

<b>AGENDA ITEM: 5</b>	Pages 1 – 50
Meeting	Cabinet Resources Committee
Date	29 June 2011
<b>Subject</b>	<b>Final Outturn and Performance Report 2010/11</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Final Outturn and Performance Report for 2010/11 and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Anisa Darr – Finance Manager, Closing & Monitoring
Status (public or exempt)	Public
Wards affected	Not applicable
Enclosures	Appendix A – Performance Report Appendix B – 2010/11 Revenue Outturn Position Appendix C – 2010/11 Capital Outturn Position Appendix D – Special Parking Account
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 the 2010/11 Performance Report, Revenue Budget and Capital Outturn position be noted.**
- 1.2 That the Capital approvals and slippage of £15.820m as outlined in tables 9 & 10 be approved.**
- 1.3 That Directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project and risk measures where Q4 performance remains a challenge (Sections 9.2, 9.3, 9.11 and Appendix A).**
- 1.4 That the Earmarked Reserves and Provisions contained in table 7 be noted.**
- 1.5 That the Final Special Parking Account be noted in Appendix D.**
- 1.6 That the Barnet Homes leaseholder contributions in table 11 be noted.**
- 1.7 That Provision for Bad Debt position contained in table 12 be noted.**
- 1.8 That the Agency Staff costs for the financial year 2010/11 in table 13 be noted.**

## **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.
- 2.9 Council, 1 March 2011 (Decision item 5.1.2) – approved the Council Budget and Council Tax 2011/2012
- 2.10 Cabinet Resources Committee, 2 March 2011 (Decision item 15) – approved Monitoring 2010/11.
- 2.11 Cabinet Resources Committee, 21 April 2011 (Decision item 5) – approved the Provisional Outturn Report 2010/11.

### **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 2011-13;
  - 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.

### **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 final outturn analysis compared to the revised budget position (excluding schools). A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

**Table 1: 2010/11 Revenue Outturn Analysis – Summary**

Description	Revised Budget £000	Final Outturn 2010/11 £000	Final Outturn Variation £000	Provisional Outturn Variation £000	Change £000
Adults	95,819	95,819	-	131	(131)
Central Expenses	52,645	51,081	(1,564)	(3,663)	2,099
Chief Executive	12,016	11,620	(396)	57	(453)
Childrens Services (Net of DSG)	46,926	47,020	94	879	(785)
Commercial Services	15,806	15,786	(20)	481	(501)
Corporate Governance	5,869	5,706	(163)	(129)	(34)
Deputy Chief Executive	12,581	12,573	(8)	-	(8)
Environment & Operations	23,096	25,934	2,838	2,415	423
Planning, Housing & Regeneration	2,428	2,051	(377)	-	(377)
<b>Total 2010/11 General Fund Forecast</b>	<b>267,186</b>	<b>267,590</b>	<b>404</b>	<b>171</b>	<b>233</b>
Area Based Grant	(20,086)	(20,492)	(406)	-	(406)
Aggregate External Finance	(94,556)	(94,556)	-	-	-
Collection Fund Surplus	(1,998)	(1,998)	-	-	-
Council Tax (Collection Fund Transfers)	(153,005)	(153,005)	-	-	-
Reserves	2,461	2,461	-	-	-
<b>Use of Balances</b>	<b>2</b>	<b>-</b>	<b>(2)</b>	<b>171</b>	<b>(173)</b>
<b>General Fund Balance @ 1/4/10</b>	<b>(15,780)</b>	<b>(15,780)</b>			
<b>General Fund Balance @ 31/3/11</b>	<b>(15,778)</b>	<b>(15,780)</b>			

9.1.2 The Council's overall position has come in on budget at the end of 2010/11. The Council's level of balances remains at £15.780m which is in excess of the target of £15m.

Environment and Operations remains a specific area of concern. A shortfall of income on the Special Parking Account has put pressure on the service throughout the year. However, the parking recovery plan is on track in 2011/12 to achieve improved service and income levels.

Table 3 of this report provides the Provisional Outturn position and the Final Outturn position in preparation for the Statement of Accounts. Comments are provided where there are variances between the positions.

## **9.2 Year end performance against the 2010/11 Corporate Plan Targets**

- 9.2.1 The number of Corporate Plan performance targets reporting data increased by 1 in the final quarter to 33 in total, 17 of which were met (51.5%) and 16 of which were missed (48.5%). The total number of missed targets has increased by three since quarter 3. This includes five indicators that have been newly missed in quarter 4, having been green in quarter 3, and two indicators that have turned from red to green in quarter 3.
- 9.2.2 Two of the newly missed targets are owned by the Commercial Services Directorate - % of contracts held by the Council that have been reviewed, and the % of contracts deemed to require renegotiation have commenced renegotiation and two are customer services targets - answering customers' calls within 20 seconds and emails within 10 days. The final target to go from green to red is the % of services that are in the high performance/low spend quadrant of the Capital Ambition Value for Money analysis. The only indicator that has not been reported but which was expected is '% customers satisfied with contact centre telephone service by corporate customer services', which has consequently been rated as a red.
- 9.2.3 London benchmarking data against 29 performance indicators has just been released by Capital Ambition. Barnet is currently performing above the London average on 20 of the 29 indicators. The six indicators where Barnet is amongst the lowest performing quartile of London boroughs are: % *children having a child protection plan for a 2<sup>nd</sup> or subsequent time*, % of vulnerable people supported to maintain independent living, *the number of households living in temporary accommodation*, *kg of residual waste per household*, % land that has unacceptable levels of detritus and % land that has unacceptable levels of graffiti. The indicators in italics are in the Corporate Plan for 2011-12.
- 9.2.4 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://barnet.gov.uk/cp-annual-performance-monitors.htm>.

## **9.3 Performance on HR / People measures**

- 9.3.1 The average sickness absence per employee has remained unchanged since quarter 3 at 7.8 days, missing the 6 days target. The CIPFA average for councils is 9 days. The percentage of managers submitting a monthly absence returns still remains problematic with only 59% completing this task. The service with the highest annual level of sickness is Environment and Operations with 11.5 days and the lowest is Planning, Housing and Regeneration with 6.4 days. Long-term sick management has successfully reduced the Council's cases by 23% (64 cases to 49 cases).

## **9.4 General Fund balances**

**Table 2: General Fund Balances**

	£'000
General Fund Balances b/fwd 1 April 2010	(15,780)
Budgeted Use of Balances	2
Outturn Variation	(2)
General Fund Balances 31st March 2011	(15,780)

## 9.5 Variance from Provisional Outturn Report

**Table 3: Details of changes since Provisional Outturn Report**

Service	Final Outturn 10/11 Variance	Provisional Outturn 10/11 Variance	Change	Comment
Adults	-	131	(131)	Non recurrent income received, achieved through better income management.
Central Expenses	(1,564)	(3,663)	2,099	Potential drawdown of contingency not called on, Redundancy costs were lower due to the reduction in the number of redundancies and reduced capital financing costs some of these was offset by overspend due to grant cuts.
Chief Executive	(396)	57	(453)	Higer savings than expected from installation of GSM gateway for telephone calls. Provisional outturn included earmarked reserves that had been applied for but that were subsequently turned down. Registrars - income higher than forecast. Libraries underspend on salaries and building costs. Adjustment for project management costs paid from capital budget.
Children's Services	94	879	(785)	Variance mainly due to additional BRSI underspends alongside transport savings due to the new contract which commenced in November 2010. Vacancies held to offset overspends in the Children's Service and pending budget savings for 2011/12.
Commercial Services	(20)	481	(501)	IS spend delayed / change in expected costs in year for NLBP buildings / some specific property costs attributed to Reperation service.
Corporate Governance	(163)	(129)	(34)	Additional income received in Legal and CAFT offset by increased court costs in CAFT.
Deputy Chief Executive Environment & Operations	(8) 2,838	- 2,415	(8) 423	Adverse movement from Provisional Outturn due to lower than forecast recovery of staffing costs from Capital projects within both Highways and Parking Design and lower than anticipated PCN debtor. However higher Permitting income and reduced support service recharges have lessened the overall impact.
Planning, Housing & Regeneration	(377)	-	(377)	Improved income received on cem&crem, planning applications, and building control fees, as well as additional income received from rent and services on B&B properties, offset by increased security and insurance costs at BLH.
<b>Total</b>	<b>404</b>	<b>171</b>	<b>233</b>	

## 9.6 Housing Revenue Account

9.6.1 The Housing Revenue Account (HRA) has reported an under spend of £0.087m in 2010/11. This surplus is transferred to HRA balances and has resulted in a balance at 31<sup>st</sup> Mar 2011 of £4.230m.

**Table 4: Housing Revenue Account - 2010/11 Outturn Analysis**

	Forecast outturn as at 28/02/2011	Change since 28/02/2011	Outturn as at 31/03/2011
	£000	£000	£000
<b>2010/11 Housing Revenue Account Outturn</b>	(662)	575	(87)
Allocations agreed from HRA balances	-	-	-
HRA balance as at 01/04/2010	(4,143)	-	(4,143)
<b>Projected balances at 31/03/2011</b>	(4,805)	575	(4,230)

**9.7 School Balances**

9.7.1 The balances held by schools, net of outstanding loans to the General Fund have increased by £2.827m to £14.728m as at 31/03/11.

**Table 5: Balances held by Schools**

Balances held by Schools under delegated schemes	As at 31/03/2010 £'000	As at 31/03/2011 £'000	Increase/ (Decrease) £'000
Nursery	394	540	146
Primary	7,450	8,674	1,224
Secondary	4,083	5,121	1,038
Special	484	609	125
<b>Total</b>	<b>12,411</b>	<b>14,944</b>	<b>2,533</b>
Less outstanding General Fund advances to Schools	(510)	(216)	294
<b>Net Position</b>	<b>11,901</b>	<b>14,728</b>	<b>2,827</b>

**9.8 Dedicated Schools Grant**

9.8.1 The Dedicated Schools Grant Outturn position for 2010/11 shows that there was no variation

**Table 6: Dedicated Schools Grant**

Description	Revised Budget £000	Final Outturn 2010/11 £000	Final Outturn Variation £000	Provisional Outturn Variation £000	Change
Dedicated Schools Grant	(404)	(404)	-	(1,276)	1,276

**9.9 Table 7: Provisions and Earmarked Reserves**

	B/FWD 31/03/10 £000	Expenditure 2010/11 £000	Written back to Revenue £000	Additions Approved £000	C/FWD 31/03/11 £000
<b>Provisions</b>	16,095	(2,158)	(5,264)	10,435	19,108
<b>Risk Reserve</b>	11,415	(719)	(2,500)	5,024	13,220
<b>Transformation Reserve</b>	3,490	(4,706)	-	10,612	9,396
<b>PFI (Street Lighting)</b>	5,103	(2,509)	-	974	3,568
<b>Housing Benefit Admin</b>	3,286	(418)	-	1,700	4,568
<b>ICT/Systems related</b>	1,423	(581)	(1,754)	1,164	252
<b>Other</b>	7,849	(3,477)	(2,637)	7,774	9,509
<b>Total Earmarked Reserves</b>	<b>32,566</b>	<b>(12,410)</b>	<b>(6,891)</b>	<b>27,248</b>	<b>40,513</b>

## 9.10 2010/11 Capital programme Outturn Summary

9.10.1 Total expenditure during 2010/11 on the Council's Capital programme was £84.332m, most of which is being spent on Schools and other Children's related projects (£43.563m). This compares to a total spend of £115.546m in 2009/10. Table 8 summarises the expenditure by each service.

**Table 8: Capital Programme Position**

<b>Service</b>	<b>£000</b>
Adults Services	1,052
Central Expenses	912
Children's Service	43,563
Corporate Governance	94
Environment & Operations	10,553
Commercial Services	2,360
Chief Executive	110
Deputy Chief Executive	314
Planning, Housing & Regeneration	7,649
<b>Non-HRA Total</b>	<b>66,607</b>
Housing (HRA)	17,746
<b>Grand Total</b>	<b>84,353</b>

9.10.2 A summary of slippage for which approval is sought (Recommendation 1.2) is shown in table 9, with a detailed breakdown shown in Appendix B.

9.10.3 Subject to approval, slippage will be rolled forward to 2011/12 in order to fund the continuation of programmes.



**Table 9: Capital Programme approvals**

<b>Capital Programme Description</b>	<b>£000</b>
<b>Adult Social Services</b>	
Mental Health and Adults Personal Social Services Allocations	425
<b>Central Expenses</b>	
Capitalised Redundancies	(3,588)
<b>Children's Services</b>	
Schools Access Initiatives	(53)
Schools Modernisation & Access Improvement Programmes	(2,122)
Urgent Primary Places	(233)
Surestart Programme	(191)
Major School Rebuild Total	(242)
Primary Schools Capital Investment Programme	(67)
East Barnet Schools Rebuild	(71)
Other Schemes	(2,210)
<b>Capital Schemes Managed by Schools</b>	
Capital Schemes Managed by Schools	695
<b>Corporate Governance</b>	
Corporate Governance Projects	93
<b>Environment &amp; Operations</b>	
Recycling Schemes	(22)
Closed Circuit Television in Town Centres	(84)
Other Environment & Transport Schemes	(402)
Highways Schemes	(4,740)
<b>Commercial Services</b>	
Commercial Services	(1,456)
<b>Chief Executive Services</b>	
Chief Executive Services	(158)
<b>Deputy Chief Executive Services</b>	
Deputy Chief Executive Services	(171)
<b>Housing - General Fund</b>	
General Fund Regeneration	(620)
Disabled Facilities Projects	59
Housing Management System	5
Other Projects	(152)
<b>Housing - HRA</b>	<b>(516)</b>
<b>Total Capital Programme</b>	<b>(15,820)</b>

9.10.4 In addition to approval sought within this report for slippage, approval has already been granted by the Cabinet Resources Committee throughout the year to reschedule expenditure on various capital projects into 2011/12. By considering these approvals alongside the approvals sought within this report, an assessment of the overall picture of capital programme performance during 2010/11 can be made.

**Table 10: Capital Programme Slippage**

Service Area	Original Budget (including prior years slippage)	In-year Slippage	In-year Additions/ Deletions	Current Budget	Actual Spend	Outturn Slippage	Total Slippage (In-year plus Outturn)
	£000	£000	£000	£000	£000	£000	£000
Adult Social Services	1,367	(844)	104	627	1,052	425	(419)
Central Expenses	4,500	-	-	4,500	912	(3,588)	(3,588)
Childrens Services	73,814	(16,319)	(14,984)	42,511	37,323	(5,188)	(21,507)
Capital Schemes Managed by Schools	4,701	-	845	5,546	6,240	694	694
Corporate Governance	31	(30)	-	1	94	93	63
Environment & Operations	16,099	(1,144)	845	15,800	10,553	(5,247)	(6,391)
Commercial Services	7,147	(2,932)	(400)	3,816	2,360	(1,456)	(4,388)
Chief Executive Services	268	(465)	465	268	110	(158)	(623)
Deputy Chief Executive Services	826	(341)	-	485	314	(171)	(512)
Housing - General Fund	8,283	(5,577)	5,651	8,357	7,649	(708)	(6,285)
<b>General Fund Programme</b>	<b>117,036</b>	<b>(27,652)</b>	<b>(7,474)</b>	<b>81,911</b>	<b>66,607</b>	<b>(15,304)</b>	<b>(42,956)</b>
Housing -HRA	23,672	(6,241)	830	18,261	17,746	(515)	(6,756)
<b>Total Capital Programme (Including Schools Implemented)</b>	<b>140,708</b>	<b>(33,893)</b>	<b>(6,644)</b>	<b>100,172</b>	<b>84,353</b>	<b>(15,820)</b>	<b>(49,712)</b>

### 9.11 Performance on Key Projects, including those in the One Barnet programme

9.11.1 There are 34 key projects that reported progress in quarter four. Of these, only three reported red for their current status. These are:

- Pericles replacement (Deputy Chief Executive's Service)
- Highways master programme (Environment and Operations)
- CSO Transformation (Commercial Service)

### 9.12 Barnet Homes Leaseholder Contributions

9.12.1 Barnet Homes collects Leaseholder contributions to help finance improvements and major works in the council's social housing stock. Over the past 6 months there have been a number of 'start of works' invoices raised (in particular for Granville Road Tower Blocks) which are valued at 90% of the total estimated works value. 'Start of works' billing only started at the latter end of 2009/10, hence the increase in the major works debt in 2010/11. This is detailed in Table 11 below.

**Table 11: Leaseholder – Major Works Debt Comparison**

Age of Debt	As at 31/03/10 £000	As at 31/03/11 £000
Under 6 months	1,109	1,820
Between 6 months and 1 year	749	468
Over 1 year	826	904
<b>Total</b>	<b>2,684</b>	<b>3,193</b>

### 9.13 Provision for Bad Debt

9.13.1 The Bad Debt provision as at 31 March 2011 stands at £18.344m. This reflects the estimated proportion of all short-term debt which, based on historical loss experience, will not be recovered. A breakdown of this figure is shown in table 12 below.

**Table 12: Provision for Bad Debt**

Area	2009/10 Provision Required Balance B/FWD	2010/11 Provision Required Balance C/FWD	Movement	Write offs/special adjustments	Variance %
	£000	£000	£000	£000	£000
Planning	88	97	9	(65)	10%
Housing (General fund)	6,639	4,151	(2,488)	(3,025)	-37%
Adult Social Services	1,770	741	(1,031)	(1,189)	-58%
Corporate Services	293	102	(191)	(297)	-65%
Environment & Operations	350	269	(80)	(160)	-23%
Childrens And Education	126	127	2	(50)	2%
<b>General Fund Total</b>	<b>9,266</b>	<b>5,487</b>	<b>(3,779)</b>	<b>(4,786)</b>	<b>-41%</b>
<b>HRA Total</b>	<b>1,654</b>	<b>1,822</b>	<b>169</b>	<b>(478)</b>	<b>10%</b>
<b>Collection Fund Total</b>	<b>11,225</b>	<b>11,035</b>	<b>(190)</b>	<b>-</b>	<b>-2%</b>
<b>Grand Total</b>	<b>22,145</b>	<b>18,344</b>	<b>(3,800)</b>	<b>(5,264)</b>	<b>-17%</b>

**9.14 Agency Staff**

9.14.1 Table 13 shows a service breakdown of all Agency Staff in the financial year 2010/11 procured through Hays tempdesk.

**Table 13: Agency Staff Costs**

Service	Qtr 1 Agency Spend	Qtr 2 Agency Spend	Qtr 3 Agency Spend	Qtr 4 Agency Spend	Total
	£	£	£	£	£
Adult Social Services	471,086	432,085	438,876	286,927	2,786,862
Chief Executive's Service	85,347	84,218	55,040	56,942	477,747
Children's Service	620,824	588,781	616,518	579,272	4,189,966
Commercial	348,093	314,808	193,322	191,143	1,746,639
Corporate Governance	55,134	52,007	38,175	60,215	355,928
Deputy Chief Executive	289,695	269,194	261,282	304,061	1,958,768
Environment & Operations	408,392	417,781	435,982	384,888	2,885,694
Planning, Housing and Regeneration	181,796	160,123	131,198	118,945	1,002,328
<b>Grand Total</b>	<b>2,460,367</b>	<b>2,318,997</b>	<b>2,170,393</b>	<b>1,982,393</b>	<b>8,932,150</b>

**10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – MM

CFO – MC/JH



# Performance report, Quarter Four, 2010-11

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## 1. Corporate performance overview

### 1.1 Corporate performance dashboard

The methodology for calculating these health ratings is contained in appendix 8 of this report.

Directorate	Revenue budget actual variance £'000	Capital actual variance £'000	Corporate Plan performance	HR/People	Key project rating
Adult Social Services	-	425	-1	-3	3
Children's Service	94	(5,188)	1.5*	-2	6
Environment & Operations	2,838	(5,247)	2	-3	-0.5
Planning, Housing & Regeneration	(377) HRA (87)	(708) HRA (516)	-1.5	-0.5	1.5
Commercial Services	(20)	(1,456)	-0.5	-1	3
Deputy Chief Executive's Service	(8)	(171)	0	-1	-1
Chief Executive's Service (incl. Customer Services & Libraries)	(396)	(158)	-2	-3	No key projects
Corporate Governance	(163)	93	5	-0.5	No key projects
Central Expenses	(1,564)	(3,588)	n/a	n/a	n/a
<b>Totals<sup>1</sup></b>	<b>GF 404</b>	<b>GF (15,304)</b>	<b>0</b>	<b>-6</b>	<b>2.5</b>

<sup>1</sup> Organizational 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 appendix 8.\*

\* This includes all the children's indicators for which we have data for this year rather than just Quarter 4 results as is the case with all other services

## 1.2 Top corporate achievements, issues and actions

### Affecting the customer experience

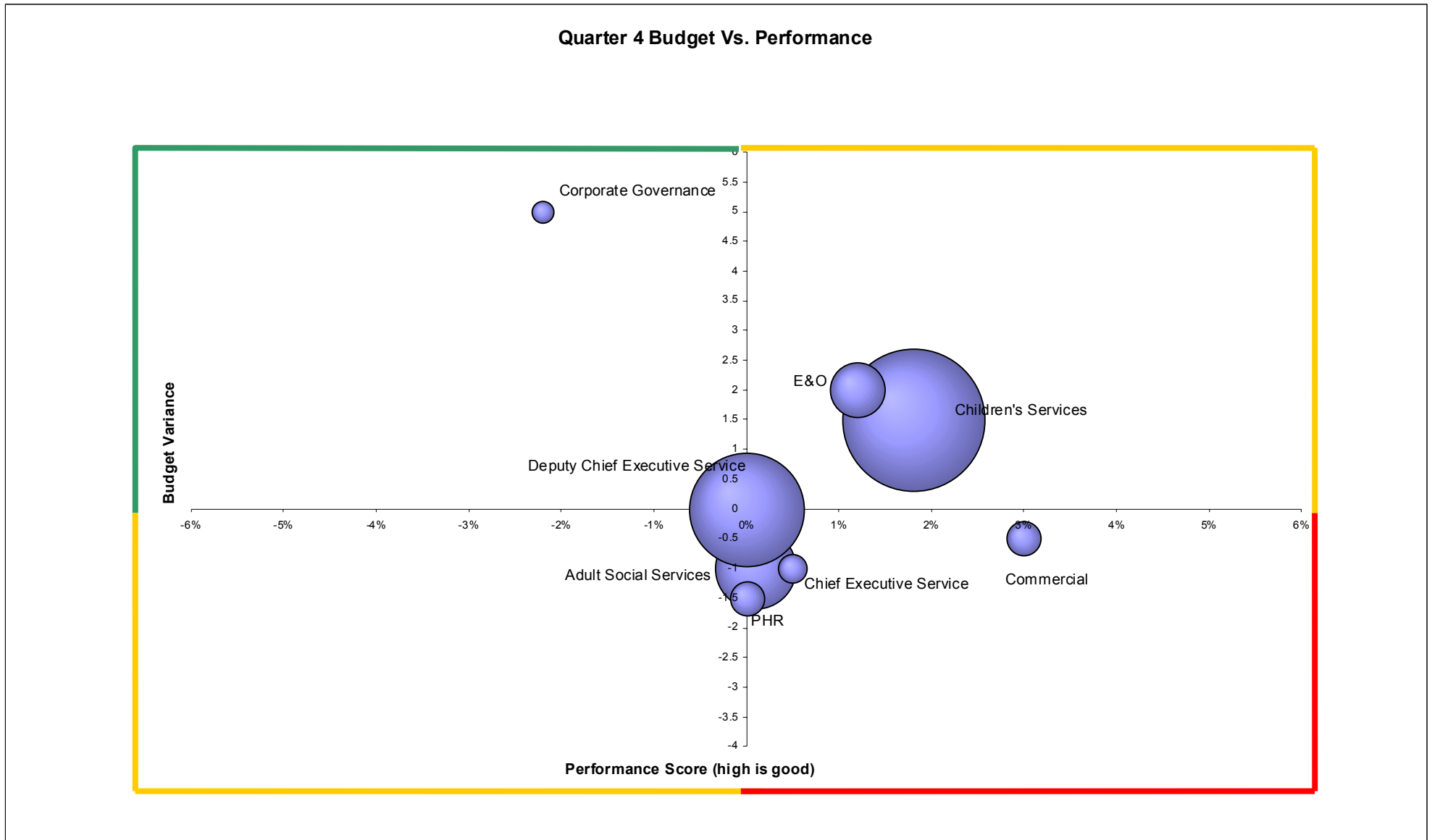
Achievements	Issues	Actions needed
<ul style="list-style-type: none"> <li>• Successful ‘Safer families’ pilot, (domestic violence) – with only 1% of cases escalated to social care as a result of a domestic violence incident during or after the project.</li> <li>• Cabinet endorsement of the library strategy (29 March) setting out a clear and positive direction for the service, subject to consultation.</li> <li>• Work with residents in litter hot spot areas to develop an “Adopt a Street” collaborative working model with the Council- Following this Ravensdale Resident’s Association has formally agreed to adopt their street.</li> </ul>	<p>Increased footfall and pressure on customer services staff at face to face sites and telephones with increased Housing Benefits footfall and telephone enquiries following delayed implementation of the new system. This combined with the impact of required training has led to the telephone performance in the Corporate Contact Centre dropping in quarter 4</p>	<p>Monthly meetings set up with Housing Bens face to face and telephone managers to share information, resolve issues and mitigate risks and signposting customers to Community Legal for support where appropriate. Paper outlining short term response in order to improve customer experience coming to CDG in May.</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>Recruit family intervention practitioners and the new family support service for 2011/12 through the One Barnet (including Community Budget) projects. Review referral processes and broaden our work with partner organisations to identify and support those families most at risk of adverse outcomes.</p>
	<p>Dealing with the deterioration of carriageways due to the impact of the severe winter weather.</p>	<p>Align budget with the need to improve the carriageway.</p>

*Affecting council efficiency and value for money*

Achievements	Issues	Actions needed
<ul style="list-style-type: none"> <li>• Professionally managed headcount reduction for the 2011/12 budget. The redundancies were reduced from 345 to 194 and we achieved 9 months salary cost against a target of 18 months</li> <li>• Parking enforcement activity levels reached the required level of approximately 2500 penalty charge notices per week in Qtr 4, after failing to achieve this in quarters 1,2 and 3. This was a result of targeted overtime and use of agency staff. The return on investment is being closely monitored.</li> <li>• 88 Barnet Primary Schools, 1 Secondary School and 1 Independent School have signed up to the new school improvement traded service. 9 Head Teachers are on the steering group of the new service.</li> </ul>	Resourcing in procurement team to deliver service and One Barnet objectives. Lack of capacity is putting timescales at risk.	Proposals to CDG for alternative means of delivering key pieces of procurement work and implementation of procurement improvement plan to ensure resource allocated appropriately in key areas such as One Barnet procurement support.
	Continued lack of progress in increasing the recycling rate at 31% in quarter 4 against a target of 40%	Waste Strategy aimed at dealing with waste collection and waste disposal issues to be produced in draft form by July 2011.
	Following budget decision the department are awaiting the outcome of two Judicial Reviews on Parking and allotment charges.	Working with legal to provide a robust defence.



1.3 Barnet Council budget vs. performance analysis



The graph shows:

- Chief Executive’s and Commercial have both fallen into the lower performance and budget position from quarter three.
- Commercial has the highest budget variance (which has increased from previous quarters) and performance has fallen from Q2. Children’s Services and E&O also both have significant budget variances at between 1% and 2%. The service with the largest absolute budget variance is E&O with £2.4m and the second is Children’s Services with £879k. Only two Directorates have no budget variances in quarter four - DCES and PHR.
- Three Directorates have an overall positive level of performance against Corporate Plan targets – Corporate Governance, E&O and the Children’s Service. Environment and Operations has dramatically improved its performance, moving from a score of -2 in quarter 3 to 2 in quarter 4.

### 1.4 Current Corporate Risks

The following table is the updated corporate risk register as at 31<sup>st</sup> March 2011, this risk register was challenged as part of the Risk and Fraud Forum on the 24<sup>th</sup> March 2011.

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment			
	Impact	Prob.	rating			Impact	Prob.	rating	
<b>ORG0001 - Reputational</b> 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.  Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Sub-optimal commercial arrangements with third parties.	High 3	Medium 2	High 6	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. <i>In Progress (90% complete)</i>	30/6/2011 (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>					N/A
				Transition Strategy to ensure business as usual is maintained during the delivery of the programme <i>Implemented (100% complete)</i>					N/A
				Benefits Realisation Framework <i>In Progress (70% complete)</i>					30/6/2011 (Normal)

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
				Programme plan produced and signed off <i>In Progress (85% complete)</i>	30/6/2011 (Normal)			
				Project communications plans for live projects produced and signed off <i>In Progress (90% complete)</i>	30/6/2011 (Normal)			
				Risk management framework included risk and issue standards <i>Implemented (95% complete)</i>	30/6/2011 (Normal)			
				Risk management framework communicated to all live and pending projects and stakeholders <i>In Progress (70% complete)</i>	30/6/2011 (Normal)			
				Implementation partnership has been put in place to fill the knowledge and experience gap with regard to commercial assurance. <i>Implemented (100% complete)</i>	N/A			
<b>ORG0002 - Financial</b> Central government support has been cut and our response to this has gone to Cabinet and the budget was approved 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 (100% complete)</i>	N/A	Medium 2	Medium 2	Medium 4
				Risk assessment of savings plans <i>Implemented (100% complete)</i>	N/A			
				Monitoring of savings through the Financial and Business planning group monthly (40%)	30/6/2011			
				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>				

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
				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 (15% complete)</i>	30/4/2011 (Normal)			
<b>ORG0003 – Compliance - original</b> 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. - Implemented <i>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 (15% complete)</i>	30/4/2011 (Normal)	Medium 2	Medium 2	High 6
<b>ORG0004 - Reputational</b> 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 (100% complete)</i>		Low 1	Low 1	Low 1

Appendix A

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
<p><b>ORG0005 - Reputational</b>                      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 (90% complete)</i>	31/3/2011 (Normal)	High 3	Medium 2	High 6
				Establish a Corporate Asset Management information system <i>In Progress (90% complete)</i>	31/03/2011 (Normal)			
<p><b>ORG0007 – Financial</b>                      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 (75% complete)</i>	30/6/2011 (Normal)	High 3	Medium 2	High 6
<p><b>ORG0010 – Reputational</b>                      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>	High 3	High 3	High 9	Planning Policy to negotiate S106 agreements <i>In progress (0% complete)</i>	No target date set	High 3	High 3	High 9
				Explore other innovative forms of funding <i>In progress (30% complete)</i>	30/6/2011			
<p><b>ORG0011 – Compliance</b>                      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</p>	High 3	High 3	High 6	Establish Barnet Waste Board <i>Implemented (100% complete)</i>	N/A	High 3	High 3	High 6
				NLWA Procurement risk register maintained and updated – <i>Implemented (100% complete)</i>	N/A			

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
<p>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	Make progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In Progress (90% complete)</i>	30/4/2011			High
				Develop, implement and review Waste Action Plan <i>In Progress (30% complete)</i>	30/4/2011			
				Annual communications plan to include more targeted communications based on the intelligence available <i>In Progress (30% complete)</i>	30/4/2011			
				Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment In Progress (50% complete)	31/04/2011 (normal)			
				Options for the procurement going forward and their affordability is being considered with the NLWA. <i>In Progress (80% complete)</i>	30/4/2011			
Prepare business case for members' decision on future waste collections In progress (40% complete)	30/6/2011							
<p><b>ORG0014 - Financial</b></p> <p>RISK: new revenues and benefits systems went live February however with process inefficiencies, in addition due to the downtime from December to February significant backlog of workload is required to be processed. The Revenues and Benefits team has been unable to meet the Department for Work and Pensions (DWP) requests for information to support their Housing/Council Tax Benefit claim for interim grant subsidy. This has resulted in a £3m reduction in grant subsidy until the information is supplied in</p>	High 3	High 3	High 9	Legal advice to be sought- ongoing In Progress (80%)	30/4/2011	High 3	High 3	High 9
				Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. In progress (80%)	30/4/2011			
				Reconciliation of new system once live In progress (80%)	30/6/2011			

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
August; this represents a risk to the cash flows of the Council of £250k per month.				Additional resource required to process backlog of transactions In progress (10%)	30/6/2011			
				Source better solution with Civica for hosting In progress (10%)	30/6/2011			

Corporate risks proposed for closure

Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
<b>ORG0009 – Political</b> 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.  Risk – reduction in Council controlled support to schools and consequent reduced ability to influence the contribution of school to this agenda.	Medium 2	Medium 2	Medium 4	Develop strategy for new LA role <i>In Progress (75% complete)</i>	31/3/2011 (High)	Medium 2	Medium 2	Medium 4
				School Improvement Partners complete attainment review for all schools <i>Proposed (100% complete)</i>	31/03/2011 (Normal)			
<b>ORG0012 - Financial</b> 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	Medium 2	High 6

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Risk	Initial Assessment			Control Actions	Target Date (Priority)	Current Assessment		
	Impact	Prob.	rating			Impact	Prob.	rating
<p><b>ORG0013 - Financial</b>                      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.</p>	High 3	High 3	High 9	Inflationary uplifts being managed at 0% <i>In Progress</i> (0% complete)  New fairer contributions policy to be consulted on <i>In progress</i> (0% complete)  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 3	High 9



## 2. Whole council summary tables

### 2.1 Key finance indicators

Indicator		2010/11 (Position at 31/03/11)	2009/10 (Position at 31/03/10)	Achieved /Trend
<b>1 Revenue Expenditure</b>				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	15.78	15.78	
(ii) HRA Balances	£'m	4.23	4.14	
(iii) School Balances	£'m	14.73	11.90	
(b) Performance against Budget:				
Variations:				
(i) Overspends	£'m	13.77	11.35	
(ii) Underspends	£'m	13.37	12.46	
<b>2 Capital Expenditure</b>				
(i) Cumulative Slippage	£'m	49.71	55.06	
<b>3 Debt Management</b>				
(i) Total Debt Outstanding over 30 days	£'m	5.46	6.51	
(i) Total Debt Outstanding over 12 months	£'m	1.58	3.16	
(iii) Council Tax - % paid	%	95.60	96.30	
<b>4 Creditor Payment Performance</b>				
(i) % of Creditors paid within 30 days	%	98.66	98.24	

## 2.2 Revenue Outturn – corporate overview

Description	Revised Budget as at 31/03/11 £000	Final Outturn at 31/03/11 £000	Final Outturn Variation as at 31/03/11 £000
Adults	95,819	95,819	-
Central Expenses	52,645	51,081	(1,564)
Chief Executive	12,016	11,620	(396)
Childrens Services (Net of DSG)	46,926	47,020	94
Commercial Services	15,806	15,786	(20)
Corporate Governance	5,869	5,706	(163)
Deputy Chief Executive	12,581	12,573	(8)
Environment & Operations	23,096	25,934	2,838
Planning, Housing & Regeneration	2,428	2,051	(377)
<b>Total 2010/11 General Fund Expenditure</b>	<b>267,186</b>	<b>267,590</b>	<b>404</b>
Financing	(267,184)	(267,590)	(406)
Agreed use of Balances	(2)	-	2
General Fund Balances as at 01/04/10	-	-	(15,780)
<b>General Fund Balances (excluding schools balances) at 31/03/11</b>	-	-	<b>(15,780)</b>

## 2.3 Capital Outturn – corporate overview

Service Area	Original Budget (including prior years slippage)	In-year Slippage	In-year Additions/ Deletions	Current Budget	Final Outturn	Outturn Slippage	Total Slippage (In-year plus Outturn)
	£000	£000	£000	£000	£000	£000	£000
Adult Social Services	1,367	(844)	104	627	1,052	425	(419)
Central Expenses	4,500	-	-	4,500	912	(3,588)	(3,588)
Childrens Services	73,814	(16,319)	(14,984)	42,511	37,323	(5,188)	(21,507)
Capital Schemes Managed by Schools	4,701	-	845	5,546	6,240	695	695
Corporate Governance	31	(30)	-	1	94	93	63
Environment & Operations	16,099	(1,144)	845	15,800	10,553	(5,247)	(6,391)
Commercial Services	7,147	(2,932)	(400)	3,816	2,360	(1,456)	(4,388)
Chief Executive Services	268	(465)	465	268	110	(158)	(623)
Deputy Chief Executive Services	826	(341)	-	485	314	(171)	(512)
Housing - General Fund	8,283	(5,577)	5,651	8,357	7,649	(708)	(6,285)
<b>General Fund Programme</b>	<b>117,035</b>	<b>(27,651)</b>	<b>(7,474)</b>	<b>81,910</b>	<b>66,606</b>	<b>(15,304)</b>	<b>(42,955)</b>
Housing -HRA	23,672	(6,241)	830	18,261	17,745	(516)	(6,757)
<b>Total Capital Programme</b>	<b>140,708</b>	<b>(33,892)</b>	<b>(6,645)</b>	<b>100,171</b>	<b>84,352</b>	<b>(15,820)</b>	<b>(49,712)</b>

## 2.4 Corporate Plan performance - corporate overview

Directorate	Total no. of Corp Plan targets	Total no. of Corp Plan indicators	No. of indicators achieved	No. of indicators missed	Negative DoT	No. of indicators reporting data in Q4
Adult Social Services	3	3	1	2	2	3
Children's Services	6	9	1	1	1	2*
Environment & Operations	4	6	4	2	1	6
Planning, Housing & Regeneration	6	6	2	4	3	6
Commercial Service	3	4	1	3	0	4
Deputy Chief Executive	1	2	1	1	2	2
Chief Executive's Service	1	6	2	3	5	5
Corporate Governance	4	5	5	0	0	5
<b>Total</b>	<b>28</b>	<b>41</b>	<b>17 (51.5%)</b>	<b>16 (48.5%)</b>	<b>14 (42%)</b>	<b>33</b>

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

## 2.5 Human Resource/People performance - corporate overview

Performance Indicator	Period covered	Target	Amber criteria	Q4 outturn (No.)	Q4 outturn % of total	Q4 (numerator/denominator)	Target Variance	Q4 DoT	Benchmarking
<b>Attendance</b>									
Average number of absence days per employee (Rolling year)	Apr 10 - March 11	6	6 - 6.5	7.8	N/A	23304.03/ 2983.87	30.2%	- 0%	9 days (CIPFA, All Members & other Unitary Authorities 2010)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Jan 11 - March 11	1.51	1.5 - 1.7	1.9	N/A	5498.12/ 2962.87	23.2%	▲ 19.1%	2.25 days (CIPFA, All Members & other Unitary Authorities 2010)
% managers submitting a monthly absence return	Jan 11 - March 11	100%	>94%	259	59.3%	259/ 437	40.7%	▲ 6.8%	N/A : measure applicable to LBB only
<b>Performance Review</b>									
% performance reviews undertaken for eligible staff only	Apr 09 - March 10	100%	>94%	N/A for Quarter 4				84% (CIPFA, All Members & other Unitary Authorities 2010)	
<b>Cost</b>									
Variance of total paybill to budget	Jan 11 - March 11	0	+/-5%	Available for Quarter 1 2011/2012				84% (CIPFA, All Members & other Unitary Authorities 2010)	
Management Indicator	Period covered			Q4 outturn (No.)	Q4 outturn % of total establishment	Q4 (numerator/denominator)	DoT Q3 outturn %	Benchmarking	
<b>Establishment/staffing</b>									
Number of FTE established posts	As at 31 March 2011			3406.6	100.0%	3406.6/ 3406.6	▼ <0.01%	No relevant information available	
Number of FTE employees in permanent posts	As at 31 March 2011			2660.4	78.1%	2660.4/ 3406.6	▼ 1.4%	88.3%(Capital Ambition, 2010)	
Number of Hays temps covering established posts (non Hays temps and Interims available for Q1, 2011/2012)	As at 31 March 2011			306	9%	306/ 3406.6	▲ 5.5%	11.7%(Capital Ambition, 2010)	

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<b>Number of Fixed Term Contract staff covering established posts</b>	As at 31 March 2011	<b>282.4</b>	<b>8.3%</b>	282.4/ 3406.6	Not previously reported	No relevant information available
<b>Number of consultants not covering established posts</b>	As at 31 March 2011	Available for Quarter 1 2011/2012				No relevant information available
<b>Employee Relations</b>						
<b>Number of active employee relations cases</b>	As at 31 March 2011	<b>93</b>	<b>N/A</b>	N/A	Not previously reported	No relevant information available
<b>High Risk - Disciplinary</b>	As at 31 March 2011	<b>3</b>	<b>3.2%</b>	3/93	Not previously reported	N/A : measure applicable to LBB only
<b>High Risk - Grievance</b>	As at 31 March 2011	<b>1</b>	<b>1.1%</b>	1/93	Not previously reported	N/A : measure applicable to LBB only
<b>High Risk - Capability</b>	As at 31 March 2011	<b>0</b>	<b>0.0%</b>	0/93	Not previously reported	N/A : measure applicable to LBB only
<b>High Risk - Ill health capability</b>	As at 31 March 2011	<b>0</b>	<b>0.0%</b>	0/93	Not previously reported	N/A : measure applicable to LBB only
<b>High Risk - Employment Tribunals</b>	As at 31 March 2011	<b>6</b>	<b>6.5%</b>	6/93	Not previously reported	N/A : measure applicable to LBB only

### Staff numbers by service area

	ESTABLISHMENT*				OCCUPANCY**				Variance	Variance %	OTHER
	Permanent	Fixed Term	Vacant	TOTAL	Permanent	Fixed Term	Agency/ Interim	TOTAL			Casual
<b>Adult Social Services</b>	408.18	26.2	45.81	480.19	408.18	26.2	38	472.38	-7.81	-1.6%	128
<b>Children's Service</b>	694	116.27	183	993.27	694	116.27	83	893.27	-100	-10.1%	378
<b>Chief Executives Service</b>	188.06	35.96	30.08	254.1	186.06	34.96	21	242.02	-12.08	-4.8%	9
<b>Commercial Directorate</b>	128.47	26	23.33	177.8	126.31	26	14	166.31	-11.49	-6.5%	2
<b>Corporate Governance</b>	74.59	8.4	12	94.99	74.59	8.4	10	92.99	-2	-2.1%	4
<b>Deputy Chief Executive Service</b>	324.24	18.8	30.59	373.63	314.47	17.8	43	375.27	1.64	0.4%	3
<b>Environment &amp; Operations</b>	631.28	43	86	760.28	621.37	38.91	82	742.28	-18	-2.4%	171
<b>Planning, Housing &amp; Regeneration</b>	235.43	13.89	23	272.32	235.43	13.89	15	264.32	-8	-2.9%	16
<b>Total</b>	<b>2684.25</b>	<b>288.52</b>	<b>433.81</b>	<b>3406.58</b>	<b>2660.41</b>	<b>282.43</b>	<b>306</b>	<b>3248.84</b>	<b>-157.74</b>	<b>-4.6%</b>	<b>711</b>

\* **Establishment** - the agreed number of posts for the organisation

\*\* **Occupancy** - the number of workers engaged in post

2.6 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status
Adult Social Services		2	4
Chief Executive's Service			
Children's Services		4	8
Commercial Services		2	4
Deputy Chief Executive	1	2	1
Environment & Operations	1	1	1
Planning, Housing & Regen		1	2
<b>Totals</b>	<b>2</b>	<b>12</b>	<b>20</b>

Although there are more projects under each Directorate than shown here some projects are currently in the 'concept' stage, therefore a RAG status can not be established. There were eight projects where the project managers failed to submit a report but following the AD Performance meeting have reported progress of their projects. The two projects still outstanding are: Pericles (DCES) and Highways Master Programme (E&O) but based on previous reporting and more recent conversations these have been rated as red.

### 3. Methodology for traffic light ratings

#### 3.1 Thresholds for awarding health rating traffic lights

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

#### 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.



## Appendix A

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



## Appendix B

## 2010/11 Final Outturn: Revenue Budget

### Adults

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Care Services - Learning Disabilities	25,639	36,252	36,253	1	Significant purchasing budget pressures offset by Section 256 resources. Work programme undertaken with providers to reduce costs to bring spend in line with budget
Care Services - Mental Health	7,742	7,283	7,440	157	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	47,489	48,192	703	Greater demand in line with demography, and in particular from the PCT around Continuing Care have caused pressures within the budget some offset by Homecare contract savings. Net increase of 28 older people requiring care home placements.
Performance & Supply Management	5,465	4,203	4,144	(59)	Reduced spend on training events and vacancies held reducing spend in preparation for restructure and reduced agency use.
Strategic Commissioning & Transformation	11,107	12,899	12,166	(733)	Preparation for implementation of 2011/12 savings plan achieved in year and Voluntary Sector spend reduced.
Government Grant Income	(2,110)	(12,307)	(12,376)	(69)	Increase in government Grant
<b>Total</b>	<b>96,232</b>	<b>95,819</b>	<b>95,819</b>	<b>-</b>	

### Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	341	27	
Levies	24,443	24,443	24,638	195	Increase in the LPFA Levy
Central Contingency	5,528	3,078	(418)	(3,496)	Drawdown on the unallocated general contingency was lower than anticipated through prudent financial management and containment of costs across the organisation.
Rate Relief	433	433	504	71	
Capital Financing	15,719	16,538	15,311	(1,227)	Underspend due to Loans matured in year and £5m LOBO recalled, resulting in lower interest payments and higher interest return on deposits due to relaxed Treasury Management Strategy. Interest payments were also lower as a result of reviewing funding and slippage on the capital programme
Early Retirement costs	7,004	7,004	9,359	2,355	Additional redundancy / early retirement costs associated to 2011-12 budget savings
FRS17 Adjustment	-	931	931	-	
Car Leasing	2	2	-	(2)	
Corporate Fees & Charges	599	599	472	(127)	Underspend on Audit Fees
Miscellaneous Finance	(383)	(697)	(57)	640	Overspend due to insurance and the cut in LABGI grant
<b>Total</b>	<b>53,659</b>	<b>52,645</b>	<b>51,081</b>	<b>(1,564)</b>	

### Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Executive Office	744	901	823	(78)	Underspend on conference expenses
Chief Executive's Service	2,508	2,416	2,440	24	Overspend on salaries. Includes additional costs for Census activity.
Grants	1,319	1,181	1,170	(11)	Underspend on salaries
Library Services	6,017	6,008	5,871	(137)	Underspend on salaries and building costs. Adjustment for project management costs paid from capital budget
Customer Services, Registration & Organisation Development	1,653	1,510	1,316	(194)	Higher savings than expected from installation of GSM gateway for telephone calls. Registrars - income higher than forecast. Provisional outturn included earmarked reserves that had been applied for but that were subsequently turned down.
<b>Total</b>	<b>12,241</b>	<b>12,016</b>	<b>11,620</b>	<b>(396)</b>	

## Appendix B

## 2010/11 Final Outturn: Revenue Budget

### Childrens' Services

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
<b>CHILDREN'S SERVICE - GENERAL FUND</b>					
Management Team	1,260	1,003	1,036	33	
Social Care Division	25,760	25,419	27,394	1,975	The demand for children's social care remains at unprecedented levels. The most significant areas of financial pressure are external family assessments, external placements for children in care and agency costs. 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. The Social Care division end of year outturn was consistent with prior months projections reporting, £1.9m overspend.
Asylum Seekers	-	-	(18)	(18)	
BRSI	1,536	731	(80)	(811)	Vacancies held to offset overspends elsewhere in the Children's Service;
Safeguarding	982	1,021	1,180	159	Increased volume of Safeguarding Board activity
SEN Transport	5,538	5,724	5,274	(450)	Underspend on cost of escorts
Youth and Connexions	4,340	4,239	3,976	(263)	Vacancies held to offset overspends elsewhere in the Children's Service
Other Children's Service Budgets	9,529	9,193	8,662	(531)	Vacancies held to contain pressures
<b>Total</b>	<b>48,945</b>	<b>47,330</b>	<b>47,424</b>	<b>94</b>	

### Commercial Services

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	92	612	618	6	Non-Rechargeable costs within Corporate Programmes
Property Services & Asset Management	7,951	7,885	7,839	(46)	Income generated from another London Borough for print management support.
Corporate Procurement	495	410	379	(31)	Underspend due to staff cost recharged for dedicated support being provided to the Regeneration team
Information Systems	7,094	6,899	6,950	51	Additional software licensing costs.
One Barnet Programme	-	-	-	-	Total spend of £2.5 million has been met from various sources - £1.5 million from central expenses and £1 million from the Transformation reserve.
<b>Total</b>	<b>15,632</b>	<b>15,806</b>	<b>15,786</b>	<b>(20)</b>	

### Corporate Governance

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Legal Services	1,848	1,821	1,941	120	Influx in care proceedings and increased no. of employment cases resulting in increased counsel and court fees in both Advocacy and Community divisions.
Democratic Services	831	819	808	(11)	Savings from vacant post
Members	1,697	1,681	1,536	(145)	Savings achieved from revised scheme to Members Allowances and reduced running costs.
Corporate Anti Fraud Team	189	178	159	(19)	Underspend on salaries
Elections	535	519	520	1	Overspend in Electoral Registration is offset by the underspend generated from vacant posts in Elections Project Team.
Civil Protection	204	196	133	(63)	Underspend due to vacant post and reduced spend due to no major incidents.
Performance and Organisation Development	255	320	355	35	Overspend on salaries and training costs
Corporate Governance Directors	317	312	249	(63)	Underspend on salaries
Leaders Office	10	10	8	(2)	Underspend on general running costs
Insurance	66	13	(3)	(16)	Savings from vacant post
<b>Total</b>	<b>5,952</b>	<b>5,869</b>	<b>5,706</b>	<b>(163)</b>	

## Appendix B

## 2010/11 Final Outturn: Revenue Budget

Deputy Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Finance	3,746	4,384	4,384	-	
Human Resources	2,174	2,233	2,200	(33)	The final outturn of £32k under spend is due to adjustment in the cross charging of the Pension costs.
Revenues and Benefits	5,395	5,964	5,989	25	The two areas of greatest variation are both areas we have no control over. Benefit payments actually made. Cost income lower than budgeted.
<b>Total</b>	<b>11,315</b>	<b>12,581</b>	<b>12,573</b>	<b>(8)</b>	

### Environment & Operations

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Management and performance	993	1,049	1,479	430	Overspend relates to the expected recharge of the staff costs within Highways & Design Management & Performance Team to other E&O service areas which was not actioned. This does not affect the overall E & O variance as the costs would have been reflected in other areas.
Highways Inspection/Maintenance	4,377	3,951	4,662	711	Overspend due to the capitalisation of planned maintenance leaving insufficient planned maintenance revenue budget for the Division's need. Additionally the Winter Maintenance budget assuming a medium winter whereas this winter has been severe (as last year). A further pressure arose on the Highways Responsive budget due to commitment to divert funds to PEP Phase 1.
Highways income budgets incl. NRSWA	(368)	(377)	(737)	(360)	Increased income following introduction of new permitting scheme
Greenspaces	4,804	4,770	4,849	79	Overspend related to unbudgeted cleaning, repair and grounds maintenance costs for King George Playing Field and higher than expected utility costs at Copthall estate.
Cleansing	4,778	4,663	4,801	138	Overspend relates to increase in agency, overtime over Christmas period and water licenses for mechanical sweepers. This was partially offset by savings on transport costs
Refuse (domestic and trade waste)	3,012	3,827	3,750	(77)	Lower than expected transport recharges and increased Trade Waste income partially offset staffing cost overspends.
Parking	(659)	(974)	(555)	419	Car Parks income shortfall exacerbated by high proportion of machines out of order. Move to cashless parking in 11/12 will address this issue. In addition there was under recovery of staff costs within the Parking Design Team but mostly offset by reduced contribution to capital schemes.
Transport	84	37	(323)	(360)	Net surplus derived from fleet and passenger transport recharges and under utilised transport budget.
Recycling	4,679	3,785	3,580	(205)	High material income and staff vacancies offsetting increased contract price resulting from additional flats and inflation.
Street Lighting	3,116	3,110	3,110	-	Lower reserve drawdown required resulting from programme behind schedule and performance adjustments which have negated the impact of higher energy costs this year
Community Safety	477	400	374	(26)	In year vacancies in Safer Communities Unit.
Community Protection	1,363	1,367	1,335	(32)	Staff and running cost savings offsetting income shortfall in Trading Standards and Licensing and CCTV.
Leisure	1,787	1,798	1,698	(100)	Proposed reserve bid of £100k in respect of Copthall Stadium GLL contract written back to service.
<b>E&amp;O General Fund</b>	<b>28,443</b>	<b>27,406</b>	<b>28,023</b>	<b>617</b>	
<b>Special Parking Account</b>	<b>(5,092)</b>	<b>(4,310)</b>	<b>(2,089)</b>	<b>2,221</b>	Pressure on income throughout the year notably Pay and Display (On Street) and Bus Lane enforcement, partially offset by reduced running costs. The parking recovery plan is on track in 2011/12 to achieve improved service and income levels
<b>E&amp;O Total (inc SPA)</b>	<b>23,351</b>	<b>23,096</b>	<b>25,934</b>	<b>2,838</b>	

## Appendix B

## 2010/11 Final Outturn: Revenue Budget

### Planning, Housing & Regeneration

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
Land Charges	(932)	(663)	(711)	(48)	Favourable variance due to staffing underspend and receipt of £34k grant from CLG to cover potential restitutionary claims and loss of fees. Fee income slightly under target, tempered by £272k drawdown from central contingency
Environmental Health/ Cem & Crem	1,373	1,318	1,165	(153)	Cem and Crem income exceeded target and along with vacancy and running cost savings in EH Management has offset pressures on Care and Repair budget, mortuary expenditure and write offs in works in default.
Planning	192	651	922	271	Adverse variance due to legal costs in respect of Edgwarebury Lane Cemetery lost appeal as well as salary and other running cost overspends. Establishment costs are under review alongside Lean Systems programme.
Strategy (Planning & Housing)	669	607	680	73	Budget reduced through in year savings by £69k on basis of alternative income streams to cover overspend, however ultimately not achieved
Building Control	(243)	(177)	(356)	(179)	Building control and street naming and numbering fee income has outperformed the budget.
Housing	713	640	490	(150)	Outperformance in Private Sector Leasing and TA income offsetting previously flagged losses at Barbara Langstone House and the cost of running Home Choice. The Housing Needs and Resources side is over budget due to HALS void penalties and TiL disturbance payments.
Regeneration Service	257	52	(139)	(191)	Rental income maximisation from PSL buyback properties awaiting regeneration, re-alignment of salaries between GF & HRA and recovery of consultant fees. More recoverable costs through development partner.
<b>Total</b>	<b>2,029</b>	<b>2,428</b>	<b>2,051</b>	<b>(377)</b>	

### Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
<b>CHILDREN'S SERVICE - DSG</b>					
SEN Placements, Recoupment & Therapies	9,685	9,481	8,596	(885)	One-off underspend due to finalising agreements with other local authorities and providers over outstanding prior year payments
Pupil Referral Unit	1,514	1,509	1,535	26	
Other Centrally Retained Schools Budgets	10,860	12,024	10,540	(1,484)	Underspend on 3&4 year olds free educational entitlement
ISB	213,809	207,238	207,238	-	
DSG & LSC Grant	(235,992)	(230,656)	(228,313)	2,343	
<b>Total</b>	<b>(124)</b>	<b>(404)</b>	<b>(404)</b>	<b>-</b>	

### Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	Final Outturn 10/11	Variation	
	£000	£000	£000	£000	
<b>Housing Revenue Account</b>					
LBB Retained	1,532	1,524	1,560	36	
HRA Regeneration	1,091	1,088	961	(127)	Increased recovery of consultants costs from developers
HRA Other Income and Expenditure (net)	(3,555)	(3,544)	(3,245)	299	Surplus due to higher than budgeted dwelling rents and lower debt management costs. This has offset higher bad debt provision, HRA subsidy payments and lower than budgeted service charge income.
Support Service recharges	576	576	725	149	Support recharges higher than budgeted, mainly from property services
Interest on Balances	(80)	(80)	(89)	(9)	
HRA Surplus/Deficit for the year	436	436	88	(348)	Surplus below budget due to a £942k adjustment to rectify a legacy inter-company imbalance with Barne Homes
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
<b>Adult Social Services</b>					
Improving the Care Environments for Older People		16		(16)	-
Broadfields- Supported Living Developments		592	1,052	460	Works carried out were more than anticipated.
Barnet Independent Living Service- Repair Works		19		(19)	-
SWIFT		-		-	Project to start in 11/12
<b>Mental Health and Adults Personal Social Services Allocations</b>		<b>627</b>	<b>1,052</b>	<b>425</b>	
<b>Total - Adult Social Services</b>		<b>627</b>	<b>1,052</b>	<b>425</b>	
<b>Central Expenses</b>					
Capitalised Redundancies		4,500	912	(3,588)	Only the statutory element of redundancy costs were allowed to be capitalised by CLG.
<b>Capitalised Redundancies</b>		<b>4,500</b>	<b>912</b>	<b>(3,588)</b>	
<b>Total - Central Expenses</b>		<b>4,500</b>	<b>912</b>	<b>(3,588)</b>	
<b>Childrens Services</b>					
Schools Access Initiatives	2008-09 Programme	14	7	(7)	-
	2009-10 Programme	116	88	(27)	-
	2010-11 Programme	360	341	(19)	-
<b>Schools Access Initiatives</b>		<b>489</b>	<b>436</b>	<b>(53)</b>	<b>Monies to cover retentions against schemes completed in 2010/11</b>
Modernisation - Primary & Secondary	Modernisation Prim & Sec 2008-09	670	752	82	-
	Modernisation Prim & Sec 2009-10	1,149	502	(646)	-
	Modernisation Prim & Sec 2010-11	2,120	563	(1,558)	Schemes such as window replacement and landscaping schemes had delayed start, spend re-profiled for 2011/12.
<b>Schools Modernisation &amp; Access Improvement Programmes</b>		<b>3,939</b>	<b>1,817</b>	<b>(2,122)</b>	
Urgent Primary Places		1,043	810	(233)	Modular Building installation delayed, spend re-profiled for 2011/12.
<b>Urgent Primary Places</b>		<b>1,043</b>	<b>810</b>	<b>(233)</b>	
Surestart	Residual Phase 2	50	73	23	-
	Phase 3	1,497	1,284	(213)	Two delayed projects, spend re-profiled for 2011/12.
<b>Surestart Programme</b>		<b>1,547</b>	<b>1,357</b>	<b>(191)</b>	
Major School Rebuild	Underhill Infants - Childrens Centre	48	34	(14)	-
Major School Rebuild	Hyde School Rebuild & Childrens Centre	205	95	(110)	-
Major School Rebuild	Parkfield School	150	33	(118)	-
<b>Major School Rebuild Total</b>		<b>403</b>	<b>161</b>	<b>(242)</b>	<b>Bought forward retentions.</b>
Primary Schools Capital Investment Programme (PSCIP)		9,662	9,595	(67)	Broadfield School expansion project had lower than anticipated spend in 2010/11, spend re-profiled for 2011/12.
<b>Primary Schools Capital Investment Programme</b>		<b>9,662</b>	<b>9,595</b>	<b>(67)</b>	

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
East Barnet & Project Faraday		5,878	5,808	(71)	Project Faraday had lower than anticipated spend in 2010/11, spend re-profiled for 2011/12
<b>East Barnet Schools Rebuild</b>		<b>5,878</b>	<b>5,808</b>	<b>(71)</b>	<b>Project Faraday had lower than anticipated spend profile in 2010/11, budget reprofiled for 2011/12</b>
LEA Liability at VA Schools re major capital schemes (Bishop Douglas)		-	-	-	Scheme finished
Big Lottery Fund Schemes		-	10	10	-
Youth Capital Funding		132	131	(1)	-
Primary Capital Programme (DfES Primary Pathfinder)		12,490	12,427	(63)	Early years school scheme had a lower than anticipated spend profile in 2010/11, budget reprofiled for 2011/12.
Health & Safety Works (DSG)		-	-	-	-
Early Years - Quality & Access		1,463	1,458	(4)	-
Extended Schools		333	123	(209)	Delayed projects, spend re-profiled for 2011/12.
Targeted Capital 14-19 SEN		1,927	730	(1,197)	Monies can be spent until August 2011. School managed schemes have been delayed and spend during 2010/11 reduced. Work will be completed by August 2011.
Information Systems for Parents & Providers		2	2	-	-
Woodhouse Road		-	-	-	Scheme finished
Exceptional capital funding for cooking spaces		855	855	-	-
Aiming High for Disabled Children		444	445	1	Scheme finished
Rithmik Music Studio		-	-	-	Scheme finished
TCF - Kitchen & Dining		1,787	493	(1,293)	Garden Suburb project delayed due to complexities of scheme, spend less than anticipated in 2010/11, budget reprofiled for 2011/12.
Building Schools for the Future		-	-	-	Scheme finished - Aborted June 2010.
Co-Location	Brunswick Park Community Hub & Acorn Centre	-	567	567	This project was aborted in year but the authority received a grant to cover any costs. Therefore NIL variance as fully funded.
Emergency Works		-	49	49	This spend is for the 1st phase of roofing works at Claremont, Church Hill and Summerside schools. These schemes will progress in 2011/12
Integrated Children's System		-	-	-	Scheme finished
Play Builders		-	-	-	-
Outstanding commitments on completed schemes		118	48	(71)	This spend is for the 1st phase of roofing works at Claremont, Church Hill and Summerside schools. These schemes will progress in 2011/12
<b>Other Schemes</b>		<b>19,549</b>	<b>17,339</b>	<b>(2,210)</b>	
<b>Total - Childrens Services</b>		<b>42,511</b>	<b>37,323</b>	<b>(5,188)</b>	



Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
<b>Capital Schemes Managed by Schools</b>					
New Deals for Schools Devolved Formula Capital		3,172	5,523	2,351	The Devolved Formula Capital delegated to schools was reduced for 2010/11, any shortfall is met from the School's capital balances.
Harnessing Technology Grant		913	717	(196)	The Harnessing Technology grant was reduced in year by 50%. Schools were informed that match funding would be available from the DSG but spend on technology was lower than anticipated.
Locally Controlled Voluntarily Aided Programme	Pass ported budget - hence any spend is notional	1,461		(1,461)	Passported budget - spend is notional
Specialist Schools (capital grant)		-		-	-
<b>Capital Schemes Managed by Schools</b>		<b>5,546</b>	<b>6,240</b>	<b>694</b>	
<b>Total - Capital Schemes Managed by Schools</b>		<b>5,546</b>	<b>6,240</b>	<b>694</b>	
<b>Corporate Governance</b>					
Emergency Response Command Centre		1	-	(1)	-
Members IT			94	94	The total cost for Members IT equipment is funded via revenue contributions over a 4 year period
<b>Corporate Governance Projects</b>		<b>1</b>	<b>94</b>	<b>93</b>	
<b>Total - Corporate Governance</b>		<b>1</b>	<b>94</b>	<b>93</b>	
<b>Environment &amp; Operations</b>					
Recycling Schemes		56	-	(56)	Spend for both schemes is allocated against the purchase of green bins code. Budget across both schemes results in a variance of less than £50k.
Purchase of Green Bins		100	134	34	-
<b>Recycling Schemes</b>		<b>156</b>	<b>134</b>	<b>(22)</b>	
CCTV in Town Centres Programme	2004/05 & 2005/06 programme	62	-	(62)	Retentions carried forward.
	2006/07 programme	-	-	-	-
	2007/08 programme	22	-	(22)	-
<b>Closed Circuit Television in Town Centres</b>		<b>84</b>	<b>-</b>	<b>(84)</b>	
Victoria Park Pavillion Rebuild		38	-	(38)	-
Watling Park - Entrance gates		-	-	-	-
Glebelands Open Space - Sports Pitches		-	-	-	-
Refurbishment of Hendon Park Toilets		-	-	-	-
Installation of new skate park		-	-	-	-
Fairplay Playbuilders		1	-	(1)	-
CCTV Installation		263	11	(251)	The CCTV system is currently at it physical capacity. Therefore, the CCTV installation programme was not delivered in 2010/11 and no new schemes can be delivered in 2011/12
Building Safer Communities		54	67	13	-
Copthall Roof		47	-	(47)	-
Outstanding Environment Commitments on completed schemes		77	-	(77)	Retentions carried forward.
<b>Other Environment &amp; Transport Schemes</b>		<b>480</b>	<b>78</b>	<b>(402)</b>	
Structural Maintenance of Bridges	Prior Years	-	-	-	-
	2009/10 allocation	(3)	41	4	-

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
	2010/11 allocation	-	-	-	-
Local Safety Schemes	2007/08 Programme	-	-	-	-
	2008/09 Programme	-	-	-	-
	2009/10 Programme	393	362	(32)	-
Carriageway Reconstruction - Principal Roads	2006/07 & 2007/08 allocation	-	-	-	-
	2008/09 allocation	-	-	-	-
	2009/10 allocation	124	126	3	-
Road Traffic Act - Controlled Parking Zones	2008/09 Programme	-	-	-	-
	2009/10 Programme	529	54	(475)	Allocation not directed for use in 2010 as a result of changing priorities. Further spend expected in 2011.
	2010/11 Programme	14	4	(9)	-
Footway Reconstruction	2007/08 allocation	-	-	-	-
	2008/09 allocation	-	-	-	-
	2009/10 allocation	537	279	(258)	Allocation partly slipped forward at provisional as some works will carry forward into 2011
	2010/11 allocation	18	2	(16)	-
London Bus Priority Network	Consultants Costs	-	-	-	-
	2007/08 LBPN Programme	-	-	-	-
	2008/09 LBPN Programme	-	-	-	-
	2009/10 LBPN Programme	30	23	(7)	-
Cycling	2007/08 allocation	-	-	-	-
	2008/09 allocation	-	-	-	-
	Cycling Non LCN Schemes 2009/10	8	-	(8)	-
	Cycling LCN Schemes	100	9	(91)	Allocations reprofiled to a nil value at provisional as no further allocation & no further spend expected in this area.
Traffic Management	2007-8 Pursley Road Allocation	9	8	(1)	-
Cartwright Memorial, St Mary's Church		5	3	(2)	-
Bus Stop Aecessibility	2007/08 BSA Allocation	-	-	-	-
	2008/09 BSA Allocation	-	-	-	-
	2009/10 BSA Allocation	16	17	1	-
Colindale Development Area	Reconstruction of Railway Bridges	1,246	632	(614)	Remaining contractor payments expected to be made in 2011.
	A41 Aerodrome Road junction improvement works	350	36	(314)	Remaining contractor payments expected to be made in 2011.
	Controlled Parking Zones	40	5	(35)	-
	Aerodrome Road - additional pedestrian facilities	40	8	(32)	-
	Colindale Station interchange	50	6	(44)	-
	New scheme to be approved (Public Transportation Improvements)	10	-	(10)	-
	New scheme to be approved (Public Transportation Improvements)	100	5	(95)	In year allocation for this project has resulted in the works not being commissioned in 2010. Further spend expected in 2011.

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	15	5	(11)	-
	CDA- Colindale Hospital	10	3	(7)	-
GAF 3 Funding of Transport Projects	GAF 3 Funding of Transport Projects	262	-	(262)	Allocation not directed for use in 2010 as a result of changing priorities. Further spend expected in 2011.
Minor TfL allocations	2007/08 TfL allocation	-	-	-	-
	2008/09 TfL allocation	-	-	-	-
	2009/10 TfL allocation	-	-	-	-
	Walking	75	71	(4)	-
	Local Choice on Transport Priorities	62	57	(4)	-
Highways Investment	2006/7 & 2007/08 Programme	-	-	-	-
	2008/09 HIP Programme	-	-	-	-
	2009/10 HIP Programme	248	44	(204)	Variance is to be considered across the programme category. Brought forward allocations to be reprofiled for spend in 2011.
	2010/11 HIP Programme	2,298	2,124	(174)	Variance is to be considered across the programme category. Brought forward allocations to be reprofiled for spend in 2011.
School Travel Plans (STPs)	2007/08 Allocation	-	-	-	-
	2008/09 Allocation	-	-	-	-
	2009/10 Allocation	69	70	1	-
	2008/9 Allocation	-	-	-	-
Carriageway and Footways	Annual Programme	193	120	(72)	£40k SDU allocation not directed for use as a result of changing priorities. Further spend expected in 2011 for Town Centre Schemes.
	Capitalisation of planned maintenance	-	-	-	-
Old SDU codes (Town Centre Regeneration)	Regeneration & Improvement	-	-	-	-
	North Finchley Regeneration	-	-	-	-
Travel Plan Implementation		33	-	(33)	-
Congestion Reduction Methods	Congestion Reduction Methods	26	114	88	Prior year's financing resulted in a loss of funding. Project completed to original allocation & funded from underspends elsewhere.
	Grahame Park / Cricklewood Transport Improvements	-	-	-	-
Local Accessibility Scheme	2008/09 LAS Programme	-	-	-	-
	Non-year specific	-	-	-	-
	2009/10 LAS Programme	3	3	-	-
Pothole Elimination Programme	Phase I	693	693	-	-
	Phase II	1,944	1,984	40	-
Outstanding Transport Commitments on completed schemes		6	2	(4)	-
Walk London	Walk London	84	43	(40)	-
	Improvements to six of the Borough's Park	72	-	(72)	Projects delayed by DPR clearance resulting in works not starting.
Local Implementation Plan	Road Maintenance	764	686	(78)	Allocation partly slipped forward at provisional as some works will carry forward & be completed early in the 2011 year
	Corridors	1,979	1,333	(646)	Allocation partly slipped forward at provisional as some works will carry forward & be completed early in the 2011 year
			<b>43</b>		

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
	Neighbourhoods	1,725	734	(991)	Allocation partly slipped forward at provisional as some works will carry forward & be completed early in the 2011 year
	Smarter Travel	776	677	(99)	Allocation partly slipped forward at provisional as some works will carry forward & be completed early in the 2011 year
	Cycling on Greenways	30	-	(30)	-
	Local Transport Funding	100	-	(100)	Allocation reduced at provisional as a result of a reduction in TFL funding
<b>Highways Schemes</b>		<b>15,080</b>	<b>10,340</b>	<b>(4,740)</b>	
<b>Total Environment &amp; Operations</b>		<b>15,800</b>	<b>10,553</b>	<b>(5,247)</b>	
<b>Commercial Services</b>					
Arts Depot Lift		2	-	(2)	-
NLBP - relocation of staff		39	-	(39)	-
Electronic Social Care Record (ESCR)		-	-	-	-
Electronic Documents and Records Management System (EDRM)		720	258	(462)	The project is in the process of redefining priorities and deliverables and therefore spend in year is lower than expected
Norwell Case Management Implementation		-	-	-	-
Business System Disaster Recovery		160	-	(160)	The disaster recovery specification has been delayed to take into account recommendations of the Internal Audit report on Business continuity and disaster recovery. This and competing priorities in support of the Customer and Support Services Organisation has delayed the project.
Shared Service Centre		50	-	(50)	This project has been delayed due to difficulties in identifying a product compatible with encryption software that is able to allow users to reset their own SAP and Network passwords.
SWIFT		66	29	(37)	The final aspect of the remedial actions for SWIFT was to implement an Oracle support contract, the procurement exercise has been completed and a preferred supplier identified but spend will now fall in 2011/12.
Education Management Information System		-	-	-	-
Corporate Software Licensing		-	-	-	-
Energy Efficiency Measures		160	120	(40)	-
Accommodation Strategy	Hendon Complex Middx University move	-	-	-	-
	HTH Committee room refurbishment	151	146	(5)	-
	New IT Centre	-	-	-	-
	Office consolidation	929	728	(201)	Delays to work on the second floor and some activities being rescheduled to commence in 11/12 has reduced projected spend for this year
HTH Car Park	HTH Car Park	-	-	-	-
Friary House		577	556	(21)	-
Mobile Working Strategy Development		-	-	-	-
Modernising the Way We Work		732	346	(387)	Delays to work on the second floor and some activities being rescheduled to commence in 11/12 has reduced spend for this year
Project & Programme Management Software		10	-	(10)	-
Air Conditioning: Resources Centre - Bldg 4		20	45	25	-
Depot relocation		200	133	(67)	The project is in feasibility study stage and therefore spend in 2010/11 is lower than anticipated
<b>Commercial Services</b>		<b>3,816</b>	<b>2,360</b>	<b>(1,456)</b>	
<b>Total Commercial Services</b>		<b>3,816</b>	<b>2,360</b>	<b>(1,456)</b>	

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
<b>Chief Executive Services</b>					
Land & Assets Programme	Plantech Implementation programme	23	2	(20)	-
	GIS	45	33	(12)	-
Libraries Strategy	Libraries Strategy	58	22	(35)	-
	Minor Works	2	2	(0)	-
Customer Relationship Management (CRM)		141	51	(90)	spend is lower in 2010/11 due to interdependencies with the consolidation project which is awaiting final sign-off from services.
<b>Chief Executive Services</b>		<b>268</b>	<b>110</b>	<b>(158)</b>	
<b>Total Chief Executive Services</b>		<b>268</b>	<b>110</b>	<b>(158)</b>	
<b>Deputy Chief Executive Services</b>					
Pericles		485	314	(171)	The project has overrun significantly from it's original go live date and therefore spend lower than anticipated
<b>Deputy Chief Executive Services</b>		<b>485</b>	<b>314</b>	<b>(171)</b>	
<b>Total Deputy Chief Executive Services</b>		<b>485</b>	<b>314</b>	<b>(171)</b>	
<b>Housing - General Fund</b>					
Housing Association Programme		691	691	-	-
<b>Housing Association Programme</b>		<b>691</b>	<b>691</b>	<b>-</b>	
General Fund Regeneration		1,010	709	(301)	Money identified for shared equality schemes over the whole of the program
West Hendon		3,850	3,850	-	-
Mill Hill East		550	231	(319)	Scheme started mid year - money required for costs in future years.
<b>General Fund Regeneration</b>		<b>5,410</b>	<b>4,790</b>	<b>(620)</b>	
Disabled Facilities Grant	Mandatory	1,304	1,382	78	Higher number of cases than expected at year end
	Discretionary	119	100	(19)	-
<b>Disabled Facilities Projects</b>		<b>1,423</b>	<b>1,482</b>	<b>59</b>	
Housing Management System		20	25	5	-
<b>Housing Management System</b>		<b>20</b>	<b>25</b>	<b>5</b>	
Greentop Centre		-	-	-	-
Open Space Landscaping		113	113	-	-
Hostel Refurbishment Programme		620	467	(153)	Delay in the start of the program.
Environmental Officer - capitalisation of salary		80	80	-	-
<b>Other Projects</b>		<b>813</b>	<b>661</b>	<b>(152)</b>	
<b>Total Housing - General Fund</b>		<b>8,357</b>	<b>7,649</b>	<b>(708)</b>	
<b>Total Capital Programme (Excluding HRA)</b>		<b>81,910</b>	<b>66,606</b>	<b>(15,304)</b>	
<b>Housing - HRA</b>					
Cash Incentives		427	322	(105)	Lower number of cases occurred then expected - Slippage to be roll forward to 2011-12
Partnering Packages	Barnet	4,100	3,627	(473)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
	Finchley	4,100	3,856	(244)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
			45		

Capital Programme Description	Sub-Description	Current 2010/11 Budget (incl. Slippage and Substitutions)	2010/11 Actual Expenditure (incl Accruals)	Variance from Revised Budget	Explanation if variance over £50,000
		£'000	£'000	£'000	
	Hendon/Edgware	300	250	(50)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
	Sheltered/Hostels	50	15	(35)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Renovations/Modernisation - future years		4,044	2,850	(1,194)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Granville Road, Tower Blocks		1,224	1,487	263	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Adaptions		1,000	1,021	21	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Regeneration Estates		1,550	987	(563)	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Miscellaneous Works		1,889	2,092	203	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Extensions and Deconversions		(423)	296	719	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
Transitional Programme		-	-	-	HRA capital projects managed by Barnet Homes to the total programme budget. Individual project variances exist due to outstanding budget realignments.
		-	942	942	
<b>Total HRA</b>		<b>18,261</b>	<b>17,746</b>	<b>(516)</b>	The variance in the budget is slippage on a certain number of projects due to technical difficulties on site. Resolving these difficulties has caused delays to the overall programme. All slippage on last year's schemes will be completed this financial year.
<b>Total Capital Programme</b>		<b>100,171</b>	<b>84,352</b>	<b>(15,820)</b>	

## 2010/11 Capital Programme Financing - Actual

Service	Financing Source					
	Grants £'000	S106 £'000	Capital Receipts £'000	Revenue / MRA £'000	Borrowing £'000	Total £'000
Adults Services	1,052	-	-	-	-	1,052
Central Expenses	-	-	912	-	-	912
Children's Service	27,670	1,037	1,188	-	13,668	43,562
Corporate Governance	-	-	43	51	-	94
Commercial Services	-	-	2,360	-	-	2,360
Chief Executive	-	-	110	-	-	110
Deputy Chief Executive	-	-	314	-	-	314
Environment & Operations	5,530	871	2,845	-	1,307	10,552
Planning, Housing & Regeneration	4,655	791	2,203	-	-	7,649
<b>Non-HRA Total</b>	<b>38,907</b>	<b>2,698</b>	<b>9,976</b>	<b>51</b>	<b>14,975</b>	<b>66,606</b>
Housing (HRA)	1,488	-	-	5,854	10,404	17,747
<b>Grand Total</b>	<b>40,395</b>	<b>2,698</b>	<b>9,976</b>	<b>5,905</b>	<b>25,379</b>	<b>84,352</b>





## Revenue Budget 2010/11

## Special Parking Account

	2009/10	2010/11	2010/11	2010/11
	Actual	Original Estimate	Current Estimate	Actual
	£	£	£	£
<b>Income</b>				
Penalty Charge Notices	(4,425,726)	(4,842,190)	(4,743,150)	(3,970,934)
Permits	(1,015,225)	(1,338,950)	(1,311,560)	(1,179,924)
Pay & Display	(2,531,827)	(3,278,230)	(3,211,180)	(2,109,547)
CCTV Bus lanes	(1,523,629)	(1,779,520)	(1,743,120)	(1,099,820)
<b>Total Income</b>	<b>(9,496,406)</b>	<b>(11,238,890)</b>	<b>(11,009,010)</b>	<b>(8,360,225)</b>
Operating Expenditure	6,751,712	5,746,890	6,299,290	6,271,885
Net Operating Surplus	(2,744,694)	(5,492,000)	(4,709,720)	(2,088,340)
Add Capital Expenditure / Debt Charge		400,000	400,000	
Net Expenditure in Year	(2,744,694)	(5,092,000)	(4,309,720)	(2,088,340)
Balance brought forward	(408,500)	(408,500)	(408,500)	(408,500)
Appropriation to General Fund	2,744,694	5,092,000	4,309,720	2,088,340
Balance Carried Forward	(408,500)	(408,500)	(408,500)	(408,500)

<b>Special Parking Account</b>	<b>£000</b>
Balance brought forward 1st April 2010	(409)
Net Revenue Surplus for the Year	(2,088)
Capital Funding	-
Transfer to General Fund	2,088
Balance at 31 March 2010	(409)

