SERVICE - GENERAL FUND					
Management Team	1,260	1,021	1,037	16	The demand for children's social care remains at unprecedented levels. The most significant areas of financial pressure continue to be external family assessments, external placements for children in care and agency costs. A recovery plan is in place and contact has been made with the courts to find ways to reduce the financial impact on the local authority of decisions relating to family contact etc. To increase social work capacity, we are using external funding to undertake the more routine information and data inputting tasks, releasing social work time to increase face to face contact with families. Other areas of financial pressure include adoption, special guardianship and leaving care services.
Social Care Division	25,760	25,475	27,293	1,818	

Asylum Seekers	-	-	78	78	New Government daily rates and client numbers quantified and confirmed. Projected overspend reduced from Quarter 1 but remains the same from Quarter 2.
BRSI	1,536	776	395	(381)	Vacancies continue to be held to offset overspends elsewhere in the Children's Service
Safeguarding	982	1,030	1,133	103	Increased volume of Safeguarding Board activity
SEN Transport	5,538	5,521	5,451	(70)	Vacancies continue to be held to offset overspends elsewhere in the Children's Service
Youth and Connexions	4,340	4,321	4,139	(182)	
Other Children's Service Budgets	9,529	9,439	9,513	74	Vacancies continue to be held to contain pressures between month 6 and month 9
Total	48,945	47,583	49,039	1,456	

Commercial Services

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	92	616	599	(17)	Part Year Vacancy
Property Services & Asset Management	7,951	7,996	8,088	93	Lower than expected rental income from property rentals is offset by savings elsewhere in the Directorate
Corporate Procurement	495	413	337	(76)	Forecasts include one-off income from contracts
Information Systems	7,094	6,916	7,230	314	£227k for purchase of additional SAP licences plus £290k for MS licences offset by £203k reserve
One Barnet Programme	-	1,500	1,500	-	Forecast Spend to be matched by budget virement from transformation contingency provision
Total	15,632	17,441	17,755	314	

Corporate Governance

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Legal Services	1,848	1,831	2,043	211	Influx in care proceedings and increased no. of employment cases resulting in higher than budgetted counsel fees as well as court fees in both Advocacy and Community divisions
Democratic Services	831	824	820	(4)	Underspend from vacant post offset by overspend in general running costs
Members	1,697	1,696	1,594	(102)	Savings achieved from revised scheme to Members Allowances
Corporate Anti Fraud Team	189	181	181	-	
Elections	535	520	500	(20)	Underspend due to vacant posts within Elections Project team offset by overspend in Canvassing and postage costs in electoral Registration

Civil Protection	204	197	133	(64)	Underspend due to vacant post and reduced forecasts for any possible emergencies arising.
Performance and Organisation Development	255	311	321	10	Overspend on salaries
Corporate Governance Directors	317	314	251	(63)	Underspend on salaries
Leaders Office	10	10	10	-	
Insurance	66	14	10	(5)	Savings from vacant post
Total	5,951	5,898	5,861	(37)	

Deputy Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Finance	3,746	4,425	4,427	2	New service structure is being embedded and should come within budget
Human Resources	2,174	2,276	2,270	(6)	Work ongoing to bring down forecast overspend therefore year end projection is now more in line with budget
Revenues and Benefits	5,674	5,297	5,301	4	Ongoing income pressures in Local Taxation are being contained
Total	11,595	11,998	11,998	-	

Environment & Operations

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Management and performance	993	1,056	1,393	337	Overspend relates to re-profiling work across the directorate of budgets and establishment. Part of overspend relates to cost of Director restructure.
Highways Inspection/Maintenance	4,377	4,261	4,501	239	Planned Maintenance shortfall due to revenue capitalisation in previous financial year not returned to the revenue budget this year and Winter Maintenance budget assuming a medium winter whereas this winter has been severe (as last year). Projected outturn similar to last year. Forecast includes a £100k drawdown from contingency to reflect severe weather.
Highways income budgets incl. NRSWA	(368)	(375)	(529)	(154)	Increased income due to Permit charges
Greenspaces	4,804	4,731	4,835	104	Pressure relating to cleaning and repair costs for King George Playing Field and unbudgeted utility costs at Copthall estate
Cleansing	4,778	4,659	4,707	48	Overspend relates to increase in agency though partially offset by savings on transport costs
Refuse (domestic and trade waste)	3,012	3,847	3,757	(90)	Overspend relates to agency staff to cover sickness and increased Trade Waste income forecast.

Parking	(659)	(873)	(732)	141	Parking income under pressure. High proportion of machines out of order. Move to cashless parking.
Transport	84	10	(158)	(168)	Net surplus derived from fleet costs being fully recharged to fleet users. Surplus allocated for new fleet and costs arising from GPL contract award.
Recycling	4,679	3,787	3,695	(93)	High material income and NLWA payment. Reduction in previous forecast due to increased contract price resulting from addition flats and inflation.
Street Lighting	3,116	3,113	3,106	(7)	Surplus resulting from programme behind schedule and performance adjustments which are offsetting higher energy costs
Community Safety	477	401	397	(4)	In year vacancies following budget reductions 10/11
Community Protection	1,363	1,330	1,367	37	CCTV salary costs and Trading Standards and Licensing unachievable income target
Leisure WOM	1,787	1,786	1,786	-	
	-	-	-	-	
E&O General Fund	28,443	27,734	28,123	390	
Special Parking Account	(5,092)	(4,310)	(2,954)	1,356	Pressure on income. Forecast includes additional £150k uplift for higher fees and charges in March
E&O Total (inc SPA)	23,351	23,423	25,169	1,746	

Planning, Housing & Regeneration

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
	£000	£000	£000	£000	
Land Charges	(932)	(934)	(954)	(20)	Income Shortfall charging for Personal Searches, as well as property market decline and tightening mortgage availability. Forecast includes a drawdown from contingency to reflect income pressure.
Environmental Health/ Cem & Crem	1,373	1,333	1,319	(14)	Vacancy and running cost savings in EH Management offsetting pressures on Care and Repair budget, external building repairs and upgrade of IT equipment at Hendon Cemetery and repair works to Mortuary.
Planning	192	566	946	380	Shortfall on mainstream planning fees due to flat property market and running costs particularly, additional legal costs in respect of Edgwarbury Lane Cemetery lost appeal. Vacancy rates and salary costs under review alongside Lean Systems programme. Forecast includes a drawdown from contingency to reflect income pressure.

Strategy (Planning & Housing)	669	592	664	72	Budget reduced through in year savings by £69k on basis of alternative income streams to cover overspend, however unlikely to be achieved. Forecast includes £20k of contingency for costs of LDF.
Building Control	(243)	(292)	(376)	(84)	Income shortfall due to flat property market decline in summer and ongoing economic conditions - to be closely monitored. Review of commercially attractive projects to offset income shortfall. Forecast includes a drawdown from contingency to reflect income pressure.
Housing	713	658	432	(226)	Outperformance in Private Sector Leasing and TA income offsetting previously flagged losses at Barbara Langstone House, the cost of running the Hone Choice Scheme and budget pressures arising from the terms of the Supporting People contract.
Regeneration Service	257	54	(54)	(108)	Rental income maximisation from PSL buyback properties awaiting regeneration and re-alignment of salaries between GF & HRA. Reduction since Q2 due to a degree of non-recoverable consultants costs.
Total	2,028	1,977	1,977	-	

Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
CHILDREN'S SERVICE - DSG	£000	£000	£000	£000	
SEN Placements, Recoupment & Therapies	9,685	9,273	9,747	474	Increase in the number of pupils placed in the private and independent sector - this is the result of legal orders against the authority by the SEN Tribunal and the highly specialist nature of some pupils medical needs.
Pupil Referral Unit	1,514	1,514	1,533	19	Based on two terms of data for claims for free educational entitlement for 3 and 4 year olds and assumes no late influx of applications in third term.
Other Centrally Retained Schools Budgets	10,860	12,931	12,601	(330)	
ISB	213,809	213,458	213,458	-	
DSG & LSC Grant	(235,992)	(237,318)	(237,318)	-	
Total	(124)	(142)	21	163	

Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	Forecast Outturn 2010/11	Variation	
Housing Revenue Account	£000	£000	£000	£000	
LBB Retained	1,532	1,532	1,530	(2)	Anticipated recovery of consultants costs offsetting unbudgeted council tax, additional staffing (internal transfer).
HRA Regeneration	1,091	1,091	1,040	(51)	
HRA Other Income and Expenditure (net)	(3,555)	(3,555)	(3,809)	(254)	Improved dwelling rent forecast and subsidy position offsetting additional void refurbishments and higher debt management costs.
Support Service recharges	576	576	582	6	
Interest on Balances	(80)	(80)	(80)	-	
HRA Surplus/Deficit for the year	436	436	436	-	Contribution to balance
Total	-	-	(301)	(301)	

Appendix C – Capital Programme Adjustments

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions Amount (£'000)	Slippage/ Accelerated Spend Amount (£'000)	Explanation for request
Adult Social Services	2010/11	Broadfields	Grant		(740)	
Adult Social Services	2011/12	Broadfields	Grant		740	Approval is sought to reprofile this to the following year
Adult Social Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts	104		Approval is sought to reprofile this to the following year
Adult Social Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts		(104)	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Adult Social Services	2011/12	IT04 - ESCR Claudette to confirm funding type	Capital receipts		104	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Chief Executive Services	2010/11	GIS	Capital receipts		(42)	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Chief Executive Services	2011/12	GIS	Capital receipts		42	The project is in its final stages and the products (as such) are very likely to be accepted in the 4th quarter. However, the payment schedule (including retentions and contingencies) may need to extended further.
Chief Executive Services	2010/11	Customer Relationship Management (CRM)	Capital receipts		(423)	The project is in its final stages and the products (as such) are very likely to be accepted in the 4th quarter. However, the payment schedule (including retentions and contingencies) may need to extended further.

Chief Executive Services	2011/12	Customer Relationship Management (CRM)	Capital receipts		423	The CRM slippage of £18k is due to interdependencies with the consolidation project which is awaiting final sign-off from services. CRC agreed to the capital virement of £465k for building enhancement within the Accommodation Project in Commercial to Customer Services for the development of the web project which is yet to be completed.
Children Services	2010/11	Northside-Refurb WC and Accessible WC 09/10	Borrowing	10		The CRM slippage of £18k is due to interdependencies with the consolidation project which is awaiting final sign-off from services. CRC agreed to the capital virement of £465k for building enhancement within the Accommodation Project in Commercial to Customer Services for the development of the web project which is yet to be completed.
Children Services	2010/11	Northside Primary - Provision of Accessible WC 10/11	Borrowing	(10)		Approval is sought to realign monies to Northside Primary 09/10 Access Programme
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	Grant		(500)	Approval is sought to realign monies to Northside Primary 09/10 Access Programme
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	S106/Other		(200)	Approval is sought to redirect the funds into 2011/12
Children Services	2010/11	Permanent Expansions TBA (Primary Places)	Capital receipts		(1,020)	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	Grant		500	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	S106/Other		200	Approval is sought to redirect the funds into 2011/12
Children Services	2011/12	Permanent Expansions TBA (Primary Places)	Capital receipts		1,020	Approval is sought to redirect the funds into 2011/12
Children Services	2010/11	Phase 3 - Sweets Way Community Centre/ QE Girls School	Grant	10		Approval is sought to redirect the funds into 2011/12

Children Services	2010/11	Phase 3 - Church End Library	Grant	(5)		Approval is sought to realign monies in the Sure Start programme
Children Services	2010/11	Phase 3 - Chipping Barnet/Meadway	Grant	(5)		Approval is sought to realign monies in the Sure Start programme
Children Services	2010/11	Friern Barnet - Hair & Beauty Diploma (SEN 14-19)	Capital receipts		(150)	Approval is sought to realign monies in the Sure Start programme
Children Services	2011/12	Friern Barnet - Hair & Beauty Diploma (SEN 14-19)	Capital receipts		150	Approval is sought to reprofile monies into the following year
Children Services	2010/11	London Academy - Hospitality Diploma (SEN 14-19)	Capital receipts		(250)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	London Academy - Hospitality Diploma (SEN 14-19)	Capital receipts		250	Approval is sought to reprofile monies into the following year
Children Services	2010/11	Targeted capital 14 - 19 & SEN	Grant	(400)		Approval is sought to reprofile monies into the following year
Children Services	2010/11	TCFGarden Suburbs rplmnt kitchen & dinin	Grant	200		Approval is sought to redirect SEN monies into works at Garden Suburb and also Broadfields Permanent Expansion.
Children Services	2010/11	Primary Places - Broadfields (Perm)	Grant	200		Approval is sought to redirect funds from Targeted SEN funds
Children Services	2010/11	Primary Places - Broadfields (Perm)	Capital receipts		(600)	Approval is sought to redirect funds from Targeted SEN funds to provide additional resource provision places
Children Services	2011/12	Primary Places - Broadfields (Perm)	Capital receipts		600	Approval is sought to reprofile monies into the following year
Children Services	2010/11	East Barnet Rebuild Constr & Works	Capital receipts		400	Approval is sought to reprofile monies into the following year
Children Services	2011/12	East Barnet Rebuild Constr & Works	Capital receipts		(400)	Approval is sought to reprofile 11/12 budget to cover 10/11 overspend and outstanding invoices.
Children Services	2010/11	08-09 Canada Villa Youth Centre	Grant	(5)		Approval is sought to reprofile 11/12 budget to cover 10/11 overspend and outstanding invoices.

Children Services	2010/11	Christ Church Barnet	Grant	5		Approval is sought to realign monies to Christ Church in the Youth Capital Funding Programme
Children Services	2010/11	Urgent Responsive Works - Modernisation 10/11	Borrowing	(60)		Approval is sought to realign monies to Christ Church in the Youth Capital Funding Programme
Children Services	2010/11	Martin Junior School - amalgamation	Borrowing	60		Approval is sought to realign modernisation monies to Martin Junior
Children Services	2010/11	PSCIP - Wave 1 - Whitting hills	Borrowing		(279)	Approval is sought to realign modernisation monies to Martin Junior
Children Services	2010/11	PSCIP - Wave 1 - Whitting hills	Borrowing		(1,397)	Approval is sought to reprofile monies into following year
Children Services	2010/11	PSCIP - Wave 1 - Broadfields	Borrowing		(1,672)	Approval is sought to reprofile monies into following year
Children Services	2010/11	PSCIP - Wave 1 - Northway/Fairway	Borrowing		(3,600)	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Whitting hills	Borrowing		279	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Whitting hills	Borrowing		1,397	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Broadfields	Borrowing		1,672	Approval is sought to reprofile monies into following year
Children Services	2011/12	PSCIP - Wave 1 - Northway/Fairway	Borrowing		3,600	Approval is sought to reprofile monies into following year
Children Services	2011/12	Deansbrook School - Expansion	Grant		120	Approval is sought to reprofile monies into following year
Children Services	2011/12	Danegrove School - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Moss Hall - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Manorside - Expansion	Grant		80	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	Brunswick Park - Expansion	Grant		200	Approval is sought to realign monies into the Expansions Scheme

Children Services	2011/12	PCP - Temp Exp	Grant			(120)	Approval is sought to realign monies into the Expansions Scheme
Children Services	2011/12	PCP - Temp Exp	Grant			(680)	Approval is sought to realign monies into the Expansions Scheme
Children Services	2010/11	Underhill Children's Centre	Borrowing		50		Approval is sought to realign monies into the Expansions Scheme
Children Services	2010/11	The Hyde Stage 1 - Childrens Centre	Borrowing		(200)		Approval is sought to realign monies to other Children Centre projects
Children Services	2010/11	Parkfield School Stage 1 - Childrens Centre.	Borrowing		150		Approval is sought to realign monies to other Children Centre projects
Children Services	2010/11	TCFGarden Suburbs rpimnt kitchen & dinin	S106/Other - Schools Contribution		75		Approval is sought to realign monies to other Children Centre projects
Children Services	2010/11	The Hyde Stage 1 - Childrens Centre	Borrowing			(50)	Approval sought to increase the programme as school will contribute monies (Addition to programme)
Children Services	2011/12	The Hyde Stage 1 - Childrens Centre	Borrowing			50	Approval is sought to reprofile monies into the following year
Children Services	2010/11	Underhill Children's Centre	Borrowing			(2)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	Underhill Children's Centre	Borrowing			2	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Colindale	Borrowing			(372)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Colindale	Borrowing			372	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Colindale	S106			(2,283)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Colindale	S106			2,283	Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Edgware	Grant		7		Approval is sought to reprofile monies into the following year
Children Services	2010/11	PCP - Foulds School Replacement Nursery	Grant		(7)		Approval is sought to realign monies into the Edgware PCP scheme

Children Services	2010/11	PCP - Childs Hill	Borrowing		(60)	Approval is sought to realign monies into the Edgware PCP scheme
Children Services	2010/11	PCP - Childs Hill	Borrowing		(80)	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Childs Hill	Borrowing		60	Approval is sought to reprofile monies into the following year
Children Services	2011/12	PCP - Childs Hill	Grant		80	Approval is sought to reprofile monies into the following year
Children Services	2010/11	ED69 - Fairplay Playbuilders scheme	Grant	374		Approval is sought to reprofile monies into the following year
Children Services	2010/11	ED69 - Fairplay Playbuilders scheme	Grant		(374)	Approval is sought to move £375,000 of playbuilders capital scheme in Env & Operations into Children's Service
Children Services	2011/12	ED69 - Fairplay Playbuilders scheme	Grant		374	Approval is sought to reprofile monies into the following year
Commercial Services	2010/11	IT04 - ESCR Claudette to confirm funding type	Capital receipts	(104)		Approval is sought to reprofile monies into the following year
Commercial Services	2010/11	Arts Depot Lift	Capital receipts		(80)	ESAP budget moved to Adults for SWIFT upgrade taking place throughout 11/12 & 12/13 - KT agreed
Commercial Services	2011/12	Arts Depot Lift	Capital receipts		80	Still under negotiations - work will take place 2011/2012
Commercial Services	2010/11	Electronic Social Care Record (ESCR)	Capital receipts		(283)	Still under negotiations - work will take place 2011/2012
Commercial Services	2011/12	Electronic Social Care Record (ESCR)	Capital receipts		283	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2010/11	Electronic Documents and Records Management System (EDRM)	Capital receipts		(58)	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.

Commercial Services	2011/12	Electronic Documents and Records Management System (EDRM)	Capital receipts		58	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2010/11	Business System Disaster Recovery	Capital receipts		(136)	Phase 2 approval given in August 2010 and budget reprofiled in October. 50k slippage expected as a result of reprioritising project activities to accommodate One Barnet storage requirements. This has delayed procurement activities.
Commercial Services	2011/12	Business System Disaster Recovery	Capital receipts		136	A review of the underpinning infrastructure has delayed the Procurement of DR for key business Systems.
Commercial Services	2010/11	Shared Service Centre	Capital receipts		(35)	A review of the underpinning infrastructure has delayed the Procurement of DR for key business Systems.
Commercial Services	2011/12	Shared Service Centre	Capital receipts		35	This slippage is due to a delay in identifying a self-service password reset tool that works with the Council encryption software.
Commercial Services	2010/11	Education Management Information System	Capital receipts		(44)	This slippage is due to a delay in identifying a self-service password reset tool that works with the Council encryption software.
Commercial Services	2011/12	Education Management Information System	Capital receipts		44	A supplier issue have delayed the procurement of this Managed Service and has therefore caused slippage
Commercial Services	2010/11	HTH Committee room refurbishment	Capital receipts	151		A supplier issue have delayed the procurement of this Managed Service and has therefore caused slippage
Commercial Services	2010/11	Office consolidation	Capital receipts	(151)		Expenditure to be funded from accommodation project
Commercial Services	2010/11	SWIFT Upgrade	Borrowing		(38)	to fund expenditure from Hendon Town Hall Committee Project
Commercial Services	2011/12	SWIFT Upgrade	Borrowing		38	

Commercial Services	2010/11	Office consolidation	Capital receipts	(148)					
Commercial Services	2011/12	Office consolidation	Capital receipts	148					This is due to delays to work on the second floor and some activities being rescheduled to commence in 1/12.
Commercial Services	2010/11	Modernising the Way We Work	Borrowing	(231)					This is due to delays to work on the second floor and some activities being rescheduled to commence in 1/12.
Commercial Services	2011/12	Modernising the Way We Work	Borrowing	231					This is due to delays to work on the second floor and some activities being rescheduled to commence in 1/12.
Commercial Services	2010/11	Air Conditioning: Resources Centre - Bldg 4	Capital receipts	(130)					This is due to delays to work on the second floor and some activities being rescheduled to commence in 1/12.
Commercial Services	2011/12	Air Conditioning: Resources Centre - Bldg 4	Capital receipts	130					Quotes received, estimated costs still to be confirmed.
Commercial Services	2010/11	Depot Relocation	Capital receipts	200					Quotes received, estimated costs still to be confirmed.
Commercial Services	2011/12	Depot Relocation	Capital receipts	(200)					Spend to be funded from Capital receipts
Corporate Governance	2010/11	Emergency Response Command Centre	Usable Capital Receipts	(30)					Spend to be funded from Capital receipts
Corporate Governance	2011/12	Emergency Response Command Centre	Usable Capital Receipts	30					Spend predicted to slip
Deputy Chief Executive Services	2010/11	Pericles	Capital receipts	(341)					Spend predicted to slip
Deputy Chief Executive Services	2011/12	Pericles	Capital receipts	341					The project has overrun significantly from it's original go live date c2.9.10. It is currently in conversion and is likely to be live mid Feb 2011.
Environment & Operations	2010/11	Structural Maintenance of Bridges - 2009/10 allocation	Grant		5				The project has overrun significantly from it's original go live date c2.9.10. It is currently in conversion and is likely to be live mid Feb 2011.
Environment & Operations	2010/11	Structural Maintenance of Bridges - 2010/11 allocation	Grant		(5)				Offset 2009 spend

Environment & Operations	2010/11	Local Safety Schemes 2009/10 Programme	Grant	(25)		Offset 2009 spend
Environment & Operations	2010/11	Local Safety Schemes 2009/10 Programme	Grant	1		TfL adjusted allocation
Environment & Operations	2010/11	Carriageway Reconstruction - Principal Roads 2009/10 allocation	Grant	(11)		TfL adjusted allocation
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts	(30)		TfL adjusted allocation
Environment & Operations	2010/11	Footway Reconstruction 2009/10 allocation	s106	(65)		Transfer from HD07 to PEPs ii programme
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPN Programme	Grant	(13)		Transfer to PEPs ii programme from HD10
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPN Programme	Grant	(1)		TfL adjusted allocation
Environment & Operations	2010/11	London Bus Priority Network 2009/10 LBPN Programme	Grant	(1)		TfL adjusted allocation
Environment & Operations	2010/11	Bus Stop Accessibility 2009/10 BSA Allocation	Grant	6		TfL adjusted allocation
Environment & Operations	2010/11	Bus Stop Accessibility 2009/10 BSA Allocation	Grant	(20)		TfL adjusted allocation
Environment & Operations	2010/11	Minor TfL allocations Walking	Grant	2		TfL adjusted allocation
Environment & Operations	2010/11	Minor TfL allocations Walking	Grant	(3)		TfL adjusted allocation
Environment & Operations	2010/11	2009/10 HIP Programme	s106	33		TfL adjusted allocation
Environment & Operations	2010/11	2010/11 HIP Programme	s106	17		Funding required to implement pedestrian improvements
Environment & Operations	2010/11	2010/11 HIP Programme	s106	22		New additions to the programme relating to the Middlesex University development
Environment & Operations	2010/11	2010/11 HIP Programme	s106	19		New additions to the programme relating to the Middlesex University development
Environment & Operations	2010/11	2010/11 HIP Programme	s106	28		New additions to the programme relating to the Middlesex University development
Environment & Operations	2010/11	2010/11 HIP Programme	s106	4		New additions to the programme relating to the Middlesex University development
Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant	6		New additions to the programme relating to Arbitrator House
Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant	(8)		TfL adjusted allocation

Environment & Operations	2010/11	School Travel Plans (STPs) 2009/10 Allocation	Grant		(2)	TfL adjusted allocation
Environment & Operations	2010/11	Congestion Reduction Methods	Grant		(49)	TfL adjusted allocation
Environment & Operations	2010/11	Pothole Elimination Programme - Phase ii	s106		65	TfL adjusted allocation
Environment & Operations	2010/11	Pothole Elimination Programme - Phase ii	Capital receipts		30	Transfer from HD10 to PEPs ii programme
Environment & Operations	2010/11	new Dollis Valley Greenwalk	Grant		54	Transfer to PEPs ii programme from HD07
Environment & Operations	2010/11	new Dollis Valley Greenwalk	Grant		30	The Mayor's priority parks programme-Dollis Valley Greenwalk
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts		(25)	The Mayor's priority parks programme-Dollis Valley Greenwalk
Environment & Operations	2010/11	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	Capital receipts		(158)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD10 - Footway Reconstruction2009/10 allocation	s106		(3)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD10 - Footway Reconstruction2009/10 allocation	s106		(20)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Traffic Management	s106		(135)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Cartwright Memorial, St Mary's Church	Borrowing		(30)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	HD33 - Reconstruction of Railway Bridges	Borrowing		(740)	Spend delayed further to negotiations taking place. Spend now expected to occur in 2011
Environment & Operations	2010/11	HD35 - Highways Investment 2009/10 HIP Programme	s106		(10)	Outstanding actions delaying final payments
Environment & Operations	2010/11	HD35 - Highways Investment 2009/10 HIP Programme	s106		(17)	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	Highways Investment - 2010/11 HIP Programme	s106		(5)	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	RCCO		25	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Road Traffic Act - Controlled Parking Zones 2009/10 Programme	RCCO		158	Programmed s106 works slipped forward to next year

Environment & Operations	2011/12	HD10 - Footway Reconstruction 2009/10 allocation	s106			3	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	HD10 - Footway Reconstruction 2009/10 allocation	s106			20	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Traffic Management	s106			135	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Cartwright Memorial, St Mary's Church	Borrowing			30	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	HD33 - Reconstruction of Railway Bridges	Borrowing			740	Spend delayed further to negotiations taking place. Spend now expected to occur in 2011
Environment & Operations	2011/12	HD35 - Highways Investment 2009/10 HIP Programme	s106			10	Outstanding actions delaying final payments
Environment & Operations	2011/12		s106			17	Programmed s106 works slipped forward to next year
Environment & Operations	2011/12	Highways Investment - 2010/11 HIP Programme	s106			5	Programmed s106 works slipped forward to next year
Environment & Operations	2010/11	ED69 - Fairplay Playbuilders scheme	Grant	(374)			Programmed s106 works slipped forward to next year
PHR	2010/11	General Fund Regeneration	Borrowing			(249)	Approval is sought to move £375,000 of playbuilders capital scheme in Env & Operations into Children's Service
PHR	2011/12	General Fund Regeneration	Borrowing			249	Slip to 2011-12 due to delays in find a developer
PHR	2010/11	General Fund Regeneration	Usable Capital Receipts			(199)	Slip to 2011-12 due to delays in find a developer
PHR	2011/12	General Fund Regeneration	Usable Capital Receipts			199	Slip to 2011-12 due to delays in find a developer
PHR	2010/11	Hostel Refurbishment Programme	Usable Capital Receipts			(196)	Slip to 2011-12 due to delays in find a developer
PHR	2011/12	Hostel Refurbishment Programme	Usable Capital Receipts			196	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Borrowing		1,153		Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Project Management Costs	Capital receipts		697		New Capital Program - Agreed at 29th Nov 2010 CRC
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Borrowing			(703)	New Capital Program - Agreed at 29th Nov 2010 CRC

PHR	2011/12	Mill Hill East Regeneration - Development & Infrastructure	Borrowing		703	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Development & Infrastructure	Capital receipts		(147)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Mill Hill East Regeneration - Development & Infrastructure	Capital receipts		147	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Mill Hill East Regeneration - Projectment Management Costs	Borrowing		(450)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Disabled Facilities Grant - Manadatory	Usable Capital Receipts		(250)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/11	Disabled Facilities Grant - Discretionary	Usable Capital Receipts		(150)	Slip to 2011-12 due proposed spend in 2011-12
PHR	2010/12	West Hendon Regeneration	Grant	3,850		Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Disabled Facilities Grant - Manadatory	Usable Capital Receipts		250	New Capital Programme
PHR	2011/12	Disabled Facilities Grant - Discretionary	Usable Capital Receipts		150	Slip to 2011-12 due proposed spend in 2011-12
PHR	2011/12	Mill Hill East Regeneration - Projectment Management Costs	Borrowing		450	Slip to 2011-12 due proposed spend in 2011-12
PHR - HRA	2010/11	Partnering Package - Barnet	Revenue Contributions	2,294		Slip to 2011-12 due proposed spend in 2011-12
PHR - HRA	2010/11	Partnering Package - Finchley	Revenue Contributions	664		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Partnering Package - Hendon/Edgware	Revenue Contributions	(2,294)		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Partnering Package - Sheltered/Hostels	Revenue Contributions	(664)		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Renovations/Modernisation - future years	Borrowing	813		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Miscellaneous Works	Borrowing	(813)		Reversals of year end substitutions - Budget Movements & Funding Realignment
PHR - HRA	2010/11	Cash Incentive	Borrowing		102	Reversals of year end substitutions - Budget Movements & Funding Realignment

PHR - HRA	2011/12	Cash Incentive	Borrowing	(102)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Cash Incentive	Usable Capital Receipts	(102)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Cash Incentive	Usable Capital Receipts	102	Replace the Borrowing funding for Cash Incentive with Capital Receipts
PHR - HRA	2010/11	Adaptions	Borrowing	500	Replace the Borrowing funding for Cash Incentive with Capital Receipts
PHR - HRA	2011/12	Adaptions	Borrowing	(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Adaptions	Revenue Contributions	(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Adaptions	Revenue Contributions	500	Replace the Borrowing funding for Adaptation with MIRA
PHR - HRA	2010/11	Adaptions	Borrowing	500	Replace the Borrowing funding for Adaptation with MIRA
PHR - HRA	2012/13	Adaptions	Borrowing	(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Adaptions	Revenue Contributions	(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Adaptions	Revenue Contributions	500	Replace the Borrowing funding for Adaptation with MIRA
PHR - HRA	2010/11	Regeneration Estates	Borrowing	500	Replace the Borrowing funding for Adaptation with MIRA
PHR - HRA	2011/12	Regeneration Estates	Borrowing	(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11

PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions		(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Regeneration Estates	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Regeneration Estates	Borrowing		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2012/13	Regeneration Estates	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions		(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Regeneration Estates	Revenue Contributions		500	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2010/11	Miscellaneous Works	Borrowing		646	Replace the Borrowing funding for Adaptation with MRA
PHR - HRA	2011/12	Miscellaneous Works	Borrowing		(646)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Miscellaneous Works	Grant		(646)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Miscellaneous Works	Grant		646	Replace the Borrowing funding for Adaptation with Grant
PHR - HRA	2010/11	Miscellaneous Works	Borrowing		500	Replace the Borrowing funding for Adaptation with Grant
PHR - HRA	2012/13	Miscellaneous Works	Borrowing		(500)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Miscellaneous Works	Grant		(500)	Borrowing Funding b/fwd to 2010-11 from 2012-13, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2012/13	Miscellaneous Works	Grant		500	Replace the Borrowing funding for Adaptation with Grant

PHR - HRA	2011/12	Cash Incentive	Borrowing			(27)	Replace the Borrowing funding for Adaptation with Grant
PHR - HRA	2010/11	Cash Incentive	Borrowing			27	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2010/11	Partnering Package - Barnet	Revenue Contributions			(1,351)	Borrowing Funding b/fwd to 2010-11 from 2011-12, due to all HRA borrowing needed to be used in 2010-11
PHR - HRA	2011/12	Partnering Package - Barnet	Revenue Contributions			1,351	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Finchley	Revenue Contributions			(327)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Finchley	Revenue Contributions			327	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Hendon/Edgware	Revenue Contributions			(1,421)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Hendon/Edgware	Revenue Contributions			1,421	Slipage to 2011-12
PHR - HRA	2010/11	Partnering Package - Sheltered/Hostels	Revenue Contributions			(489)	Slipage to 2011-12
PHR - HRA	2011/12	Partnering Package - Sheltered/Hostels	Revenue Contributions			489	Slipage to 2011-12
PHR - HRA	2010/11	Renovations/Modernisation - future years	Revenue Contributions			1,397	Slipage to 2011-12
PHR - HRA	2011/12	Renovations/Modernisation - future years	Revenue Contributions			(1,397)	Accelerated Spend from 2011-12
PHR - HRA	2010/11	Granville Road, Tower Blocks	Grant			(2,376)	Accelerated Spend from 2011-12
PHR - HRA	2011/12	Granville Road, Tower Blocks	Grant			2,376	Slipage to 2011-12
PHR - HRA	2010/11	Adaptions	Revenue Contributions			(635)	Slipage to 2011-12
PHR - HRA	2011/12	Adaptions	Revenue Contributions			635	Slipage to 2011-12
PHR - HRA	2010/11	Regeneration Estates	Revenue Contributions			(289)	Slipage to 2011-12
PHR - HRA	2011/12	Regeneration Estates	Revenue Contributions			289	Slipage to 2011-12
PHR - HRA	2010/11	Extensions and Deconversions	Revenue Contributions			(1)	Slipage to 2011-12
PHR - HRA	2011/12	Extensions and Deconversions	Revenue Contributions			1	Slipage to 2011-12

PHR - HRA	2010/11	Miscellaneous Works	Grant						Slipage to 2011-12
PHR - HRA	2011/12	Miscellaneous Works	Grant						352
PHR - HRA	2010/11	Miscellaneous Works	Borrowing						(296)
PHR - HRA	2010/11	Renovations/Modernisation - future years	Borrowing						296
PHR - HRA	2010/11	Renovations/Modernisation - future years	Revenue Contributions						(296)
PHR - HRA	2011/12	Miscellaneous Works	Revenue Contributions						296
			Total					5863	-

Appendix D – Capital Monitoring Analysis

	2010/11 Latest Approved Budget	Additions / Deletions recommended to March CRC	Slippage / Accelerated Spend recommended to March CRC	2010/11 Budget (including March CRC)	Spend to date (as per SAP)	Forecast to year-end	Variance from Approved Budget	% slippage of 2010/11 Approved Budget
Mental Health and Adults Personal Social Services Allocations	1,367	104	(844)	627	296	627	(740)	-62%
Adult Social Services	1,367	104	(844)	627	296	627	(740)	-62%
Capitalised Redundancies	4,500	-	-	4,500	-	4,500	-	0%
Central Expenses	4,500	-	-	4,500	-	4,500	-	0%
Schools Access Initiatives	489	-	-	489	138	489	-	0%
Schools Modernisation & Access Improvement Programmes	3,939	-	-	3,939	1,359	3,939	-	0%
Urgent Primary Places	3,163	200	(2,320)	1,043	710	1,043	(2,120)	-73%
Surestart Programme	1,547	-	-	1,547	987	1,547	-	0%
Major School Rebuild Total	455	-	(52)	403	146	403	(52)	-11%
Primary Schools Capital Investment Programme	16,610	-	(6,948)	9,662	8,225	9,662	(6,948)	-42%
East Barnet Schools Rebuild	5,478	-	400	5,878	5,721	5,878	400	7%
Other Schemes	22,869	249	(3,569)	19,549	12,796	19,549	(3,320)	-16%
Children's Service	54,551	449	(12,489)	42,511	30,082	42,511	(12,040)	-23%
Capital Schemes Managed by Schools	5,546	-	-	5,546	-	5,546	-	0%
Capital Schemes Managed by Schools	5,546	-	-	5,546	-	5,546	-	0%
Corporate Governance Projects	31	-	(30)	1	-	1	(30)	-96%
Corporate Governance	31	-	(30)	1	-	1	(30)	-96%
Chief Executive Services	733	-	(465)	268	62	268	(465)	-63%
Chief Executive Services	733	-	(465)	268	62	268	(465)	-63%
Deputy Chief Executive Services	826	-	(341)	485	224	485	(341)	-41%
Deputy Chief Executive Services	826	-	(341)	485	224	485	(341)	-41%
Commercial Services	4,902	(104)	(983)	3,815	1,636	3,815	(1,087)	-20%
Commercial Services	4,902	(104)	(983)	3,815	1,636	3,815	(1,087)	-20%
Recycling Schemes	156	-	-	156	87	156	-	0%
Closed Circuit Television in Town Centres	84	-	-	84	-	84	-	0%
Other Environment & Transport Schemes	854	(374)	-	480	14	480	(374)	0%
Highways Schemes	16,136	88	(1,144)	15,080	6,048	15,080	(1,056)	-7%
Environment & Operations	17,229	(286)	(1,144)	15,800	6,149	15,800	(1,430)	-7%
Housing Association Programme	691	-	-	691	691	691	-	0%
General Fund Regeneration	1,458	5,700	(1,748)	5,410	709	5,410	3,952	-120%
Disabled Facilities Projects	1,823	-	(400)	1,423	837	1,423	(400)	-22%
Housing Management System	20	-	-	20	-	20	-	0%
Other Projects	1,009	-	(196)	813	152	813	(196)	-19%

Planning, Housing and Regeneration	5,001	5,700	(2,344)	8,357	2,389	8,357	3,356	-47%
General Fund Programme	89,141	5,863	(18,640)	76,364	40,838	76,364	(12,777)	-21%
HRA Capital	24,373	-	(6,112)	18,261	9,866	18,261	(6,112)	-25%
Total Capital Programme*	113,514	5,863	(24,752)	94,625	50,704	94,625	(18,889)	-22%
*Excludes Capital Schemes Managed by Schools								