

AGENDA ITEM: 9	Page Nos. 44 – 72
Meeting	Cabinet Resources Committee
Date	27 September 2011
Subject	Quarter 1 Monitoring 2011/12
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Monitoring 2011/12 report 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 – Revenue Monitoring Directorate Appendix C – Capital Programme Adjustments Appendix D – Capital Monitoring Analysis
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in	Not applicable
Contact for further information:	Anisa Darr, Finance Manager, Closing & Monitoring, 020 8359 7106

1. RECOMMENDATIONS

- 1.1 That Directors take appropriate action to ensure costs are kept within budget and income targets are met. (Paragraph 9.1.2)**
- 1.2 That directors take appropriate action to improve performance against those corporate performance, Human Resources (HR), project, and risk measures where quarter one performance remains a challenge (Sections 9.3, 9.10, and Appendix A).**
- 1.3 That the following virements be approved:**
- **A virement for £4.961m is requested within the Environment, Planning and Regeneration Directorate to re-align the budget across a number of cost centres. (Paragraph 9.4.2)**
 - **A virement for £0.420m is requested between services to achieve the consolidation of customer service functions. The proposals were approved in Delegated Powers Report No 1311- Consolidation of customer service functions from across the council into Customer Services. (Paragraph 9.4.3)**
 - **A virement for £0.945m from Adult Social Care & Health to Housing in respect of services previously funded through the SP programme which would best be commissioned directly by Housing. (Paragraph 9.4.4)**
- 1.4 That the following one off transfers to and from contingency for this financial year only be approved:**
- **£0.500m one off transfer from Contingency to the Deputy Chief Executive directorate to fund temporary workers in Revenue and Benefits to cover the back log following the implementation of the new system. (Paragraph 9.5.2)**
 - **£0.868m one off transfer to Contingency from the Deputy Chief Executive directorate invest to save – Pericles system (Paragraph 9.5.3)**
- 1.5 That the following transfer from contingency for this financial year and ongoing be approved:**
- **£0.400m on-going transfer from Contingency to the Deputy Chief Executive for 2011/12 for future years to fund court costs. (Paragraph 9.5.4)**
- 1.6 That the following one off transfers from contingency for inflation for this financial year only be approved (Paragraph 9.5.5):**
- **£1.568m for Adult Social Services;**
 - **£0.251m for Children’s Service;**
 - **£0.661m for Commercial Services; and**
 - **£0.334m for Environment, Planning and Regeneration.**
- 1.7 That the Agency Costs for the first quarter be noted. (Paragraph 9.6.1)**
- 1.8 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.7.1)**
- 1.9 That the proposed Capital additions/deletions totalling £1.939m and slippage of £3.934m as set out in Appendix C and the related funding implications summarised in table 6 be approved.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council, 1 March 2011 (Decision item 5.1.2) – approved the Council Budget and Council**

Tax 2011/12.

2.2 Cabinet Resources Committee, 17 June 2011 (Decision item 5) – approved the Outturn 2010/11.

2.3 Cabinet Resources Committee 28 July 2011 (Decision item 5) – approved Month 2 Monitoring 2011/12.

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.

5.2 The following performance indicators raise equalities concerns because people accepted as homeless are recognised as a marginalised group, and a disproportionate number are from black and minority ethnic backgrounds or are households led by women:

- CPI 1004 – Short-term nightly purchased temporary accommodation kept below 250 units.
- CPI 1009 - Number of households accepted as homeless

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 Section 151 of the Local Government Act 1972 states that “every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”.
- 7.2 Section 28 of the Local Government Act 2003 imposes a statutory duty on the Council to monitor during the financial year its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such action as it considers necessary to deal with the situation.

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 2011/12 Revenue Monitoring

- 9.1.1 Table 1 gives a summary of the 2011/12 outturn analysis compared to the revised budget position. There is a net overspend of £0.115m being forecast at the end of quarter 1. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

Table 1: 2011/12 Revenue Quarter 1 Analysis – Summary

Description	Original Budget £'000	Revised Budget as at 30/06/11 £'000	Forecast Outturn as at 30/06/11 £'000	Forecast Outturn Variation as at 30/06/11 £'000	2010/11 Outturn £'000	Performance		
						Green	Green Amber	Red Amber
Adults	99,039	99,024	99,024	-	108,065	6	-	-
Central Expenses	62,912	60,822	59,986	(836)	51,081	n/a	n/a	n/a
Chief Executive	10,385	10,556	10,731	175	11,620	1	-	-
Childrens Services (net of DSG)	57,411	57,355	57,560	205	59,818	4	1	-
Commercial Services	14,633	15,533	15,841	308	15,786	1	-	-
Corporate Governance	5,939	5,939	6,043	104	5,706	2	-	-
Deputy Chief Executive	13,295	13,435	13,454	19	15,658	1	-	-
Environment, Planning & Regeneration	20,715	21,665	21,805	140	31,393	5	-	1
Total 2010/11 General Fund Forecast	284,329	284,329	284,444	115	299,127	20	1	1
Allocations agreed from GF Balances	-	-	-	-	-	-	-	-
General Fund Balances as at 01/04/11	-	-	-	(15,780)	-	-	-	-

Description	Original Budget £'000	Revised Budget as at 31/06/11 £'000	Forecast Outturn as at 31/06/11 £'000	Forecast Outturn Variation as at 31/06/11 £'000
Housing Revenue Account	-	-	-	-

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

9.2 **Commentary about Revenue Outturn**

9.2.1 The Council's overall position has improved from the projected over spend of £1.622m at month 2. This has been reduced to a projected overspend of £0.115m at the end of quarter 1. The Council's target level of balances is to remain above £15m, and is currently projected to be £15.665m.

9.2.2 Specific areas for concern are in the Commercial Services and Children's Service Directorate. Overspends in Property Services and Asset Management due to rents and service charges in NLBP building 4 and an uplift of 15% on all utility costs has caused the issue in Commercial Services. External placements and court order costs for placements with families has created pressures in Children in Care in Children's Services. A recovery plan is in place and has been implemented as the department is aiming to have a balanced budget position. The placements pressure remains but the overspends have been offset by other savings as approved by the senior leadership team.

9.2.3 Specific areas for concern (highlighted above) are high risk areas and it is important to ensure the budget and performance of the service is managed so it isn't a continuing budget pressure into next year's budget.

9.2.4 £1.377m, of the total £29.1m savings the council needed to deliver as part of the 2011/12 budget setting process, is still being identified as high risk. The remainder have been implemented or are on course to be implemented in line with original timescales. For the

high risk savings, alternative proposals or action plans have been developed by services and the full effect of these changes has been reflected in the budget monitoring position.

Table 2: Savings Monitor – key risks and remaining issues outstanding

Directorate	Service area	Description of saving	Savings Type	Comments and risks	2011/12 £'000
Adults	Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	Efficiency	Social capital project started, need to realise by Q3 to realise saving.	(150)
Adults	Older Adults - Residential & Nursing Provision	Reduction of five nursing beds from the block contract	Efficiency	Unlikely to achieve this saving as beds have increased by 20. Alternative saving required.	(130)
Commercial	Estates- public offices	Estimated savings from renegotiation of rents and service charges for office accommodation	Efficiency	Work in progress on NLBP renegotiations. High risk as we are in a contract until 2015. Improved management information and visibility of landlords' maintenance plans enables closer scrutiny. Negotiations with PCT and others need to be co-ordinated regarding shared costs. Service charge quality control protocols, checking and costed accruals now in place.	(52)
Commercial	Property Services	Barnet House sub lease - Estates strategy of consolidation has vacated parts of Barnet House and made them available for lease	Income / Charging	Savings target based around assumptions on subletting to a specific client who has withdrawn. Shift in emphasis now with plan to come out of Barnet House in 2011/12, or sub-let. Barnet Homes taking more floor space in this year. The saving represents sub let of 3 floors for 6 months. Advert being placed re lettings.	(141)
Environment Planning and Regeneration	Waste & sustainability	Alternative models of refuse and recycling service delivery	Service Reduction	Savings to come from additional recycle income from May Gurney contract.	(171)
Environment Planning and Regeneration	Greenspaces	Leisure contract savings following contract review	Service Review	July CRC requests £500k from contingency, remainder of saving achieved.	(733)

9.3 **Q1 performance against the 2011/13 Corporate Plan Indicators (CPIs)**

9.3.1 There are 69 CPIs this year. Of the 44 CPIs that do have RAG ratings, 20 (45.5%) were met and 24 (54.5%) were missed.

9.3.2 Key performance issues in quarter one are:

- A reduction in the recycling rate from 32.8% in quarter 4 2010/11 to 29.2% in quarter one 2011/12.
- An increase in the number of children becoming the subject of a child protection plan.
- The increase in the proportion of young people who are not in employment, education or training.
- The 1.6% of children in the borough who do not have a reception place ready
- The deterioration in customer services performance; with only 48.3% of phone calls answered within 20 seconds in quarter one against 60.1% in Q4 last year.
- The increase in Homelessness acceptances, which have increased from 50 to 66

(a 32% change) between quarters four and one.

- Only 74% of FOI requests are being answered on time against a target of 90%.
- The target of fixing 75% of “intervention level” potholes within 48 hours was not achieved (Road and pavement condition was identified by residents’ as their number one concern in the Residents’ Perception Survey).
- Average sickness across council staff increased to 8 days per year in quarter one, from 7.8 days in quarter four. In addition the targets for staff with completed appraisals and annual objectives set were both not achieved.

9.3.3 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:

<http://www.barnet.gov.uk/index/council-democracy/corporate-plan-reports/cp-annual-performance-monitors.htm>

9.4 Virements

9.4.1 In accordance with the financial regulations the following virements require member approval.

9.4.2 A virement for £4.961m is requested within the Environment, Planning and Regeneration Directorate to re-align the budget across a number of cost centres.

Cost Centre	Account Group	Amount £'000
10637 Street Lighting	Support Services	4,246
10618 Highways Other	Recharges	400
10617 HD-Management & Performance	Recharges	191
10648 Parking Design	Recharges	80
10667 Care & Repair	Customer Client	30
10638 Traffic Management	Recharges	8
10655 Domestic Refuse	Recharges	6
10890 Road Structural Response	Recharges	(8)
10667 Care & Repair	Recharges	(30)
10648 Parking Design	Recharges	(120)
10618 Highways Other	Recharges	(204)
10637 Street Lighting	Recharges	(4,599)
		-

9.4.3 A virement for £0.420m is requested between services to achieve the consolidation of customer service functions. The proposals were approved in Delegated Powers Report No 1311- Consolidation of customer service functions from across the council into Customer Services.

Cost Centre	Account Group	Amount £'000
10264 For Your Information Team	Employee Related	420
10264 For Your Information Team	Employee Related	(133)
11287 Communication & Compliant	Supplies & Services	(14)
10617 HD Management & Performance	Employee Related	(43)
10647 Parking Processing	Employee Related	(48)
10655 Domestic Refuse	Employee Related	(111)
10038 Planning	Employee Related	(24)
10038 Planning	Employee Related	(27)
10038 Planning	Supplies & Services	(3)
10643 Building Services	Supplies & Services	(6)
10643 Building Services	Supplies & Services	(8)
11052 Customer Services	Supplies & Services	(3)
		-

9.4.4 A virement for £0.945m from Adult Social Care & Health to Housing in respect of services previously funded through the SP programme which would best be commissioned directly by Housing.

Cost Centre	Account Group	Amount £'000
11268 Housing Needs	Supplies & Services	493
10020 Housing & Development	Supplies & Services	155
10437 Housing & Related Support Team HSG	Supplies & Services	118
10892 HRA Special Services	Supplies & Services	99
10667 Care & Repairs	Supplies & Services	80
10434 Housing & Related Support Team D&A	Supplies & Services	(210)
10437 Housing & Related Support Team HSG	Supplies & Services	(735)
		-

9.5 Movements to and from Contingency

9.5.1 The movements to and from Contingency requested below have been assumed in the Revenue Monitoring in Table 1 and Appendix B.

9.5.2 The Deputy Chief Executive directorate are requesting a one off transfer of £0.500m from contingency to fund pressures arising from Housing Benefits using temporary workers to cover the backlog that has resulted from the implementation of the new system.

9.5.3 £0.868m back to Contingency - 2010/11 invest to save - Pericles Systems

9.5.4 The Deputy Chief Executive directorate are requesting an on-going transfer of £0.400m from contingency to fund court costs. The income plan for court costs needs to be reduced as it has not been achieved for several years. This is because the plan was based on an a typical year (2007/8), when costs income was higher than usual, due to catching up on the backlog of recovery action following a six week system closedown in the previous year for the conversion from Pericles to the Open Revenues System.

9.5.5 Table 3 (below) details the one off inflation requests submitted by services. The inflation for Commercial Services relates to the recently announced energy price increases and Environment, Planning and Regeneration is mainly due to the street lighting energy contract.

Table 3: Inflation per service area

Service	Inflation £'000
Adults Social Services	1,568
Childrens Service	251
Commerical Services	661
Environment, Planning & Regeneration	334
Total	2,814

9.6 Agency Costs

9.6.1 The table below details all agency staff costs incurred for quarter 1 of 2011/12.

Table 4: Agency Costs to 30 June 2011

Directorate	2010/11		Quarter 1 2011/12	
	2010/11 Total Agency and Consultants expenditure	Agency Spend including commitments	Actual Consultants Spend	Total Agency and Consultants expenditure
	£'000	£'000	£'000	£'000
Adult Social Services	2,218	260	9	269
Chief Executive's Service	1,025	164	19	183
Children's Service	8,241	630	1,628	2,258
Commercial	3,273	118	283	401
Corporate Governance	234	83	-	83
Deputy Chief Executive	2,867	756	48	804
Environment, Planning & Regeneration	5,244	528	1,833	2,361
Total	23,102	2,539	3,820	6,359

* Data as at 30th June 2011 includes revenue (£4.462m) and capital spend (£1.897m).

** Commercial includes "One Barnet" project expenditure £0.008m (Agency) and £0.223m (Consultants).

*** Data reported here is based on 2011/12 committed agency expenditure procured through the Hays Contract.

9.7 2011/12 Capital Programme Monitoring

9.7.1 Directors are reminded they need to continue to ensure that capital projects are closely managed during 2011/12 to ensure that they are delivered within budget and in accordance with the agreed timeframe.

9.8 Capital Monitoring Analysis

9.8.1 Table 5 gives a summary of the 2011/12 capital programme. The capital monitoring summary and scheme details by service directorate is set out in Appendix D.

Table 5: 2011/12 Capital Quarter 1 Analysis – Summary

	2011/12 Latest Approved Budget	Additions/ Deletions recommended to Sept CRC	Slippage / Accelerated Spend recommended to Sept	2011/12 Budget (including Sept CRC)	Forecast to year- end	Variance from Revised Budget
	£'000	£000	£'000	£'000	£'000	£'000
Adult Social Services	1,137	-	-	1,137	1,137	-
Central Expenses	5,088	-	-	5,088	5,088	-
Chief Executive Services	1,373	-	-	1,373	1,373	-
Children's Service	49,399	1,696	-	51,095	51,095	1,696
Commercial Services	5,500	-	(828)	4,672	4,672	(828)
Corporate Governance	-	-	-	-	-	-
Deputy Chief Executive Services	608	(56)	-	552	552	(56)
Environment, Planning & Regeneration	23,480	299	(3,106)	20,673	20,673	(2,807)
General Fund Programme	86,585	1,939	(3,934)	84,590	84,590	(1,995)
HRA Capital	22,229	-	-	22,229	22,229	-
Total Capital Programme	108,814	1,939	(3,934)	106,819	106,819	(1,995)

9.9 Proposed changes to the Capital Programme

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

Table 6: Capital Funding Changes

	Grants £'000	S106 / Other £'000	Capital Receipts £'000	Revenue £'000	Borrowing £'000	Total £'000
Adult Social Services	-	-	-	-	-	-
Central Expenses	-	-	-	-	-	-
Chief Executive Services	-	-	-	-	-	-
Children's Service	1,696	-	-	-	-	1,696
Commercial Services	-	-	(828)	-	-	(828)
Corporate Governance	-	-	-	-	-	-
Deputy Chief Executive	-	-	-	(56)	-	(56)
Environment, Planning &	254	45	(3,106)	-	-	(2,807)
General Fund Programme	1,950	45	(3,934)	(56)	-	(1,995)
HRA Capital	-	-	-	-	-	-
Total Capital Programme	1,950	45	(3,934)	(56)	-	(1,995)

9.9.2 The main changes relate to the addition of the 2010/11 Dedicated Schools Grant (DSG) underspend (£1.465m) as agreed by Schools Forum. This has been allocated to the urgent primary places programme within Children's Service. The main programmes with slippage include; Electronic Document Record Management System (£0.820m) and the Waste programme (£2.906m). This spend is planned to be incurred in future years and has been re-profiled appropriately.

9.10 Key projects, including One Barnet programme

9.10.1 There are 41 projects in total including the 14 within the One Barnet Programme. Of the 41, two projects have a red rating for their current status:

- Pericles Replacement – Deputy Chief Executive
- Customer Service Transformation Programme – Chief Executive Service

9.10.2 Additionally three projects have reported as being completed for this quarter:

- Canada Villa/Methodist Hall (Children's Service)
- Right to Control (Adults Social Care and Health)
- E-Recruitment (Deputy Chief Executive).

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal – MM

CFO – MC/JH

Performance report, Quarter One, 2011/12

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1. Corporate performance overview

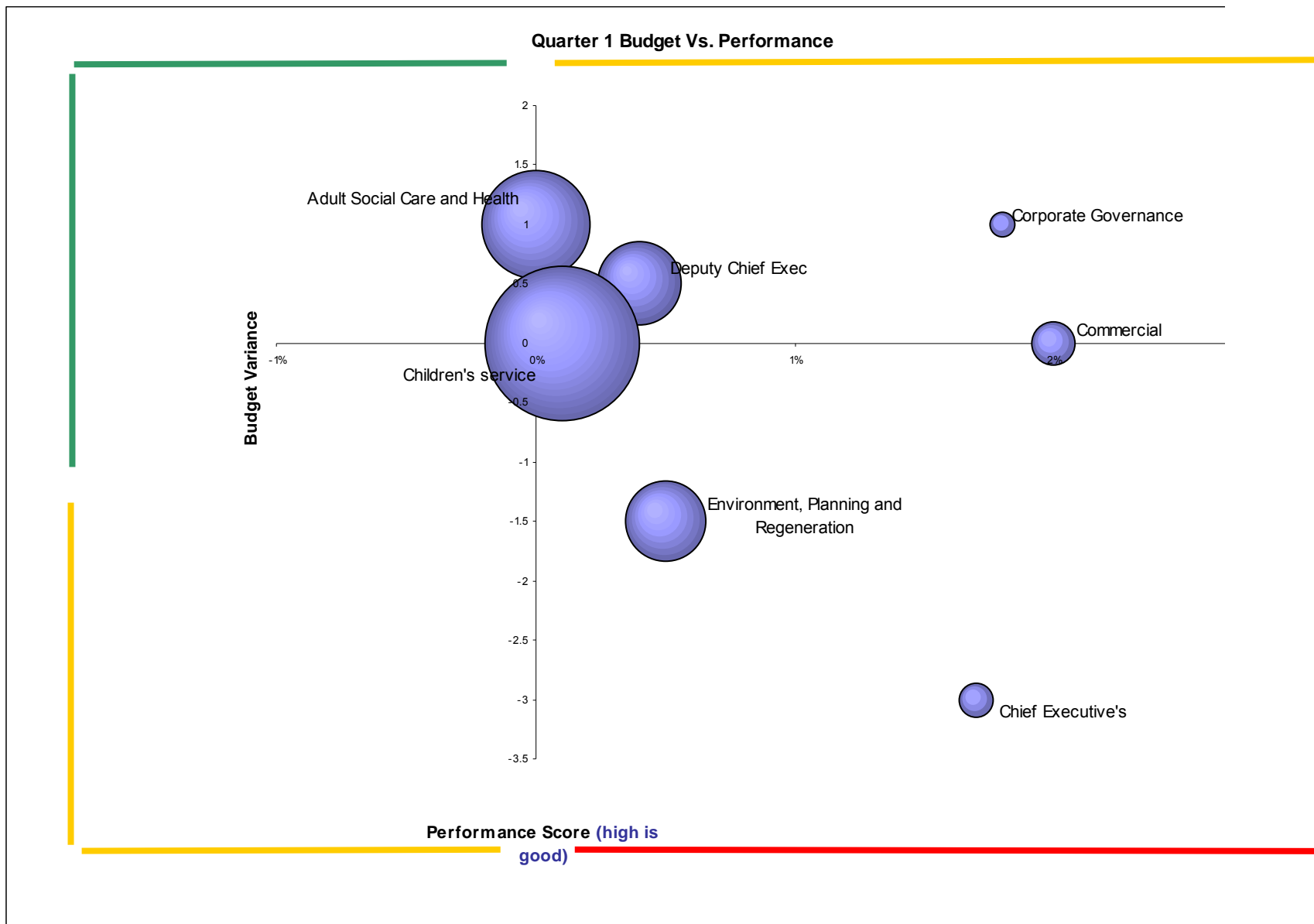
1.1 Corporate performance dashboard

The methodology for calculating these health ratings is contained in section 3 of this appendix.

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance (GF) £'000	HR/People	Key project rating
Adult Social Care and Health	1	-	-	-5.5	2.5
Children's Service	0.5	205	1,696	-6	2
Environment, Planning & Regeneration	-1.5	140	(2,807)	-5.5	4
Commercial Services	0	308	(828)	-4	-1.5
Deputy Chief Executive's Service	0	19	(56)	-5.5	-1.5
Chief Executive's Service (incl. Customer Services & Libraries)	-3	175	-	-5.5	0
Corporate Governance	1	104	-	-2	n/a
Central Expenses	n/a	(836)	-	n/a	n/a
Totals¹	-1.5	115	(1,995)	-7	0.5

¹ Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1.

1.2 Barnet Council budget vs. performance analysis



The graph shows:

- Environment, Planning and Regeneration (EPR) and Chief Executive's Service are in the lower performance and budget position at the start of this year
- Only one service, Adult Social Care and Health, have no budget variance this quarter
- Commercial has the highest budget variance at 2% and Chief Executive's Service (CES) and Corporate Governance have budget variances of between 1% and 2%.
- 2 services have a negative performance score, Chief Executive's and EPR
- Adult Social Care and Health (ASCH) and Corporate Governance have the highest performance score of 1 and ASCH is in the higher performance and budget position.

1.3 Corporate risks*Current Corporate Risks*

The following table is the updated corporate risk register as at 30 June 2011, this risk register was challenged as part of the Risk and Fraud Forum on 30 June 2011. This has been further challenged by the AD challenge group on the 2nd August 2011. This risk register contains those risks rated as 12 and above in their current assessment status.

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
ORG0004 – Reputational Governance – The Council faces a period of major change with potential organisational trauma impacting on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.	Major 4	Likely 4	High 16	Comprehensive performance management reporting process including key risks at Directorate and Corporate level. <i>Implemented (100% complete)</i> Governance reporting to Statutory Officers Group. <i>Implemented (100% complete)</i> All Corporate Leadership Group members to have a corporate governance target. <i>Implemented (100% complete)</i> Implementation of a half yearly governance statement <i>In progress (25% complete)</i>	Treat	- 30/9/2011	Moderate 3	Possible 3	Medium High 9
ORG0006 – Reputational Procurement- failure to deliver value for money, uncommercial contracts with suppliers.	Major 4	Likely 4	High 16	Consolidate procurement activity within the Commercial Directorate <i>In progress (50% complete)</i> Develop and implement an up to date procurement strategy	Treat	31/10/2011 (normal) 30/09/2011	Moderate 3	Possible 3	Medium High 9

Appendix A

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				<i>In progress (60% complete)</i> Develop a complete Council contracts register <i>Implemented (100% complete)</i> Deliver actions as set out in Procurement Controls and Monitoring Action Plan <i>In progress (80% complete)</i>		(normal)			
ORG0010 – Reputational Development and infrastructure – Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015. There is a risk that funding and delivery mechanisms will not be in place to deliver the necessary physical, green and social infrastructure to accommodate the requirements of an increased population.	Major 4	Likely 4	High 16	Explore other innovative forms of funding <i>Implemented (100% complete)</i> Section 106 negotiations underway for BX and other major developments as required <i>In progress (85% complete)</i> Consider opportunities around TIF, particularly for BX/CR <i>In progress (20% complete)</i> Adopt a Community Infrastructure Levy (CIL) charging schedule for Barnet <i>Implemented (100% complete)</i> Develop a corporate approach to infrastructure delivery and securing of funding <i>In progress (50% complete)</i>	Treat	- 30/09/2011 (high) 30/09/2011 (normal) -	Moderate 3	Possible 3	Medium High 9
ORG0011 – Compliance Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. The loss of £258.4m PFI credits presents further risk to the affordability and progress of the procurement. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition, the carbon reduction scheme will impose financial penalties in respect of wider sustainability	Major 4	Likely 4	High 16	Establish Barnet Waste Project Board to enable informed officer input to the process & prepare briefings for members. <i>In progress (100% complete)</i> NWLA Procurement risk register maintained and updated including review at Waste Project Board meetings. <i>In progress (100% complete)</i> Make progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant <i>In progress (25% complete)</i> Develop, implement and review Waste Action Plan <i>In progress (30% complete)</i> Annual communications plan to include more targeted communications based on the intelligence available.	Treat	- - 30/09/2011 (normal) 30/09/2011 (normal) 30/09/2011 (normal)	Moderate 3	Almost certain 5	High 15

Appendix A

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
issues. Government likely to further increase penalties/incentives. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.				<i>In progress (30% complete)</i> Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment <i>Implemented (100% complete)</i> Consider options put forward by the NLWA for the procurement and their affordability <i>Implemented (100% complete)</i> Prepare business case for members' decision on future waste collections <i>In progress (60% complete)</i> Prepare business case for members' decision on future involvement with NLWA, including decision on Inter Authority Agreement. <i>In progress (60% complete)</i>					
ORG0002 – Financial Central government support has been cut and our response has been agreed by Cabinet. 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.	Major 4	Possible 3	Medium High 12	Financial and Business Planning Process <i>Implemented (100% complete)</i> Continual risk assessment of savings plans <i>In progress (25% complete)</i>	Treat	- 01/09/2011 (normal)	Moderate 3	Possible 3	Medium High 9
ORG0014 – Financial New revenues and benefits systems went live February however with process inefficiencies, data conversion issues and batch processes running slowly. In addition, due to the downtime from December to February, the main billing exercise took two weeks to process compared to 3/4 days initially specified. Significant backlog of workload is required to be processed. When the Council needs to submit its grant subsidy	Major 4	Possible 3	Medium High 12	Investigating the support of the current product beyond its proposed termination date as a contingency plan as a result of delay. <i>Implemented (100% complete)</i> Legal advice ongoing <i>In progress (80% complete)</i> Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. <i>In progress (80% complete)</i> Go Live of new system once reconciled. <i>Implemented (100% complete)</i> Existing system shut down whilst the data	Treat	- 30/09/2011 (normal) 30/09/2011 (normal) - -	Moderate 3	Possible 3	Medium High 9

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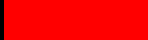
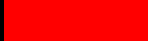


Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
claim for March 2012 the risk will be that the LA error will not be in the tolerable ranges which would result in the threshold being lost circa £1.2m. As at the end of June 2011 the threshold is currently at £500k. LA error is intervening period between receipt and assessment of the claim - with a backlog situation this will always be the case. Complaints and customer enquiries are not being dealt with on a timely basis as a result of the backlog.				converts to the new system. <i>Implemented (100% complete)</i> Additional resource required to process backlog of transactions. <i>Implemented (100% complete)</i> Source better solution with Civica for hosting. <i>Implemented (100% complete)</i> Process backlog <i>In progress (60%)</i>		- - 31/10/2011			
ORG0001 – Reputational Transformation – The Council's strategic agenda is defined by the One Barnet programme which is designed to transform public services to Barnet citizens, working with our partners and the community, in the context of severe resource constraint. Risk – failure to deliver One Barnet effectively, with declining service performance and citizen satisfaction. Leading to sub-optimal commercial arrangements with third parties.	Major 4	Possible 3	Medium High 12	Communication and Engagement strategy to ensure project level communications and engagement plans are in place. <i>Implemented (100% complete)</i> Transition Strategy to ensure business as usual is maintained during the delivery of the programme. <i>In progress (70% complete)</i> Benefits Realisation Framework <i>In progress (45% complete)</i> Programme plan produced and signed off <i>In progress (90% complete)</i> Project communications plans for live projects produced and signed off. <i>Implemented (100% complete)</i> Risk management framework included risk and issue standards. <i>Implemented (100% complete)</i> Risk management framework communicated to all live and pending projects and stakeholders. <i>Implemented (100% complete)</i> Implementation partnership has been put in place to fill the knowledge and experience gap. <i>Implemented (100% complete)</i> Ensure effective governance arrangements	Treat	- 30/09/2011 (normal) 30/09/2011 (normal) 30/09/2011 (high) - - - 30/09/2011	Moderate 3	Possible 3	Medium High 9

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Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				with both Cabinet Members and senior management engaged. <i>In progress (90% complete)</i>		(normal)			

2. Whole council summary tables

2.1 Key finance indicators

Indicator		2010/11 (Position at 30/06/11)	2010/11 (Position at 31/03/11)	Achieved /Trend
1 Revenue Expenditure				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	15.67	15.78	
(ii) HRA Balances	£'m	4.23	4.23	
(iii) School Balances	£'m	14.73	14.73	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	3.47	13.77	
(ii) Underspends	£'m	3.36	13.37	
2 Capital Expenditure				
(i) Cumulative Slippage	£'m	3.94	49.71	
3 Debt Management				
(i) Total Debt Outstanding over 30 days	£'m	6.08	5.46	
(i) Total Debt Outstanding over 12 months	£'m	1.86	1.58	
(iii) Council Tax - % paid	%	29.0	95.6	
4 Creditor Payment Performance				
(i) % of Creditors paid within 30 days	%	99.00	98.17	

2.2 Revenue Budget Monitoring – see Table 1 of main report

2.3 Capital Budget Monitoring – see Table 4 of main report

2.4 Corporate Plan performance – corporate overview

Directorate	Total no. of Corp Plan indicators	No. of indicators achieved	No. of indicators missed	Negative DoT	No. of indicators reporting data in Q1
Adult Social Care and Health	15	6	5	4	12*
Children's Services	15	4	5	2	10*
Environment , Planning & Regeneration	15	5	7	3	12
Commercial Service	4	1	1	0	2
Deputy Chief Executive	3	1	1	1	2
Chief Executive's Service	14	1	4	3	6*
Corporate Governance	3	2	1	0	3
Total	69	20 (45.5%)**	24 (54.5%)**	13 (29.5%)**	47 (68%)

* One CPI from each directorate is not traffic lighted (3 in total)

** These % figures are based on the 44 indicators that are traffic lighted

2.5 Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Performance Indicator	Period covered	Target	Amber criteria	Q1 Actual (No.)	Q1 Actual % of total	Q1 (numerator/denominator)	Target Variance	Q4 DoT	Council average	Benchmarking
Attendance										
Average number of absence days per employee (Rolling year)	July 10 - June 11	6	6 - 6.5	8.0	N/A	23536.3/2936.5	-33.7%	▼ 2.8%	8.0	9 days (CIPFA, All Members & other Unitary Authorities 2010)
Average number of absence days per employee this quarter (target is seasonally adjusted)	April 11 - June 11	1.34	1.3 - 1.5	1.7	N/A	4785.2/2807.7	-26.6%	▲ 10.5%	1.7	2.25 days (CIPFA, All Members & other Unitary Authorities 2010)
% managers submitting a monthly absence return	April 11 - June 11	100%	>94%	338	72.7%	338/465	27.3%	▲ 22.6	72.7%	N/A : measure applicable to LBB only
Performance Review										
% objectives set for eligible staff only	April 11 - June 11	100%	>94%	2344	80.8%	2344/2900	19.2%	Not previously reported	80.8%	N/A : measure applicable to LBB only
% appraisals completed for eligible staff only	Apr 10 - March 11	100%	>94%	1849	63.6%	1849/2909	36.4%	Not previously reported	63.6%	84% (CIPFA, All Members & other Unitary Authorities 2010)
Cost										
Variance of total paybill to budget	April 11 - June 11	£31,025,404	+/-5%	£30,429,864.1	-1.9%	30,429,864.1/31,025,404.4	1.9%	Not previously reported	-1.9%	N/A : measure applicable to LBB only
Management Indicator	Period covered			Q1 Actual (No.)	Q1 Actual % of total establishment	Q1 (numerator/denominator)	DoT Q4 outturn %		Council average	Benchmarking

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Diversity data							
Percentage of top 5% earners that are female	As at 30 June 2011	25	53.19%	25/47	Not previously reported	53.19%	Women in leadership posts 37% (CIPFA, All Members & other Unitary Authorities 2010)
Number of BME employees as % of total employees	As at 30 June 2011	946	33.7%	946/2809.9	Not previously reported	29.73%	8.5% (CIPFA, All Members & other Unitary Authorities 2010)
Number of declared disabled staff as % of total employees	As at 30 June 2011	43	1.5%	43/2809.9	Not previously reported	1.35%	5.1% (CIPFA, All Members & other Unitary Authorities 2010)
Establishment/staffing							
Number of FTE established posts	As at 30 June 2011	3170.7	100.0%	3170.7/3178.7	— <0.01%	N/A	No relevant information available
Number of FTE occupied posts as % of total establishment	As at 30 June 2011	3182.4	100.4%	3182.4/3178.7	Not previously reported	100.4%	No relevant information available
Number of FTE employees in permanent posts	As at 30 June 2011	2542.5	80.2%	2542.5/3178.7	▲ 2.7%	80.2%	88.3%(Capital Ambition, 2010)
Number of Fixed Term Contract staff as % of total establishment	As at 30 June 2011	267.4	8.4%	267.4/3178.7	▲ 1.6%	8.4%	No relevant information available
Number of Hays temps covering established posts as % of total establishment	As at 30 June 2011	362	11.4%	362/3178.7	▲ 26.9%	11.4%	All agency staff 11.7%(Capital Ambition, 2010)
Number of non Hays temps covering established posts as % of total establishment	As at 30 June 2011	11	0.3%	11/3178.7	Not previously reported	0.3%	All agency staff 11.7%(Capital Ambition, 2010)
Number of consultants Not covering established posts as % of total establishment	As at 30 June 2011	15	0.5%	15/3178.7	Not previously reported	0.5%	No relevant information available
Management Indicator	Period covered	Q1 Actual (No.)	Q1 Actual % of total establishment	Q1 (numerator/denominator)	DoT Q4 outturn %	Council average	Benchmarking
Employee Relations							

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Number of active employee relations cases	As at 30 June 2011	103	N/A	N/A	▲ 10.8%	N/A	N/A : measure applicable to LBB only
High Risk - Employee Relations cases as % of total cases	As at 30 June 2011	13	12.6%	13/103	▲ 30%	12.6%	N/A : measure applicable to LBB only

Staff numbers by service area

	ESTABLISHMENT				OCCUPANCY				Variance	OTHER	
	Permanent	Fixed Term	Vacant	TOTAL	Permanent	Fixed Term	Agency / Interim	TOTAL		Consultants	Casual
Adult Social Care	391.58	25.48	48.36	465.42	392.82	21.88	40	454.7	-10.72	4	88
Children's Service	670.78	93.84	108.74	873.36	683.85	117.37	98	899.22	25.86	1	11
Chief Executives Service	189.79	21.63	31.74	243.16	192.35	21.21	22	235.56	-7.6	1	311
Commercial Directorate	116.91	27	28.17	172.08	114.71	26	16	156.71	-15.37	0	0
Corporate Governance	61.44	7	15.5	83.94	64.47	8.59	6	79.06	-4.88	0	2
Deputy Chief Executive Service	296.99	30.53	37.94	365.46	295.11	28.25	74	397.36	31.9	3	5
Planning Environment and Regen	787.55	37.63	142.07	967.25	799.15	43.63	117	959.78	-7.47	6	57
	2515.04	243.11	412.52	3170.67	2542.46	266.93	373	3182.39	11.72	15	474

2.6 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status
Adult Social Services		1	3
Chief Executive's Office	1		1
Children's Services			2
Commercial Services		3	
Deputy Chief Executive	1	3	1
Environment, Planning and Regeneration		4	6
Totals	2	11	13

The Key projects table gives an overview of the projects and their status. Although there are considerably more projects under each service than shown here, the discrepancies are due to some projects reporting as being in either the 'concept' stage or no key milestones reporting for this quarter therefore a RAG status can not be established.

3. Methodology for traffic light ratings

1.1 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	0.5 to 2	-1 to 0.	Less than -1

1.2 Method for producing the Corporate Plan, HR/People and Project 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.

1.3 Method for producing individual performance indicator traffic light ratings

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

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

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

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

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

clearly stated in the report with the reasons given.

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

1.4 Employee Relations case ratings

Each Case is allocated a status and scored as follows.

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

Adults

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Care Services - Learning Disabilities	34,596	34,203	34,243	40	Significant savings required (£2m) and demographic pressure for transitions currently £300k, work is on going with providers to reduce spend and continuing to move people from Residential Care to Supported Living and other Community support.
Care Services - Mental Health	6,766	6,840	6,732	(108)	Work is ongoing to move clients on from Residential Care to Supported Living and other Community support. Currently able to contain Continuing Care pressure from Health.
Care Services - Older Adults - Physical Disabilities	43,733	44,051	44,147	96	Greater demand in line with demography, and in particular cost from the PCT around Continuing Care have caused pressures within the budget, some offset by s256 and pressures money, no allowance made for increase in demand from seasonal variations. Overspend in Adults with a Disability and an analysis of the underlying cost base is being undertaken to determine current and future demand.
Performance & Supply Management	2,936	3,340	3,418	78	Ongoing work to manage implemented savings.
Strategic Commissioning & Transformation	11,069	10,651	10,545	(106)	Delays in filling staff vacancies
Government Grant Income	(61)	(61)	(61)	-	
Total	99,039	99,024	99,024	-	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 31 cost centres over £100,000
- 21 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Unison	0	0	0	0	
Corporate Subscriptions	314	314	290	(24)	Underspend due to reduction in LGA subscription
Levies	27,926	27,926	27,291	(635)	Projected underspend on NLWA and Concessionary fares
Central Contingency	9,199	7,109	6,934	(175)	Underspend due to additional grant income received for Flood Management and Free Travel
Rate Relief	433	433	433	-	
Capital Financing	17,219	17,219	17,219	-	Early capital programme projections suggest that outturn will be on budget for this line
Early Retirement costs	7,004	7,004	7,004	-	Most of this budget is already committed on ongoing pension strain and schools redundancy costs and is therefore projected to be on budget
FRS17 Adjustment	0	0	0	0	
Car Leasing	2	2	0	(2)	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	16	16	-	
CRC Corporate Management	0	0	0	0	
CRC DRM	0	0	0	0	
Total	62,912	60,822	59,986	(836)	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 2 cost centres over £100,000
- 0 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Strategic Directors	652	652	652	-	
Assistant Chief Executive Service	2,015	2,199	2,216	17	Net salary overspend
Grants	839	826	836	10	Reduced income from Milly Apthorp Charitable Trust annual fee
Library Services	5,738	5,738	5,800	62	To be balanced by additional unplanned 2011/12 savings identified in proposed library strategy
Customer Services & Registration	1,141	1,141	1,227	86	Overspend on salaries due to channel shift savings moving into second half of year. This overspend is expected to reduce by holding vacancies and more use of flexible staffing.
Total	10,385	10,556	10,731	175	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 3 cost centres over £100,000
- 0 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Childrens' Services

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
CHILDREN'S SERVICE - GENERAL FUNI	£000	£000	£000	£000	
Management Team	793	795	795	-	
Social Care Division					
Social Care Management	2,784	2,540	2,410	(130)	Uncommitted budgets held to offset overspends elsewhere in the social care budget
Children In Care	19,880	20,179	20,569	390	Overview of children in care pressures are as a result of external placement and court order costs for placements with families, however the service is working hard to achieve underspends resulting in a net reduction of £161k to £306k since last month.
Children In Need	4,189	4,180	4,227	47	Projected overspend on social work teams mainly due to agency staff cover
Schools & Learning	2,423	2,175	2,073	(102)	Committed spend reduced to cover overspends in other parts of the Directorate
Safeguarding, Partnerships & Prevention					
Safeguarding	1,086	1,106	1,119	13	
Early Intervention & Prevention (BRSI)	10,453	9,769	9,768	(1)	
Integrated Youth & Play Services	3,887	4,762	4,696	(66)	Vacancies held to cover overspend in other budgets
Access to Learning & Complex Needs	10,107	10,100	10,154	54	Projected costs of legal fees and other tribunal costs
Other Children's Service Budgets (including PPP & Schools Funding)	1,975	1,936	1,936	-	
Schools Direct Management	-	-	-	-	
Total	57,577	57,542	57,747	205	The overspend position has been reduced from £467k to £205k as achievable savings of £263k have been implemented. A recovery plan has been implemented as the department aims to get to a nil variance position. It is worth noting that the placements pressure remains the same but the under spends have been offset by other savings as approved by CS SLT.

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 8 cost centres over £100,000
- 6 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Commercial Services

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	86	807	683	(124)	Underspend from staff vacancies.
Property Services & Asset Management	7,075	7,075	7,591	516	Overspend due to Rents and Services Charges in NLBP Building 4 and uplift of 15% on all utility costs.
Corporate Procurement	413	592	453	(139)	One-off refund income from contracts and underspend from vacant posts.
Information Systems	7,059	7,059	7,114	55	IS transformation resource costs, partially offset by reduced Supplies/services forecast (following re-analysis)
One Barnet Programme	-	-	-	-	
Total	14,633	15,533	15,841	308	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 9 cost centres over £100,000
- 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Corporate Governance

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Legal Services	1,850	1,860	2,022	162	£59k staff overspend (linked to Academy conversions, procurement contracts and archivist), and £92k reduction in income due to decline in fee earning work and £11k on general running costs
Democratic Services	704	694	673	(21)	£21k underspend on staff.
Members	1,591	1,591	1,585	(6)	underspend due to part year vacancy.
Corporate Anti Fraud Team	733	733	796	63	Overspend relate to an increase in counsel fees
Elections	423	423	393	(30)	Includes budget for by-elections, and budget for cyclical elections project work. Underspend due to part-year vacancies.
Civil Protection	177	177	141	(36)	underspend on part year vacancy.
Performance and Organisation Development	180	180	168	(12)	Underspend on supplies and services.
Corporate Governance Directors	279	279	270	(9)	Driven by underspend on salaries
Leaders Office	10	10	3	(7)	Underspend on supplies and services.
Insurance	(8)	(8)	(8)	-	Insurance recharged to services.
Total	5,939	5,939	6,043	104	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 0 cost centres over £100,000
- 3 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Deputy Chief Executive

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Finance	3,917	4,066	4,066	-	
Human Resources	2,091	2,091	2,110	19	Small staffing overspend partially offset by increased income through Traded Services
Revenues and Benefits	7,287	7,278	7,278	-	
Total	13,295	13,435	13,454	19	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 6 cost centres over £100,000
- 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Environment, Planning & Regeneration

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Land Charges	(960)	(960)	(954)	6	Variance takes into account a £96k drawdown on an earmarked contingency which was created to address an anticipated income shortfall arising from changes in economic climate and housing market.
Environmental Health/ Cem & Crem	1,199	1,199	1,171	(28)	Improved cemetery and crematorium income performance.
Planning	471	570	712	142	Overspend due to legal costs for anticipated planning appeal cases and additional staffing costs due to exit costs from directorate merger.
Strategy (Planning & Housing)	580	580	582	2	
Building Control	(320)	(419)	(419)	-	Income shortfall due to continued tough economic climate however being partially managed through staff and running cost savings. Forecast also assumes £230k drawdown from central income contingency.
Housing	1,614	1,614	1,203	(411)	Rental income pressures on Nightly Purchase, Private Sector Leasing and Barbara Langston House due to move to charging at LHA rates has previously been flagged and will be covered through appropriate contingency and reserves. The reported variance relates to a likely underspend on the LBB allocation of the Sub Regional base budget.
Regeneration Service	16	16	(191)	(207)	Underspend represents an increase in income from regen buybacks.
Management and performance	73	73	736	663	Underlying establishment pressure. Salary budget re-alignment required following restructure, as staff have moved from Community Protection and Domestic Waste. Directorate will hold posts vacant to minimise the establishment pressures. In addition Directorate wide overtime budget savings are implemented within service areas to offset this overspend.
Highways Inspection/Maintenance	2,155	2,155	2,881	726	Overspend relates to the requirement to meet contractual obligations on planned maintenance and establishment pressures, reduced income from capital schemes and private re-instatement works. Salary budget re-alignment required following Highways restructure. Figures include £84k for recruitment of planned and responsive maintenance managers
Highways income budgets incl. NRSWA	(589)	(589)	(606)	(17)	Increase in projected income for crossover rechargeable works.
Greenspaces	4,229	4,229	4,402	173	Overspend due to establishment pressures and the recruitment of staff to vacant posts in Parks and Open Spaces, the repairs and grounds maintenance costs for King George Playing Field and also the inflation pressure (£31k) on the Tree Management contract. Figures include £97k of vacant posts being filled and £161k of overtime.
Cleansing	4,486	4,402	4,236	(166)	Under spend relates to the review of planned overtime, secondments and staff retirement and also a hold on the purchasing of new equipment.
Refuse (domestic and trade waste)	3,558	3,563	3,134	(429)	Trade Waste underspend (£256k) due to higher sales income arising from fees increase and new business. Additionally the movement of 7 operational support team members from Domestic Waste to the Highways & Design Management & Performance Team has resulted in a £180k underspend - budget re-alignment required.

Environment, Planning & Regeneration (continued)

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
Parking	(1,164)	(1,164)	(1,158)	6	Overspend on Off Street parking income shortfall whilst awaiting RIO free car park conversions is mostly offset by Parking Design recharge income.
Transport	(66)	(66)	(240)	(174)	Surplus is due to the transport savings from Street Cleansing and Refuse fleet retained within Transport.
Recycling	3,373	3,452	3,495	43	Overspend relates to RPI for the May Gurney contract and diversion performance pay related bonus. Higher materials income offsetting additional contract costs from new flats
Street Lighting	5,320	5,756	5,764	8	Staff overspend due to agency costs.
Community Safety	387	401	375	(26)	Underspend relates to vacant posts.
Community Protection	1,223	1,223	1,092	(131)	Underspend due to CPG staff costs (£78k) being moved to Management & Performance. Additionally secondments and the retirement of staff elsewhere have increased underspend.
Leisure WOM	1,053	1,553	1,513	(40)	Budget saving on Copthall Stadium, pending outcome of leisure review.
	-	-	-	-	
EPR General Fund	26,638	27,588	27,728	140	
Special Parking Account	(5,923)	(5,923)	(5,923)	-	Balanced position achieved as the overspend due to staff/agency costs covering for sickness and holiday leave have been contained via savings arising from implementation of cashless parking.
EPR Total (inc SPA)	20,715	21,665	21,805	140	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 24 cost centres over £100,000
- 9 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Dedicated Schools' Grant

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£000	£000	£000	£000	
CHILDREN'S SERVICE - DSG					
SEN Placements, Recoupment & Therapies	9,176	9,176	9,176	-	
Pupil Referral Unit	1,514	1,514	1,514	-	
Other Centrally Retained Schools Budgets	12,859	12,811	12,811	-	
ISB	248,278	248,306	248,306	-	
DSG & LSC Grant	(271,994)	(271,994)	(271,994)	-	
Total	(167)	(187)	(187)	-	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 0 cost centres over £100,000
- 0 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Housing Revenue Account

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
Housing Revenue Account	£000	£000	£000	£000	
LBB Retained	1,632	1,632	1,466	(166)	Staff underspends
HRA Regeneration	1,091	1,091	838	(253)	Anticipated recovery of consultants costs from developers
HRA Other Income and Expenditure (net)	(5,118)	(5,118)	(5,285)	(167)	Improved Dwelling rent forecast based on first quarters control accounts and unbudgeted recovery of accomodation costs for caretakers.
Support Service recharges	576	576	702	126	Recharge forecast based on 10/11 outturn
Interest on Balances	(40)	(40)	(80)	(40)	
HRA Surplus/Deficit for the year	1,859	1,859	2,359	500	Total HRA surplus to be transferred to balance sheet
Total	-	-	-	-	

Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:

- 9 cost centres over £100,000
- 8 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

Capital Programme Adjustments

Appendix C

Directorate	Year	Capital Programme	Funding Type	if	if Slippage/	Explanation for request
				Additions/ Deletions	Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(75)		Substitution of Unallocated monies to Urgent Primary Places - Brunswick Park
Children Services	2011-12	Urgent Primary Places - Brunswick Park	Grant	75		Substitution of Unallocated monies to Urgent Primary Places - Brunswick Park
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(150)		Substitution of Unallocated monies to Urgent Primary Places - Blessed Dominic
Children Services	2011-12	Urgent Primary Places - Blessed Dominic	Grant	150		Substitution of Unallocated monies to Urgent Primary Places - Blessed Dominic
Children Services	2011-12	Urgent Primary Places - Chalgrove	Grant	(200)		Substitution of Urgent Primary Places - Chalgrove to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	200		Substitution of Urgent Primary Places - Chalgrove to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(100)		Substitution of Unallocated monies to Urgent Primary Places - Hollickwood
Children Services	2011-12	Urgent Primary Places - Hollickwood	Grant	100		Substitution of Unallocated monies to Urgent Primary Places - Hollickwood
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(150)		Substitution of Unallocated monies to Urgent Primary Places - Oakleigh
Children Services	2011-12	Urgent Primary Places - Oakleigh	Grant	150		Substitution of Unallocated monies to Urgent Primary Places - Oakleigh
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(20)		Substitution of Unallocated monies to Urgent Primary Places - Claremont
Children Services	2011-12	Urgent Primary Places - Claremont	Grant	20		Substitution of Unallocated monies to Urgent Primary Places - Claremont
Children Services	2011-12	Urgent Primary Places - Manorside	Grant	(150)		Substitution of Urgent Primary Places - Manorside to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	150		Substitution of Urgent Primary Places - Manorside to Urgent Primary Places - Unallocated
Children Services	2011-12	Major Schools Rebuild - Underhill	Borrowing	(13)		Substitution of Major Schools Rebuild - Underhill to Major Schools Rebuild - Hyde
Children Services	2011-12	Major Schools Rebuild - Hyde	Borrowing	13		Substitution of Major Schools Rebuild - Underhill to Major Schools Rebuild - Hyde
Children Services	2011-12	Major Schools Rebuild - Underhill	Borrowing	(3)		Substitution of Major Schools Rebuild - Underhill to Major Schools Rebuild - Parkfield
Children Services	2011-12	Major Schools Rebuild - Parkfield	Borrowing	3		Substitution of Major Schools Rebuild - Underhill to Major Schools Rebuild - Parkfield
Children Services	2011-12	Urgent Primary Places - Permanent Unallocated	Grant	1,465		Substitution of DSG Underspend to Urgent Primary Places - Unallocated
Children Services	2011-12	SAI 08/09 - Programme Contingency	Borrowing	(7)		Substitution of SAI 08/09 - Contingency to SAI 10/11 Garden Suburb Inf
Children Services	2011-12	SAI 10/11 - Garden Suburb Inf	Borrowing	7		Substitution of SAI 08/09 - Contingency to SAI 10/11 Garden Suburb Inf

Capital Programme Adjustments

Directorate	Year	Capital Programme	Funding Type	<i>if</i>	<i>if</i>	Explanation for request
				Additions/ Deletions	Slippage/ Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Children Services	2011-12	SAI 09/10 - Mapledown	Borrowing	(1)		Substitution of SAI 09/10 - Mapledown to SAI 10/11 - Garden Suburb
Children Services	2011-12	SAI 10/11 - Garden Suburb Inf	Borrowing	1		Substitution of SAI 09/10 - Mapledown to SAI 10/11 - Garden Suburb Inf
Children Services	2011-12	SAI 09/10 - Hendon	Borrowing	(1)		Substitution of SAI 2009/10 - Hendon to SAI 10/11 - Garden Suburb Inf
Children Services	2011-12	SAI 10/11 - Garden Suburb Inf	Borrowing	1		Substitution of SAI 2009/10 - Hendon to SAI 10/11 - Garden Suburb Inf
Children Services	2011-12	SAI 10/11 - Unallocated	Borrowing	(20)		Substitution of SAI 10/11 - Unallocated to SAI 10/11 - Garden Suburb Inf
Children Services	2011-12	SAI 10/11 - Garden Suburb Inf	Borrowing	20		Substitution of SAI 10/11 - Unallocated to SAI 10/11 - Garden Suburb Inf
Children Services	2011-12	SAI 10/11 - Unallocated	Borrowing	(29)		Substitution of SAI 10/11 - Unallocated to SAI 10/11 - Hendon School
Children Services	2011-12	SAI 10/11 - Hendon School	Borrowing	29		Substitution of SAI 10/11 - Unallocated to SAI 10/11 - Hendon School
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(253)		Substitution of Urgent Primary Places - Unallocated to Urgent Primary Places 09/10
Children Services	2011-12	Urgent Primary Places 09/10	Grant	253		Substitution of Urgent Primary Places - Unallocated to Urgent Primary Places 09/10
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Grant	(104)		Substitution of Urgent Primary Places - Unallocated to Urgent Primary Places 09/10
Children Services	2011-12	Urgent Primary Places 09/10 - Dollis	Grant	104		Substitution of Urgent Primary Places - Unallocated to Urgent Primary Places 09/10
Children Services	2011-12	Modernisation 09/10 - Northside	Borrowing	(6)		Substitution of Modernisation 09/10 - Northside to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Borrowing	6		Substitution of Modernisation 09/10 - Northside to Urgent Primary Places - Unallocated
Children Services	2011-12	Modernisation 09/10 - Osidge	Borrowing	(126)		Substitution of Modernisation 09/10 - Osidge to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Borrowing	126		Substitution of Modernisation 09/10 - Osidge to Urgent Primary Places - Unallocated
Children Services	2011-12	Modernisation 10/11 - Ravenscroft	Borrowing	(150)		Substitution of Modernisation 10/11 - Ravenscroft to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Borrowing	150		Substitution of Modernisation 10/11 - Ravenscroft to Urgent Primary Places - Unallocated
Children Services	2011-12	Modernisation 10/11 - Woodcroft Primary	Borrowing	(20)		Substitution of Modernisation 10/11 - Woodcroft Primary to Urgent Primary Places - Unallocated
Children Services	2011-12	Urgent Primary Places - Temporary Unallocated	Borrowing	20		Substitution of Modernisation 10/11 - Woodcroft Primary to Urgent Primary Places - Unallocated
Children Services	2011-12	Modernisation 10/11 - East Barnet	Borrowing	(250)		Substitution of Modernisation 10/11 - East Barnet to East Barnet

Capital Programme Adjustments

Directorate	Year	Capital Programme	Funding Type	<i>if</i>	<i>if</i>	Explanation for request
				Additions/ Deletions	Slippage/ Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Children Services	2011-12	East Barnet	Borrowing	250		Substitution of Modernisation 10/11 - East Barnet to East Barnet
Children Services	2011-12	Modernisation 10/11 - East Barnet	Borrowing	(174)		Substitution of Modernisation 09/10 - East Barnet to East Barnet
Children Services	2011-12	East Barnet	Borrowing	174		Substitution of Modernisation 09/10 - East Barnet to East Barnet
Children Services	2011-12	Modernisation 08/09 - Hendon	Borrowing	(5)		Substitution of Modernisation 08/09 - Hendon to Modernisation 11/12 - Hendon
Children Services	2011-12	Modernisation 11/12 - Hendon	Borrowing	5		Substitution of Modernisation 08/09 - Hendon to Modernisation 11/12 - Hendon
Children Services	2011-12	Modernisation 10/11 - Underhill Primary	Borrowing	(3)		Substitution of Modernisation 10/11 - Underhill Primary to Modernisation 10/11 - The Orion
Children Services	2011-12	Modernisation 10/11 - The Orion	Borrowing	3		Substitution of Modernisation 10/11 - Underhill Primary to Modernisation 10/11 - The Orion
Children Services	2011-12	Modernisation 09/10 - Christ college	Borrowing	(20)		Substitution of Modernisation 09/10 - Christ College to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Danegrove	Borrowing	(5)		Substitution of Modernisation 09/10 - Danegrove to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Manorside	Borrowing	(10)		Substitution of Modernisation 09/10 - Manorside to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Martin Primary	Borrowing	(25)		Substitution of Modernisation 09/10 - Martin Primary to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - QE Girls	Borrowing	(81)		Substitution of Modernisation 09/10 - QE Girls to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Claremont	Borrowing	(8)		Substitution of Modernisation 09/10 - Claremont to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Brookfield Infant	Borrowing	(10)		Substitution of Modernisation 09/10 - Brookfield to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Monkfrith	Borrowing	(6)		Substitution of Modernisation 09/10 - Monkfrith to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Monkfrith	Borrowing	(43)		Substitution of Modernisation 09/10 - Monkfrith to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 09/10 - Hollickwood	Borrowing	(43)		Substitution of Modernisation 09/10 - Hollickwood to Modernisation 08/09 - Copthall
Children Services	2011-12		Borrowing	251		Substitution of Modernisation 09/10 - Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 10/11 - Brunswick Park	Borrowing	(41)		Substitution of Modernisation 10/11 - Brunswick Park to Modernisation 08/09 - Copthall
Children Services	2011-12	Modernisation 08/09 - Copthall	Borrowing	41		Substitution of Modernisation to Modernisation 08/09 Copthall
Children Services	2011-12	Modernisation 09/10 - Manorside	Borrowing	(1)		Substitution of Modernisation 09/10 - Manorside to Modernisation 09/10 - Holly Park

Capital Programme Adjustments

Appendix C

Directorate	Year	Capital Programme	Funding Type	if	if Slippage/	Explanation for request
				Additions/ Deletions	Accelerated Spend	
				Amount (£'000)	Amount (£'000)	
Children Services	2011-12	Modernisation 09/10 - Holly Park	Borrowing	1		Substitution of Modernisation 09/10 - Manorside to Modernisation 09/10 - Holly Park
Children Services	2011-12	Modernisation 10/11 - Dollis	Borrowing	(67)		Substitution of Modernisation 10/11 - Dollis to Modernisation Various
Children Services	2011-12	Modernisation 08/09 - Hendon	Borrowing	2		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Hendon
Children Services	2011-12	Modernisation 08/09 - Woodcroft School	Borrowing	1		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Woodcroft School
Children Services	2011-12	Modernisation 08/09 - Oak Lodge	Borrowing	12		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Oak Lodge
Children Services	2011-12	Modernisation 08/09 - Summerside School	Borrowing	18		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Summerside
Children Services	2011-12	Modernisation 08/09 - Childs Hill	Borrowing	4		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Childs Hill
Children Services	2011-12	Modernisation 08/09 - Cromer	Borrowing	1		Substitution of Modernisation 10/11 - Dollis to Modernisation 08/09 - Cromer
Children Services	2011-12	Modernisation 09/10 - Compton School	Borrowing	1		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Compton School
Children Services	2011-12	Modernisation 09/10 - Claremont School	Borrowing	8		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Claremont School
Children Services	2011-12	Modernisation 09/10 - Oakleigh	Borrowing	3		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Oakleigh
Children Services	2011-12	Modernisation 09/10 - Christ's College	Borrowing	4		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Christs College
Children Services	2011-12	Modernisation 09/10 - Manorside	Borrowing	1		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Manorside
Children Services	2011-12	Modernisation 09/10 - Cromer Road	Borrowing	3		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Cromer Rd
Children Services	2011-12	Modernisation 09/10 - Sunnyfields	Borrowing	9		Substitution of Modernisation 10/11 - Dollis to Modernisation 09/10 - Sunnyfields
Children Services	2011-12	Aiming High for Disabled Children	Grant	231		
Commercial Services	2011-12	Electronic Documents and Records Management System (EDRM)	Capital Receipts		(820)	Slippage due to planned expenditure in 2012/13
Commercial Services	2011-12	Air Conditioning: Resources Centre - Bldg 4	Capital Receipts		(8)	Slippage due to retention of 2.5% to be settled in 2012/13
Deputy Chief Executive Services	2011-12	Pericles	RCCO	(56)		Reduction in total forecast project cost
EPR	2011-12	Mill Hill East	Capital Receipts		(100)	Slippage due to planned expenditure in 2012/13
EPR	2011-12	Hostel Refurbishment Programme	Capital Receipts		(100)	Slippage due to planned expenditure in 2012/13
EPR	2011-12	Waste	non-HRA Capital Receipts		(2,906)	The remainder of the budgeted spend is projected to be made in future years
EPR	2011-12	New - Enabling Works	Grant	19		New addition to the TfL Programme
EPR	2011-12	Corridors, Neighbourhoods and Supporting Measures	Grant 70	(64)		Reduction in the TfL programme primarily associated with 'school travel planning work'

Directorate	Year	Capital Programme	Funding Type	<i>if</i> Additions/ Deletions	<i>if</i> Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
EPR	2011-12	New - Old Court House - public toilets	s106	40		Refurbishment of the Old Court House public toilets building
EPR	2011-12	Road Traffic Act - Controlled Parking Zones 2011 Programme	s106	5		Alternation to CPZ scheme and disconnection of lamp
EPR	2011-12	Copthall Roof	Capital Receipts	(47)		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Finchley Lido - Major roof repairs	Capital Receipts	142		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Finchley Lido - Major roof repairs	Borrowing	38		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Outstanding Environment Commitments on completed schemes	Capital Receipts	(77)		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Victoria Park Pavillion Rebuild	Borrowing	(38)		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Housing Management System	Capital Receipts	(18)		Finchley Lido - Major roof repairs -funding from existing programme
EPR	2011-12	Outer London Fund	Grant	299		New Chipping Barnet Project funded through grant from GLA
Total				1,939	(3,934)	

	2011/12 Latest Approved Budget	Additions/ (Deletions) recommended to Sept CRC	(Slippage) / Accelerated Spend recommended to Sept CRC	2011/12 Budget (including Sept CRC)	Forecast to year end	Variance from Approved Budget	% slippage of 2011/12 Approved Budget
	£'000	£'000	£'000	£'000	£'000	£'000	%
Mental Health and Adults Personal Social Services Allocations	1,137	-	-	1,137	1,137	-	0%
Adult Social Services	1,137	-	-	1,137	1,137	-	0%
Capitalised Redundancies	5,088	-	-	5,088	5,088	-	0%
Central Expenses	5,088	-	-	5,088	5,088	-	0%
Chief Executive Services	1,373	-	-	1,373	1,373	-	0%
Chief Executive Services	1,373	-	-	1,373	1,373	-	0%
Schools Access Initiatives	53	-	-	53	53	-	0%
Schools Modernisation & Access Improvement Programmes	5,820	(726)	-	5,094	5,094	(726)	0%
Urgent Primary Places							
Temporary Expansions	3,433	152	-	3,585	3,585	152	0%
Permanent Expansions	23,620	1,465	-	25,085	25,085	1,465	0%
Surestart Programme	190	-	-	190	190	-	0%
Major School Rebuild Total	294	-	-	294	294	-	0%
Primary Schools Capital Investment Programme	3,015	-	-	3,015	3,015	-	0%
East Barnet Schools Rebuild	1,171	424	-	1,595	1,595	424	0%
Other Schemes	11,803	381	-	12,184	12,184	381	0%
Children's Service	49,399	1,696	-	51,095	51,095	1,696	0%
Commercial Services	5,500	-	(828)	4,672	4,672	(828)	(15%)
Commercial Services	5,500	-	(828)	4,672	4,672	(828)	(15%)
Corporate Governance Projects	-	-	-	-	-	-	0%
Corporate Governance	-	-	-	-	-	-	0%
Deputy Chief Executive Services	608	(56)	-	552	552	(56)	0%
Deputy Chief Executive Services	608	(56)	-	552	552	(56)	0%
CCTV	510	-	-	510	510	-	0%
Greenspaces & Leisure	613	58	-	671	671	58	0%
Highways - non-TfL	7,593	-	-	7,593	7,593	-	0%
Highways - TfL	5,860	(45)	-	5,815	5,815	(45)	0%
Parking	1,305	5	-	1,310	1,310	5	0%
Waste	3,000	-	(2,906)	94	94	(2,906)	(97%)
Housing Association Programme	956	-	-	956	956	-	0%
General Fund Regeneration	1,305	299	(100)	1,504	1,504	199	(8%)
Disabled Facilities Projects	1,741	-	-	1,741	1,741	-	0%
Housing Management System	309	(18)	-	291	291	(18)	0%
Other Projects	288	-	(100)	188	188	(100)	(35%)
Environment, Planning & Regeneration	23,480	299	(3,106)	20,673	20,673	(2,807)	(13%)
General Fund Programme	86,585	1,939	(3,934)	84,590	84,590	(1,995)	(5%)
HRA Capital	22,229	-	-	22,229	22,229	-	0%
Total Capital Programme*	108,814	1,939	(3,934)	106,819	106,819	(1,995)	(4%)

*Excludes Capital Schemes Managed by Schools