

**AGENDA ITEM: 6**      Pages 12 – 21

Meeting	Cabinet Resources Committee
Date	28 February 2012
<b>Subject</b>	<b>Quarter 3 Monitoring 2011/12</b>
Report of	Cabinet Member for Resources and Performance
Summary	To consider the Quarter 3 Monitoring 2011/12 report and instruct officers to take appropriate action.
Officer Contributors	Maria G. Christofi – Assistant Director, Financial Services Catherine Peters – Head of Finance, Closing & Monitoring Antony Russell – 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: Catherine Peters, Head of Finance, Closing & Monitoring, 020 8359 7142	

## **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 three performance remains a challenge (Paragraphs 9.3, 9.11, and Appendix A).**
- 1.3 That the following virements for this financial year and on-going that affect recharge codes be approved:**
- **£0.023m is requested within the Environment, Planning & Regeneration Directorate to re-align the budget across Traffic Development to ensure the budgets reflect the costs and nature of this service provision. There is a nil impact on the service's budget. (Paragraph 9.4.2)**
  - **£0.005m is requested within the Environment, Planning & Regeneration Directorate to re-align the Highways income budget to ensure it reflects the costs and nature of this service provision. There is a nil impact on the service's budget. (Paragraph 9.4.2)**
  - **£0.108m is requested within the Environment, Planning & Regeneration Directorate to re-align the Community Safety budgets subsequent to the loss of Basic Command Unit (BCU) funding. There is a nil impact on the service's budget. (Paragraph 9.4.2)**
  - **£1.109m is requested within the Commercial Directorate in order to carry out budget realignment within Information Systems. There is a nil impact on the service budgets. (Paragraph 9.4.2)**
- 1.4 That the following transfer from contingency for this financial year 2011/12 and ongoing be approved:**
- **On-going transfer for £0.200m is requested from Contingency to fund fuel pressures in Greenspaces, Refuse and Street Cleansing as a result of fuel price inflation since 2009/10. (Paragraph 9.5.2)**
- 1.5 That the Agency Costs for the third quarter be noted. (Paragraph 9.6.1)**
- 1.6 That the write off of debts for:**
- **Temporary Accommodation of £0.313m less £0.016m of credit write backs; for the Private Sector Tenancy Scheme of £0.087m; and**
  - **General Income debts of £0.605m approved under the Chief Finance Officer's authority be noted. (Paragraphs 9.7.2)**
- 1.7 That Directors ensure that those capital projects in their services are managed closely to ensure they are delivered within budget and in accordance with the agreed timeframe. (Paragraph 9.8.1)**
- 1.8 That the proposed Capital additions/deletions totalling £3.422m and slippage of £28.731m as set out in Appendix C and the related funding implications summarised in table 3 be approved.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Council, 1 March 2011 (Decision item 8) – approved item 5.1.2 of the report of Cabinet 14 February 2011 - Council Budget and Council Tax 2011/12.**

- 2.2 Cabinet Resources Committee, 29 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.
- 2.4 Cabinet Resources Committee, 27 September 2011 (Decision item 9) – approved Quarter 1 Monitoring 2011/12.
- 2.5 Cabinet Resources Committee, 14 December 2011 (Decision item 9) – approved Quarter 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 ‘Ensure our support services effectively serve the organisation through high quality, high value services’ and ‘Manage resources and assets effectively and sustainably’ represent two of the seven 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.

5.3 Detailed performance reports for each council directorate are published on the council's website, a link to which can be found in paragraph 9.3.4.

## **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.

6.3 The projected underspend of £0.269m is forecast to increase General Fund balances from £15.780m to £16.049m. This would take the General Fund balances above the recommended target level of £15m.

## **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.

7.3 Under the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. With respect to a) the 'protected characteristics' also include marriage and civil partnership.

## **8. CONSTITUTIONAL POWERS**

8.1 The Council's Constitution, in Part 3, Responsibility for Functions, sets out 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 The Council's Constitution, Part 4, Financial Regulations Part 1 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 underspend of £0.269m being forecast at the end of quarter 3. A breakdown of revenue monitoring by each service directorate is set out in Appendix B.

**Table 1: 2011/12 Revenue Quarter 3 Analysis – Summary**

Description	Original Budget	Revised Budget as at 31/12/11	Forecast Outturn as at 31/12/11	Forecast Outturn Variation as at 31/12/11	2010/11 Outturn	Performance			
						Green	Green Amber	Red Amber	Red
	£'000	£'000	£'000	£'000	£'000				
Adults	98,867	99,592	99,592	-	108,065	6	-	6	1
Central Expenses	62,912	55,097	55,097	-	51,081	n/a	n/a	n/a	n/a
Chief Executive	10,558	11,299	11,229	(70)	11,620	3	1	-	7
Childrens Services	57,577	57,574	56,946	(628)	59,818	3	-	4	3
Commercial Services	14,633	16,249	16,249	-	15,786	2	1	-	-
Corporate Governance	5,939	6,056	6,061	5	5,706	2	-	-	1
Deputy Chief Executive	13,295	13,467	13,467	-	15,658	-	-	-	2
Environment, Planning & Regeneration	20,715	25,097	25,521	424	31,393	9	-	1	2
<b>Total 2011/12 General Fund Forecast</b>	<b>284,496</b>	<b>284,431</b>	<b>284,162</b>	<b>(269)</b>	<b>299,127</b>	<b>25</b>	<b>2</b>	<b>11</b>	<b>16</b>
Allocations agreed from GF Balances	-	-	-	-	-				
General Fund Balances as at 01/04/11	-	-	-	(15,780)	-				
<b>Projected General Fund Balances (excluding schools balances) at 31/03/12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,049)</b>	<b>-</b>				

Description	Original Budget	Revised Budget as at 31/12/11	Forecast Outturn as at 31/12/11	Forecast Outturn Variation as at 31/12/11
	£'000	£'000	£'000	£'000
Housing Revenue Account	-	-	-	-

Description	Original Budget	Revised Budget as at 31/12/11	Forecast Outturn as at 31/12/11	Forecast Outturn Variation as at 31/12/11
	£'000	£'000	£'000	£'000
DSG	(167)	(102)	(760)	(658)

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 overspend of £0.991m at the end of quarter 2. This has been reduced to a projected underspend of £0.269m at the

end of quarter 3. The Council's target level of balances is £15m, and is currently projected to remain above that level at £16.049m.

9.2.2 Specific areas for concern are in Environment, Planning & Regeneration.

9.2.3 The overspend in Environment, Planning & Regeneration is due to overspends on Highway Inspections & Maintenance that relate to significantly reduced professional fee income from capital schemes, the requirement to meet contractual obligations on planned maintenance, inflationary pressures on certain contracts and lower crossover fees resulting from fewer footway schemes. This overspend has been slightly reduced as a result of further Local Implementation Plan (LIP) and Outer London Fund Capital works.

9.2.4 There is a Management & Performance overspend in Environment, Planning and Regeneration that is as a result of underlying establishment pressure. The directorate is holding posts vacant wherever possible to minimise this pressure. In addition there continues to be a reduction in Parking income. This is primarily as a result of targets for permits not being met and additional agency staff being employed to reduce the back log in processing.

9.2.5 The overall forecast position in Environment, Planning & Regeneration has, however, improved since quarter 2. This is the result of an improvement in highways fee income (£0.2m), the requested allocation from contingency in respect of fuel inflation (£0.2m), additional Greenspaces income (£0.4m) and a reserve drawdown (£0.3m). In addition the directorate is forecasting lower running costs as a result of tight control over discretionary supplies and services spend.

9.2.6 There is an underspend of £0.628m in Children's Services. This is mainly as a result of savings achieved in Transport services achieved through a review of routes (£0.290m) and it taking longer to recruit to the Family Focus service than previously projected (£0.297m).

9.2.7 There has been an improvement in the forecast position in both Corporate Governance and Commercial Services in quarter 3. The position at the end of quarter 3 is an overspend of £0.005m and a nil variance respectively. This improvement is mainly due to costs associated with child protection cases now being met from within Children's Services for Corporate Governance and costs associated with Information System upgrades being less than previously forecast for Commercial services.

9.2.8 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.

9.2.9 As part of the 2011/12 budget setting process the council needed to deliver total savings of £29.1m. The savings in respect of the leisure contract and the waste contract (£500k and £171k respectively) were not achieved, and funding has been allocated from contingency to cover these items. All other 2011/12 savings have been implemented.

### **9.3 Q3 performance against the 2011-13 Corporate Plan Indicators (CPIs)**

9.3.1 There are 70 CPIs in the 2011-13 Corporate Plan. In quarter 3, 56 of these reported data of which 54 were colour rated. Of the indicators that were colour rated there has been a slight improvement, 46.3% of targets were met (25 targets rated green) and 53.7% were missed (29 targets rated red, red-amber or green amber) in quarter 3. This is

compared to quarter 2 where 41.1% were met (23 targets rated green) and 58.8% were not met (33 targets rated red, red-amber or green amber).

9.3.2 There are several areas of performance improvement in the quarter:

- There has been a 33.6% increase in the number of social care clients receiving self directed support between quarters 2 and 3, from 2441 to 3262.
- There has been a reduction in the percentage of young people who are not in education, employment or training from 5.7% in quarter 2 to 4% in quarter 3.
- There was an 85% increase in the number smoking quitters aged 18 and over, from 563 to 1042.
- An increase in the number of dwellings started on the regeneration estates from 0 in quarters 1 and 2 combined to 186 in quarter 3.
- 100% of our 50 largest vendors are now under formal contract.
- Overall there were 33 indicators with a positive direction of travel in quarter 3 and 17 with a negative direction of travel.

9.3.3 There are also a number of new and emerging challenges in quarter three:

- There remain a relatively high number of children subject to a child protection plan following increases earlier in the year. The current level is 273 in Q3, increasing from 212 in Q4 2010/11. This is an increase of 28.8%.
- Also in children's services there remains a challenge in relation to CPIs 5007 and 5008: percentage reduction in the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4.
- There has been a significant increase in the number of homeless acceptances this quarter, by 104 between quarters 2 and 3 from 130 to 234.
- Only 77.2% of FOIA requests are being responded to within 20 working days against a target of 90%.
- The value for Money performance of council services has reduced in quarter 3 with the percentage of services rated as having high performance/low spend reducing from 67% in quarter 2 to 63.6% in quarter 3, against a target of 80%. These are both down from the quarter 1 figure of 83.3%.

9.3.4 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:

<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 that affect recharge codes require member approval and are detailed in Appendix E.

9.4.2 A virement for :-

- £0.023m is requested within the Environment, Planning & Regeneration Directorate to re-align the budget across Traffic Development to ensure the budgets reflect the costs and nature of this service provision. There is a nil impact on the service's budget.
- £0.005m is requested within the Environment, Planning and Regeneration Directorate to re-align the Highways Income budget to ensure it reflects the costs and nature of this service provision. There is a nil impact on the service's budget.
- £0.108m is requested within the Environment, Planning and Regeneration Directorate to re-align the Community Safety budgets subsequent to the loss of Basic Command Unit (BCU) funding. There is a nil impact on the service's budget.

- £1.109m is requested within the Commercial Directorate, in order to carry out budget realignment within Information Systems. There is a nil impact on the service budgets.

## 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 Environment, Planning & Regeneration Directorate are requesting an on-going transfer for 2011/12 and future years of £0.200m from contingency to fund fuel pressures in Greenspaces, Refuse and Street Cleansing as a result of fuel price inflation since 2009/10.

## 9.6 Agency Costs

9.6.1 The table below details all agency staff costs incurred for quarter 3 of 2011/12.

**Table 2: Agency Costs to 31 December 2011**

Directorate	2010/11	Quarter 1 2011/12	Quarter 2 2011/12	Quarter 3 2011/12		
	Total Agency & Consultants expenditure	Total Agency & Consultants expenditure	Total Agency & Consultants expenditure	Agency Spend	Consultants Spend	Total Agency and Consultants Expenditure
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social services	2,218	269	469	383	13	396
Chief Executive' Service	1,025	183	208	174	5	179
Childrens' Services	8,241	2,258	1,683	835	2,393	3,228
Commercial	3,273	401	872	505	484	989
Corporate Governance	234	83	53	71	-	71
Deputy Chief Executive	2,867	804	877	578	55	633
Environment, Planning & Regeneration	5,244	2,361	1,051	468	198	666
<b>Totals</b>	<b>23,102</b>	<b>6,359</b>	<b>5,213</b>	<b>3,014</b>	<b>3,148</b>	<b>6,162</b>

\* Data as at 31st December 2011 includes revenue (£3.181m) and capital spend (£2.981m).

\*\* Commercial includes "One Barnet" project expenditure £0.079m (Agency) and £0.335m (Consultants).

## 9.7 Write off of debt under Chief Finance officer's Authority

9.7.1 The constitution gives the Chief Finance Officer the authority, as an Executive function, to write-off individual debts up to £5,000, subject to discussion with the Assistant Director – Legal and through DPR. This action is then reported retrospectively to Cabinet Resources Committee.

9.7.2 The amount written off for Temporary Accommodation is £0.313m less £0.016m of write back credits. The amount written off for the Private Sector Tenancy Scheme is £0.087m. The amount written off for general income debts is £0.605m.

## 9.8 2011/12 Capital Programme Monitoring

9.8.1 Directors are reminded that 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.

## 9.9 Capital Monitoring Analysis

9.9.1 Table 3 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 3: 2011/12 Capital Quarter 3 Analysis – Summary**

	2011/12 Latest Approved Budget	Additions/ Deletions recommended to Feb CRC	Slippage / Accelerated Spend recommended to Feb CRC	2011/12 Budget (including Feb CRC)	Forecast to year-end	Variance from Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Services	1,198	-	-	1,198	1,198	-
Central Expenses	5,088	-	-	5,088	5,088	-
Chief Executive Services	1,330	-	-	1,330	1,330	-
Children's Service	45,832	3,310	(26,830)	22,312	22,312	(23,520)
Commercial Services	2,976	32	-	3,008	3,008	32
Corporate Governance	34	(32)	-	2	2	(32)
Deputy Chief Executive Services	547	-	-	547	547	-
Environment, Planning & Regeneration	20,369	(98)	(1,901)	18,370	18,370	(1,999)
<b>General Fund Programme</b>	<b>77,374</b>	<b>3,212</b>	<b>(28,731)</b>	<b>51,855</b>	<b>51,855</b>	<b>(25,519)</b>
HRA Capital	21,371	210	-	21,581	21,581	210
<b>Total Capital Programme</b>	<b>98,745</b>	<b>3,422</b>	<b>(28,731)</b>	<b>73,436</b>	<b>73,436</b>	<b>(25,309)</b>

## 9.10 Proposed changes to the Capital Programme

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

**Table 4: Capital Funding Changes**

	Grants	S106 / Other	Capital Receipts	Revenue	Borrowing	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Services	-	-	-	-	-	-
Central Expenses	-	-	-	-	-	-
Chief Executive Services	-	-	-	-	-	-
Children's Service	(8,601)	-	(3,425)	-	(11,494)	(23,520)
Commercial Services	-	-	-	-	32	32
Corporate Governance	-	-	-	-	(32)	(32)
Deputy Chief Executive Services	-	-	-	-	-	-
Environment, Planning & Regeneration	(3)	92	(2,064)	-	(24)	(1,999)
<b>General Fund Programme</b>	<b>(8,604)</b>	<b>92</b>	<b>(5,489)</b>	<b>-</b>	<b>(11,518)</b>	<b>(25,519)</b>
HRA Capital	(50)	(2,059)	-	2,319	-	210
<b>Total Capital Programme</b>	<b>(8,654)</b>	<b>(1,967)</b>	<b>(5,489)</b>	<b>2,319</b>	<b>(11,518)</b>	<b>(25,309)</b>

9.10.2 The main changes relate to the additions to the Urgent Primary place permanent expansion project in Children's Service and the Regeneration project in HRA Capital, and a reduction in the controlled parking zone project in Environment Planning and Regeneration.

9.10.3 The main programmes with slippage include;

- Urgent Primary places (£23.510m)
- School Modernisation & Access Improvement (£0.258m)
- East Barnet rebuild (£0.062m)
- Other General School organisation schemes (£3.000m)
- Hendon Cemetery and Crematorium enhancement (£1.557m)

- Highways – non TFL (£0.131m).
- Parking (£0.200m)
- Housing Association Programme (£0.014m)

This spend is planned to be incurred in future years and has been re-profiled appropriately.

### **9.11 Key projects, including One Barnet programme**

9.11.1 There are 30 key projects in total including 12 within the One Barnet Programme. Of the 30, six projects have a red rating for their current status in quarter 3:

1. Depot Relocation – Commercial Service
2. Priority Parks (Dollis Valley Green Walks) – Environment Planning & Regeneration
3. Arts Depot Safety Lifts – Commercial Service
4. CCTV Installation - Environment Planning & Regeneration
5. West Hendon Regeneration - Environment Planning & Regeneration
6. Brent Cross & Cricklewood Regeneration – Environment Planning & Regeneration

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

Legal – SS  
CFO – JH

**Performance Report: Quarter Three 2011-12**

**Contents**

**1. Corporate performance overview ..... 2**

**2. Whole council summary tables ..... 13**

**3. Methodology for traffic light ratings..... 21**

## 1. Corporate performance overview

### 1.1 Corporate performance dashboard

The methodology for calculating these health ratings is explained in section 3 of this report.

Directorate	Corporate Plan performance	Revenue budget actual variance £'000	Capital actual variance £'000	HR/People	Key project rating
Adult Social Care and Health	2	-	-	-4.5	0
Children's Service	-2	(628)	(23,520)	-4.5	n/a
Environment, Planning & Regeneration	2.5	424	(1,999)	-4	0.5
Commercial Services	2.5	-	32	1.5	0.5
Deputy Chief Executive's Service	-2	-	-	-0.5	2
Chief Executive's Service (incl. Customer Services & Libraries)	-3.5	(70)	-	-4.5	n/a
Corporate Governance	1	5	(32)	-1	n/a
Central Expenses	n/a	-	-	n/a	n/a
<b>Totals<sup>1</sup></b>	<b>0.5</b>	<b>(269)</b>	<b>(25,519)</b>	<b>-4.5</b>	<b>2.5</b>

<sup>1</sup> Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in section 3 of this report.

1.2 Current Corporate Risks

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
<p><b>ORG0016 - Financial</b> Street Lighting PFI Contract. Contractor has struggled to deliver the required standards and as a consequence has suffered large financial adjustments. Contractor has indicated this is not sustainable and has threatened to withdraw from contract. The financial implications could be up to 50% increase annually potentially equating to £2.25m annually.</p>	Catastrophic 5	Likely 4	High 20	<p>Working on proposed amendments to contract to improve sustainability - general service provision alterations. Process has stalled pending resolution of issues preventing progress with the CMS installation on which other changes are dependent. <i>Under Review (10% complete)</i></p> <p>Working on proposed amendments to contract to improve sustainability - Invest a Safe Programme Agreements <i>In Progress (5% complete)</i></p> <p>A report has been drafted providing detailed explanation analysis of risks &amp; options to reduce some of the risks This report may require consideration at CDG to progress to action. Due to the additional issues arising, this Paper has been up-dated and submitted to the Directorate with a subsequent request to provide further information on cost impact for each option. <i>In Progress (75% complete)</i></p>	Treat	<p>24/02/2012 (Normal)</p> <p>05/01/2013 (Normal)</p> <p>24/02/2012 (Normal)</p>	Catastrophic 5	Possible 3	High 15
<p><b>ORG0004 – Reputational/Internal Control</b> Governance – The Council faces a period of major change with potential impact on core governance systems and</p>	Major 4	Likely 4	High 16	<p>Comprehensive performance management reporting process including key risks at Directorate and Corporate level. <i>Implemented (100% complete)</i></p> <p>Governance reporting to Statutory Officers Group.</p>	Treat	On-going	Moderate 3	Unlikely 2	Medium Low 6

## Appendix A

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
processes. Risk – breakdown in core governance systems leading to financial loss or reputational damage.			High	<i>(On-going)</i> Report produced for Statutory Officers Group. <i>Implemented (100% complete)</i> All Corporate Leadership Group members to have a corporate governance target. <i>Implemented (100% complete)</i>		Complete			Medium
<b>ORG0006 – Reputational/Financial</b> 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>	Treat	30/6/2012 (Normal)	Moderate 3	Unlikely 2	Medium Low 6
				Develop and implement an up to date procurement strategy <i>In progress (60% complete)</i>		31/3/2012 (Normal)			
				Develop a complete Council contracts register <i>On-going</i>		On-going			
				Deliver actions as set out in Procurement Controls and Monitoring Action Plan <i>In progress (85% complete)</i>		On-going			
<b>ORG0010 – Reputational/Strategic</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. 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 Regeneration Board set up - 1st meeting February 2011 <i>Implemented (100% complete)</i>	Treat	Complete	Moderate 3	Possible 3	Medium High 9
				Section 106 negotiations underway for BX and other major developments as required Completed for BX, underway for Mill Hill East <i>In Progress (100% complete)</i>		Complete			
				Consider opportunities around TIF, particularly for BX/CR TIF Board established, appointed external consultant to consider options, development partners providing necessary information on infrastructure costs. <i>In Progress (20% complete)</i>		30/09/2012 (Normal)			
				Adopt a Community Infrastructure Levy (CIL) charging schedule for Barnet					

## Appendix A

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				Draft tariff estimated Report to Regeneration Board July 2011 Adoption by June 2012 <i>In Progress (30% complete)</i> Develop a corporate approach to infrastructure delivery and securing of funding Develop a robust Infrastructure Delivery Plan and funding delivery matrix <i>In Progress (50% complete)</i> Development of CIL tariff for Barnet anticipated introduction Summer 2012 <i>In Progress (0% complete)</i>		29/06/2012 (High)  On-going  On-going			
<b>ORG0011 – Compliance/Strategic</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 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. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon	Major 4	Likely 4	High 16	Establish Barnet Waste Project Board to enable informed officer input to the process & prepare briefings for members with at least 4 meetings per year. This target is on going. <i>Implemented (100% complete)</i> NWLA Procurement risk register maintained and updated including review at Waste Project Board meetings. Ongoing <i>In Progress (75% complete)</i> Make progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant Ongoing <i>In Progress (75% complete)</i> Develop, implement and review Waste Action Plan Ongoing <i>In Progress (30% complete)</i> Annual communications plan to include more targeted communications based on the intelligence available. <i>In Progress (75% complete)</i>	Treat	Complete   31/03/2012 (Normal)  31/03/2012 (Normal)  31/03/2012 (Normal)  15/05/2012 (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
commitment penalties.				Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment Established Sept 2010 Work in progress <i>In Progress (50% complete)</i> Consider options put forward by the NLWA for the procurement and their affordability An extended ISOS stage is being carried out with bidders to explore potential cost reductions. <i>Implemented (100% complete)</i> Prepare business case for members' decision on future involvement with NLWA, including decision on Inter Authority Agreement. <i>In Progress (85% complete)</i>		03/01/2012 (Normal)			
<b>ORG0015 - Financial</b> There is an enhanced risk around treasury in respect of creditworthiness of banks across the globe as a result of the current Eurozone crisis. The potential break up of the Euro and associated defaults could leave banks around the world exposed to bad debts. The Council therefore needs to review its treasury strategy continuously to ensure that the most prudent course of action is taken in respect of Council funding.	Major 4	Likely 4	High 16	Continual monitoring of deposits <i>In Progress (10% complete)</i>	Treat	On-going (Normal)	Major 4	Possible 3	Medium High 12
<b>ORG0001 – Reputational/Strategic</b> Transformation – The Council's strategic agenda is defined by the One Barnet programme which is	Major 4	Possible 3	Medium High 12	Ensure effective governance arrangements with both Cabinet Members and senior management engaged. Communication and Engagement strategy to ensure project level communications and	Treat		Moderate 3	Possible 3	Medium High 9

## Appendix A

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
<p>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.</p>				<p>engagement plans are in place Strategy signed off. Project level plans in place, now being reviewed, quality controlled and linked to HR and procurement plans <i>Implemented</i> (100% complete)</p>		On-going			
				<p>Transition Strategy to ensure business as usual is maintained during the delivery of the programme Strategy reviewed by programme board. <i>Implemented</i> (100% complete)</p>		Complete			
				<p>Benefits Realisation Framework Business Case Framework in place with estimated programme costs and benefits. Framework for benefits to be completed in new year. Work continuing on mapping of benefits. 09/01 Workshops are commencing with project managers in order to populate benefit profiles and to agree a mechanism for the management and tracking of benefits. <i>In Progress</i> (75% complete)</p>		On-going			
				<p>Programme plan produced and signed off Project team now in place and developing programme plan. Signed off plan <i>Implemented</i> (100% complete)</p>		Complete			
				<p>Project communications plans for live projects produced and signed off <i>Implemented</i> (100% complete)</p>		Complete			
				<p>Risk management framework included risk and issue standards <i>Implemented</i> (100% complete)</p>		Complete			
				<p>Implementation partnership has been put in place to fill the knowledge and experience gap. Our partner will support procurement</p>					

## Appendix A

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				activity to ensure the council puts the best possible arrangements in place. <i>Implemented (100% complete)</i> CDG now act as programme Board, Cabinet Members engaged at project level. Programme assigned to Cabinet Member for Partnerships. Partnership Board has a number of Members on it. One Barnet Overview and Scrutiny Panel in place. Scrutiny arrangements have changed but Cabinet Members continue to be engaged. Cabinet Members formed panels to review complex procurement processes and to be involved in 2nd round of dialogue <i>Implemented (100% complete)</i> Assurance Work Internal audit undertaking assurance work on the programme, including governance arrangements. Work to be done in quarters 3 & 4 of 2011/12. <i>In progress (50% complete)</i>		Complete			
<b>ORG0002 – Financial</b> Central government support has been cut and our response has been agreed by Cabinet. Given the slow recovery of the economy there is a risk that the government will make further cuts to local government funding. 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 1st Submissions already made 2nd Submissions due 17 September 2010 Target date - Setting of the budget. <i>Implemented (100% complete)</i> Risk assessment of savings plans Services to work through savings plans <i>In Progress (25% complete)</i>	Treat	Complete	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
<p><b>ORG0014 – Financial</b> New revenues and benefits systems went live February 2011 however with process inefficiencies, data conversion issues and batch processes running slowly. When the Council needs to submit its grant subsidy 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. The outcome will be known by end of March 2012.</p>	Major 4	Possible 3	Medium High 12	<p>Investigating the support of the current product beyond its proposed termination date as a contingency plan as a result of delay.</p> <p style="text-align: center;"><i>Implemented (100% complete)</i></p> <p>Legal advice ongoing <i>In Progress (80% complete)</i></p> <p>Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. ongoing <i>In Progress (80% complete)</i></p> <p>Go Live of new system once reconciled Go live without 100% accuracy <i>Implemented (100% complete)</i></p> <p>Existing system shut down whilst the data converts to the new system. <i>Implemented (100% complete)</i></p> <p>Additional resource required to process backlog of transactions. <i>Implemented (100% complete)</i></p> <p>Source better solution with Civica for hosting <i>Implemented (100% complete)</i></p>	Tolerate		Moderate 3	Possible 3	Medium High 9
<p><b>ORG0003 - Compliance</b> Information management – The Council’s overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency need further development. Risk – breach of information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively.</p>	Moderate 3	Possible 3	Medium High 9	<p>Information Governance Action Plan devised from recommendations in various internal and external reviews. <i>Implemented (100% complete)</i></p> <p>Information Governance Council (IGC) to oversee actions from the IM review. <i>Implemented (100% complete)</i></p> <p>ICG to commission further work to enhance information management Revised ICT policy IM Strategy Information framework, including data retention and data sharing</p>	Treat		Minor 2	Possible 3	Medium Low 6
						Complete			

## Appendix A

Risk	Current Assessment			Control Actions	Risk Status	Target Date (Priority)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				Review of information sharing protocols and standards. <i>In Progress (60% complete)</i>		On-going			
<b>ORG0005 - Financial</b> Asset management – Asset management planning is not well integrated into the business planning process. Risk – failure to deliver cost-effective capital assets necessary to support service delivery.	Moderate 3	Possible 3	Medium High 9	Develop Estate Strategy In draft form this will form the basis of future years asset management planning and will set the standard by which the Corporate Asset Management Plan will meet the Directorates estate needs. It also defines the Council's approach to managing its commercial portfolio and sets the disposal plan. <i>Implemented (100% complete)</i> Establish a Corporate Asset Management information system In order to better understand the whole life costs of the corporate estate. Scope of project has broadened - SAP optimisation (Assets stream) delivering as per plan however now looking to implement further improvements thus deadline extended from June 11 to Dec 11. <i>Implemented (100%)</i> Implement Estates Strategy Action Plan Implement Action Plan 2011/12 and update for 2012/13. New appointment to the AD Estates to follow this through. <i>In Progress (10% complete)</i>	Treat	Complete	Minor 2	Possible 3	Medium Low 6
<b>ORG0007 - Financial</b> Iceland deposits – The Council is currently assuming recovery of Icelandic bank deposits based on priority status for UK local authorities. Although priority status has been obtained this is likely to	Moderate 3	Possible 3	Medium High 9	Work with the LGA and other affected authorities to maximise recovery through the Icelandic courts Awaiting Icelandic courts ruling. Further advice received suggests priority status may not hold. Supporting LGA to bring pressure on	Tolerate	On-going	Moderate 3	Unlikely 2	Medium Low 6

## Appendix A

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
be appealed, leading to lower recovery in the sum of c£14m. Risk – insufficient provision in the risk reserve and use of general fund balances which would need to be re-established at the minimum level.				Icelandic courts to rule in our favour. <i>In Progress (75% complete)</i>					
<p><b>ORG0017 – Compliance</b></p> <p>The Localism Bill was published in December 2010, and received Royal Assent in November 2011. It is being put into effect through a series of Commencement Orders, the first of which have been laid before Parliament. It forms part of the government's agenda to push power from central government downwards and outwards to the lowest possible level, including individuals, neighbourhoods, professionals and communities as well as Councils and other local institutions. In practice, the Localism Act contains a mixture of provisions relating to local governance, town planning and housing. Risk: Due to the timescales there is a risk that the Council may not have appropriate resources in place to implement the requirements of the Act.</p>	Moderate 3	Possible 3	Medium High 9	<p>Assign responsibilities to relevant Assistant Directors for implementation phases In Progress (15%)</p> <p>Monitoring development of the Commencement orders and communicate to relevant Assistant Directors for timelines In Progress (15%)</p> <p>Briefings to Members and CDG In progress (50%)</p>	Treat	<p>31/1/2012</p> <p>On-going</p> <p>29/2/2012</p>	Moderate 3	Unlikely 2	Medium Low 6

## 2. Whole council summary tables

### 2.1 Key finance indicators

Indicator		2011/12 (Position at 31/12/11)	2011/12 (Position at 30/09/11)	Achieved /Trend
<b>1 Revenue Expenditure</b>				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	16.05	14.79	
(ii) HRA Balances	£'m	4.23	4.23	
(iii) School Balances	£'m	14.73	14.73	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	3.6	5.57	
(ii) Underspends	£'m	3.9	4.54	
<b>2 Capital Expenditure</b>				
(i) Cumulative Slippage	£'m	28.73	11.21	
<b>3 Debt Management</b>				
(i) Total Debt Outstanding over 30 days	£'m	6.72	5.56	
(i) Total Debt Outstanding over 12 months	£'m	1.81	1.79	
(iii) Council Tax - % paid	%	82.6	55.1	
<b>4 Creditor Payment Performance</b>				
(i) % of Creditors paid within 30 days	%	98.29	98.52	

2.2 Revenue budget – see Table 1 of main report

2.3 Capital budget – see Table 3 of main report

2.4 Corporate Plan performance - corporate overview

Directorate	Total no. of Corp Plan indicators	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report data in Q3
		Green	Green amber	Red amber	Red			
Adult Social Care and Health	15	6	0	6	1	10	3	13
Children’s Services	15	3	0	4	3	6	4	11*
Environment , Planning & Regeneration	15	9	0	1	2	7	5	12
Commercial Service	5	2	1	0	0	3	0	3
Deputy Chief Executive	3	0	0	0	2	1	1	2
Chief Executive’s Service	14	3	1	0	7*	3	4	12*
Corporate Governance	3	2	0	0	1	3	0	3
<b>Total</b>	<b>70</b>	<b>25</b>	<b>2</b>	<b>11</b>	<b>16</b>	<b>33</b>	<b>17</b>	<b>56</b>

\* Two CPIs are not traffic lighted. These have not been included in the statistics

\*\* Two CPIs should have reported data but did not (both from Chief Executive's). These have been traffic lighted as red

2.5 Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Performance Indicator	Period covered	Target	Amber criteria	Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/denominator)	Target Variance	Q3 DoT	Benchmarking
Average number of absence days per employee (Rolling year)	Jan 10 - Dec 11	6	6 - 6.5	7.7	N/A	21149.3/2747.1	-28.3%	▲ 4.8%	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Oct 11 - Dec 11	1.71	1.72 -2%	2.0	N/A	5640.4/2788.4	-19.3%	▼ 15.3%	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	Oct 11 - Dec 11	100%	>90%	351	74.1%	351/474	25.9%	▲ 32.6%	N/A : measure applicable to LBB only
% objectives set for eligible staff only	Oct 11 - Dec 11	100%	>90%	Next reported in Quarter 1 2012/2013					N/A
% mid year performance reviews undertaken for eligible staff only	Oct 11 - Dec 11	100%	>90%	2467	90.8%	2467/2717	9.1%	not previously reported	N/A : measure applicable to LBB only
Variance of total paybill to budget	Oct 11 - Dec 11	£31,339,339	+/-5%	£29,729,474	5.1%	29729474/31339339	5.1%	▼ 8.9%	N/A : measure applicable to LBB only
Management Indicator	Period covered			Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/denominator)	DoT Q3 %		Benchmarking
Percentage of top 5% earners that are female	As at 31 December 2011			81	50.6%	81/160	▼ 0.5%		Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)

## Appendix A

<b>Number of BME employees as % of total employees</b>	As at 31 December 2011	<b>962</b>	<b>32.7%</b>	962/2924	▼ 0.2%	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
<b>Number of declared disabled staff as % of total employees</b>	As at 31 December 2011	<b>87</b>	<b>2.7%</b>	87/3182	▲ 17.2%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)
<b>High Risk - Employee Relations cases as % of total cases</b>	As at 31 December 2011	<b>10</b>	<b>8.9%</b>	10/112	▼ 28.6%	N/A : measure applicable to LBB only

## 2.6 Staff numbers by service

	ESTABLISHMENT				OCCUPANCY				Variance	OTHER	
	Permanent	Fixed Term	Vacant	TOTAL	Permanent	Fixed Term	Agency / Interim	TOTAL		Consultants	Casual
Adult Social Care	392.21	26.08	37.08	455.36	393.07	27.07	53	473.14	17.77	4	91
Children's Service	651.36	122.73	119.30	893.39	672.90	133.58	77	883.48	-9.91	3	280
Chief Executives Service	179.99	23.97	30.01	233.97	182.06	23.94	25	231.01	-2.96	0	4
Commercial Service	114.31	25.00	17.17	156.48	114.31	21.00	20	155.31	-1.17	0	0
Corporate Governance	61.86	10.28	14.10	86.24	61.87	11.28	8	81.15	-5.09	0	3
Deputy Chief Executive Service	274.75	45.48	44.58	364.81	274.76	50.47	48	373.23	8.42	3	8
Planning Environment and Regeneration	774.13	49.89	131.48	955.50	773.33	55.89	174	1003.21	47.71	15	86
	2448.61	303.42	393.72	3145.75	2472.30	323.23	405	3200.53	54.78	25.0	472

2.7 Key projects – corporate overview

Key Projects Summary – Quarter 3

Service Area	Red Status	Amber Status	Green Status	Nil Return/Not enough information provided
Adult Social Services		1	1	1
Chief Executive's Office				
Children's Services				
Commercial Services	2	1	3	
Deputy Chief Executive including One Barnet		5	7	
Environment, Planning & Regeneration	4	1	2	1
<b>Totals</b>	<b>6</b>	<b>8</b>	<b>13</b>	<b>2</b>

The table gives an overview of all active key 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 cannot be established. In addition, this table also includes those projects that have asked for a highlight report but not submitted one (see Nil Return column)

**Key projects, including One Barnet Programme**

There are 30 projects in total including the 12 within the One Barnet Programme. Of the 30, six projects have a red rating for their current status:-

1. Arts Depot Safety Lifts – Commercial Service
2. Depot Relocation – Commercial Service
3. Priority Parks (Dollis Valley Green Walks) – Environment Planning & Regeneration
4. CCTV Installation - Environment Planning & Regeneration
5. West Hendon Regeneration - Environment Planning & Regeneration
6. Brent Cross & Cricklewood Regeneration – Environment Planning & Regeneration

There are also three projects where no return or not enough information has been provided

- Delivering Independence – Adult Social Care and Health
- Dollis Valley Regeneration – Environment Planning & Regeneration

### 3. Methodology for traffic light ratings

#### 3.1 Thresholds for awarding directorate-level 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

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

Each individual performance indicator is 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 for each directorate.

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

For example, if there were four indicators in a particular directorate 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.

#### 3.3 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.

## Appendix A

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 criterion, 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 differ for each indicator; the amber criterion for each is shown alongside the indicator in the individual data tables.

In addition to the above criteria, Any performance indicator that is less than 10% off target and has a positive direction of travel will automatically qualify to be amber rated. Both of the following criteria need to be met if a service is to have a red-rated performance indicator amended to either a green-amber or a red-amber:

**For an indicator to be rated as Green amber:**

1. No more than 5% off target, and;
2. A positive direction of travel

**For an indicator to be rated as Red amber:**

1. Between >5% and no more than 10% off target, and;
2. Positive direction of travel or negative direction of travel not in excess of 2.5% (if the service has a clear story and improvement activity in place)

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£'000	£'000	£'000	£'000	
Care Services - Learning Disabilities	34,596	34,936	34,980	44	Demand pressure on Physical Disabilities budget throughout year, work is ongoing to reduce this overspend. No allowance is made for seasonal variation. Savings from holding vacant posts to offset overspend in Care Services
Care Services - Mental Health	6,766	7,013	6,986	(27)	
Care Services - Older Adults - Physical Disabilities	43,513	43,718	43,871	153	
Transformation & Resources	2,984	4,162	4,041	(121)	
Strategic Commissioning & Supply Management	11,069	9,824	9,775	(49)	
Government Grant Income	(61)	(61)	(61)	-	
<b>Total</b>	<b>98,867</b>	<b>99,592</b>	<b>99,592</b>	-	

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

- 15 cost centres over £100,000
- 18 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	
Corporate Subscriptions	314	314	314	-	
Levies	27,926	27,926	27,926	-	
Central Contingency	9,199	1,384	1,384	-	
Rate Relief	433	433	433	-	
Capital Financing	17,219	17,219	17,219	-	
Early Retirement costs	7,004	7,004	7,004	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	16	16	-	
<b>Total</b>	<b>62,912</b>	<b>55,097</b>	<b>55,097</b>	-	

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

- 0 cost centre 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	602	601	(1)	This is due to a combination of posts being held vacant and reduced spending on support services
Assistant Chief Executive Service	2,015	2,299	2,266	(33)	
Grants	839	826	826	-	
Library Services	5,738	5,738	5,794	56	
Customer Services & Registration	1,314	1,834	1,742	(92)	This is due to pressure on salaries as well as unplanned maintenance and property charges There was some delay early in the year in transferring services and recruiting key posts
<b>Total</b>	<b>10,558</b>	<b>11,299</b>	<b>11,229</b>	<b>(70)</b>	

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

- 4 cost centres over £100,000
- 2 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	
<b>CHILDREN'S SERVICE - GENERAL FUND</b>					
Management Team	793	1,049	1,133	84	Legal costs for increased social care activity
Social Care Division					
Social Care Management	2,784	2,403	2,137	(266)	Agency budget held centrally and underspend due to staff vacancies and general underspend on supplies and services
Children In Care	19,880	20,213	20,490	277	Overspend on aborted assessments, payments to clients and legal costs
Children In Need	4,189	4,232	4,284	52	Overspend on salary due to agency staff
Schools & Learning	2,423	1,805	1,662	(143)	Vacancies held to offset overspends in other areas
Safeguarding, Partnerships & Prevention				-	
Safeguarding	1,086	1,122	1,235	113	Increase in activity
Early Intervention & Prevention (BRSI)	10,453	9,355	9,058	(297)	Recruitment of Family Focus service took longer than projected
Integrated Youth & Play Services	3,887	5,089	4,866	(223)	Vacancies held to offset overspends in other areas and prepare for future year savings
Access to Learning & Complex Needs	10,107	10,437	10,147	(290)	Transport services saving achieved through review of routes
Other Children's Service Budgets (including PPP & Schools F	1,975	1,869	1,934	65	Once off costs related to contracting and procurement
Schools Direct Management	-	-	-	-	
<b>Total</b>	<b>57,577</b>	<b>57,574</b>	<b>56,946</b>	<b>(628)</b>	

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

- 24 cost centres over £100,000
- 37 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	752	809	57	Due to staffing costs.
Property Services & Asset Management	7,075	8,110	8,131	21	Due to dilapidation costs at Friern Park and Church Lane.
Corporate Procurement	413	211	207	(4)	Due to vacant post.
Information Systems	7,059	7,176	7,102	(74)	Due to IPT upgrade and two work's packages being cancelled.
One Barnet Programme	-	-	-	-	
<b>Total</b>	<b>14,633</b>	<b>16,249</b>	<b>16,249</b>	<b>-</b>	

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

- 9 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.

## Corporate Governance

Description	Variations				Comments
	Original Budget	Budget V1	Forecast 2011/12	Variation	
	£'000	£'000	£'000	£'000	
Legal Services	1,850	1,921	1,979	58	Shortfall in income due to reduced work from Barnet Homes
Governance	884	972	1,002	30	Overspend due to agency costs and Committee replacement system
Members	1,591	1,591	1,513	(78)	Underspend from revised Members Allowances and part vacant post
Corporate Anti Fraud Team	733	719	691	(28)	Due to income from Hra Recharges offsetting overspend on Avalanche costs and an increase in income from Adpens
Elections	423	407	450	43	Pressure on budget due to need to achieve corporate plan target for Electoral Registration.
Civil Protection	177	177	148	(29)	Underspend on part year vacancy.
Corporate Governance Directors	279	267	282	15	Overspend due to supplies and services.
Leaders Office	10	10	4	(6)	Underspend on supplies and services.
Insurance	(8)	(8)	(8)	-	Insurance recharged to services.
<b>Total</b>	<b>5,939</b>	<b>6,056</b>	<b>6,061</b>	<b>5</b>	

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

- 0 cost centres over £100,000
- 5 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	2,091	-	
Revenues and Benefits	7,287	7,310	7,310	-	
<b>Total</b>	<b>13,295</b>	<b>13,467</b>	<b>13,467</b>	<b>-</b>	

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

- 5 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.

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

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

- 20 cost centres over £100,000
- 28 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	
<b>CHILDREN'S SERVICE - DSG</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
SEN Placements, Recoupment & Therapies	9,176	10,860	10,334	(526)	Reduction in out of borough placements, reducing costs in year and saving on procurement of therapies
Pupil Referral Unit	1,514	1,682	1,674	(8)	
Other Centrally Retained Schools Budgets	12,859	12,850	12,726	(124)	Vacancies savings throughout year due to extended recruitment timescales
ISB	248,278	210,455	210,455	-	
DSG & LSC Grant	(271,994)	(235,949)	(235,949)	-	
<b>Total</b>	<b>(167)</b>	<b>(102)</b>	<b>(760)</b>	<b>(658)</b>	

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

- 5 cost centres over £100,000
- 4 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	
<b>Housing Revenue Account</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
LBB Retained	1,632	1,632	1,646	14	Realignment of establishment between GF and HRA.
HRA Regeneration	1,091	1,091	898	(193)	Anticipated recovery of consultants costs from developers.
HRA Other Income and Expenditure (net)	(5,118)	(5,118)	(5,063)	55	Improved dwelling rent forecast based on second quarters control accounts.
Support Service recharges	576	576	731	155	Based on 2 months actuals & thus projected using figures from the recharge team.
Interest on Balances	(40)	(40)	(80)	(40)	Based on 10/11 actuals and the forecasted HRA financial performance.
HRA Surplus/Deficit for the year	1,859	1,859	1,868	9	Total HRA surplus to be transferred to balance sheet.
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

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

- 10 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.



Directorate	Year	Capital Programme	Funding Type	if Additions/ Deletions	if Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Environment, Planning & Regeneration	2011/12	Local Safety Schemes	Grant	(6)		Reduction in allocation to the level of spend & financing
Environment, Planning & Regeneration	2011/12	Carriageway and Footways	Grant	(29)		To correct funding
Environment, Planning & Regeneration	2011/12	Carriageway and Footways	Capital Receipts	29		To correct funding
Environment, Planning & Regeneration	2011/12	Footway Reconstruction	S106	216		To correct funding
Environment, Planning & Regeneration	2011/12	Footway Reconstruction	Capital Receipts	(218)		To correct funding
Environment, Planning & Regeneration	2011/12	Footway Reconstruction	Borrowing	(20)		To correct funding
Environment, Planning & Regeneration	2011/12	Road Traffic Act - Controlled Parking Zones	s106	42		To correct funding
Environment, Planning & Regeneration	2011/12	Road Traffic Act - Controlled Parking Zones	Capital Receipts	(116)		To correct funding
Environment, Planning & Regeneration	2011/12	Road Traffic Act - Controlled Parking Zones	Borrowing	4		To correct funding
Environment, Planning & Regeneration	2011/12	Controlled Parking Zones	s106		(28)	Slip forward s106 scheme expected to be completed next year
Environment, Planning & Regeneration	2011/12	New scheme to be approved (Public Transportation Improvements)	s106		(94)	Slip forward s106 scheme expected to be completed next year
Environment, Planning & Regeneration	2011/12	Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	s106		(8)	Slip forward s106 scheme expected to be completed next year
Environment, Planning & Regeneration	2011/12	Parking	Capital Receipts		(200)	Slip forward part of the programme that is to be completed in 2012
Environment, Planning & Regeneration	2011/12	A41 Aerodrome Road junction improvement works	Grant	36		To correct funding
Environment, Planning & Regeneration	2011/12	A41 Aerodrome Road junction improvement works	s106	(36)		To correct funding
Environment, Planning & Regeneration	2011/12	Highways Investment Programme	Grant	8		To correct funding
Environment, Planning & Regeneration	2011/12	Highways Investment Programme	Borrowing	(8)		To correct funding
Environment, Planning & Regeneration	2011/12	Pothole Funding	Grant	(12)		To correct funding
Environment, Planning & Regeneration	2011/12	Pothole Funding	Capital Receipts	12		To correct funding
Environment, Planning & Regeneration	2011/12	Hendon Cemetery & Crematorium Enhancement	Capital Receipts		(1,557)	
Environment, Planning & Regeneration	2011/12	Housing Association	Capital Receipts		(14)	
Corporate Governance	2011/12	Cartwright Memorial, St Mary's Church	Borrowing	(32)		
Commercial Services	2011/12	Cartwright Memorial, St Mary's Church	Borrowing	32		

Directorate	Year	Capital Programme	Funding Type	<i>if</i> Additions/ Deletions	<i>if</i> Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
PHR-HRA	2011/12	Major Works	Revenue Contribution	1,955		
PHR-HRA	2011/12	Major Works	Other/S106	(1,955)		
PHR-HRA	2011/12	Granville Road	Revenue Contribution	79		
PHR-HRA	2011/12	Granville Road	Other/S106	(79)		
PHR-HRA	2011/12	Regeneration	Revenue Contribution	295		
PHR-HRA	2011/12	Regeneration	Other	(95)		
PHR-HRA	2011/12	Misc - Repairs	Revenue Contribution	15		
PHR-HRA	2011/12	Misc - Repairs	Other	(5)		
PHR-HRA	2011/12	M&E / Gas	Revenue Contribution	(75)		
PHR-HRA	2011/12	M&E / Gas	Other	75		
PHR-HRA	2011/12	Voids & Lettings	Grant	(50)		
PHR-HRA	2011/12	Voids & Lettings	Revenue Contribution	50		
Children Services	2011/12	SAI 2009/10	Borrowing	(13)		Re-profiling money from completed works at The Compton to SAI 2010/11
Children Services	2011/12	SAI 2010/11	Borrowing	13		Re-profiling money from completed works at The Compton to SAI 2010/11
Children Services	2011/12	Modernisation 2008/09	Borrowing	70		Addition to monkfrith modernisation project from oak lodge completed works
Children Services	2011/12	Modernisation 2008/09	Borrowing	(92)		Re-profiling money from completed works at The Oak lodge.
Children Services	2011/12	Modernisation 2008/09	Borrowing	(35)		Re-profiling money from completed works at QE girls.
Children Services	2011/12	Modernisation 2008/09	Borrowing	12		Addition to modernisation project from oak lodge completed works
Children Services	2011/12	Modernisation 2008/09	Borrowing	45		Addition to unallocated from various completed projects.
Children Services	2011/12	Modernisation 2009/10	Borrowing	5		Re-profiling of money from urgent responsive works
Children Services	2011/12	Modernisation 2009/10	Borrowing	4		Re-profiling of money from urgent responsive works
Children Services	2011/12	Modernisation 2009/10	Borrowing	(11)		Re-profiling of money from urgent responsive works
Children Services	2011/12	Modernisation 2009/10	Borrowing	2		Re-profiling of money from urgent responsive works

Directorate	Year	Capital Programme	Funding Type	if Additions/ Deletions	if Slippage/ Accelerated Spend	Explanation for request
				Amount (£'000)	Amount (£'000)	
Children Services	2011/12	Modernisation 2011/12	Grant	25		Re-profiling money from a cancelled project within Modernisation 2011/12 programme
Children Services	2011/12	Modernisation 2011/12	Grant	(25)		Re-profiling money from a cancelled project within Modernisation 2011/12 programme
Children Services	2011/12	Modernisation 2011/12	Grant		(250)	Re-profiling of money from 2011/12 into 2012/13 for Danegrove
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Grant	3,310		Allocation of additional basic needs grant to LBB.
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Grant		(3,310)	Re-profiling of grant from 2011/12 into 2012/13
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Grant		(5,143)	Re-profiling of money from 2011/12 into 2012/13 and 2013/14 based on programme milestones
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Capital Receipts		(3,612)	Re-profiling of money from 2011/12 into 2012/13 and 2013/14 based on programme milestones
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Borrowing		(11,245)	Re-profiling of money from 2011/12 into 2012/13 and 2013/14 based on programme milestones
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Grant	(625)		Re-profiling of money from unallocated to Orion
Children Services	2011/12	Urgent Primary Places - Unallocated permanent expansions	Grant	625		Re-profiling of money from unallocated to Orion
Children Services	2011/12	East Barnet School Rebuild	Borrowing		(249)	Re-profiling of money from 2011/12 into 2012/13 for JCoSS / East Barnet changing room
Children Services	2011/12	East Barnet School Rebuild	Capital Receipts		187	Accelerated spend - reprofiling money from 2012/13 to 2011/12 for playing fields
Children Services	2011/12	Youth capital funding	Grant	(1)		Re-profiling of money from youth capital funding completed project to playbuilders programme
Children Services	2011/12	Playbuilders	Grant	1		Re-profiling of money from youth capital funding completed project to playbuilders programme
Children Services	2011/12	Other schemes - General Schools Organisation	Grant		(3,000)	Re-profiling of grant from 2011/12 into 2012/13
Children Services	2011/12	Other schemes - Early years & Children's Centres	Grant	4		Re-profiling of money from youth capital funding completed project to early years and children's centres programme
Children Services	2011/12	Other schemes - Early years (Quality & Access)	Grant	(4)		Re-profiling of money from youth capital funding completed project to early years and children's centres programme
Children Services	2011/12	Modernisation 2011/12	Grant		(8)	Re-profiling of grant from 2011/12 into 2012/13
Children Services	2011/12	Urgent Primary Places - Temporary allocated expansions	Grant		(200)	Re-profiling of grant from 2011/12 into 2012/13
				<b>3,422</b>	<b>(28,731)</b>	



	2011/12 Latest Approved Budget	Additions/ (Deletions) recommended to February CRC	(Slippage) / Accelerated Spend recommended to February CRC	2011/12 Budget (including Fed 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	1,198	-	-	1,198	1,198	-	-
<b>Adult Social Care &amp; Health</b>	<b>1,198</b>	<b>-</b>	<b>-</b>	<b>1,198</b>	<b>1,198</b>	<b>-</b>	<b>-</b>
Capitalised Redundancies	5,088	-	-	5,088	5,088	-	-
<b>Central Expenses</b>	<b>5,088</b>	<b>-</b>	<b>-</b>	<b>5,088</b>	<b>5,088</b>	<b>-</b>	<b>-</b>
Schools Access Initiatives	41	-	-	41	41	-	-
Schools Modernisation & Access Improvement Programmes	5,398	-	(258)	5,140	5,140	(258)	(5%)
Urgent Primary Places							
Temporary Expansions - Allocated	1,976	-	-	1,976	1,976	-	-
Other Temporary Expansions	1,559	-	(200)	1,359	1,359	(200)	(13%)
Broadfields	1,755	-	-	1,755	1,755	-	-
Other Permanent Expansions - Allocated	21,285	3,310	(23,310)	1,285	1,285	(20,000)	(110%)
Surestart Programme	190	4	-	194	194	4	-
Major School Rebuild Total	294	-	-	294	294	-	-
Primary Schools Capital Investment Programme	766	-	-	766	766	-	-
East Barnet Schools Rebuild	1,095	-	(62)	1,033	1,033	(62)	(6%)
Other Schemes	11,473	(4)	(3,000)	8,469	8,469	(3,004)	(26%)
<b>Children's Service</b>	<b>45,832</b>	<b>3,310</b>	<b>(26,830)</b>	<b>22,312</b>	<b>22,312</b>	<b>(23,520)</b>	<b>(59%)</b>
Capital Schemes Managed by Schools	2,568	-	-	2,568	2,568	-	-
<b>Capital Schemes Managed by Schools</b>	<b>2,568</b>	<b>-</b>	<b>-</b>	<b>2,568</b>	<b>2,568</b>	<b>-</b>	<b>-</b>
Corporate Governance Projects	34	(32)	-	2	2	(32)	-
<b>Corporate Governance</b>	<b>34</b>	<b>(32)</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>(32)</b>	<b>-</b>
Chief Executive Services	1,330	-	-	1,330	1,330	-	-
<b>Chief Executive Services</b>	<b>1,330</b>	<b>-</b>	<b>-</b>	<b>1,330</b>	<b>1,330</b>	<b>-</b>	<b>-</b>
Deputy Chief Executive Services	547	-	-	547	547	-	-
<b>Deputy Chief Executive Services</b>	<b>547</b>	<b>-</b>	<b>-</b>	<b>547</b>	<b>547</b>	<b>-</b>	<b>-</b>
Commercial Services	2,976	32	-	3,008	3,008	32	-
<b>Commercial Services</b>	<b>2,976</b>	<b>32</b>	<b>-</b>	<b>3,008</b>	<b>3,008</b>	<b>32</b>	<b>-</b>
CCTV	84	-	-	84	84	-	-
Greenspaces & Leisure	670	-	-	670	670	-	-
Highways - non-TfL	6,487	(22)	(130)	6,335	6,335	(152)	(2%)
Highways - TfL	6,333	(6)	-	6,327	6,327	(6)	-
Parking	1,348	(70)	(200)	1,078	1,078	(270)	(15%)
Waste	94	-	-	94	94	-	-
Housing Association Programme	14	-	(14)	-	-	(14)	(100%)
General Fund Regeneration	1,364	-	0	1,364	1,364	-	-
Disabled Facilities Projects	2,043	-	-	2,043	2,043	-	-
Housing Management System	-	-	-	-	-	-	-
Other Projects	1,932	-	(1,557)	375	375	(1,557)	(81%)
<b>Environment, Planning and Regeneration</b>	<b>20,369</b>	<b>(98)</b>	<b>(1,901)</b>	<b>18,370</b>	<b>18,370</b>	<b>(1,999)</b>	<b>(9%)</b>
<b>General Fund Programme</b>	<b>77,374</b>	<b>3,212</b>	<b>(28,731)</b>	<b>51,855</b>	<b>51,855</b>	<b>(25,519)</b>	<b>(37%)</b>
HRA Capital	21,371	210	-	21,581	21,581	210	-
<b>Total Capital Programme*</b>	<b>98,745</b>	<b>3,422</b>	<b>(28,731)</b>	<b>73,436</b>	<b>73,436</b>	<b>(25,309)</b>	<b>(29%)</b>

\*Excludes Capital Schemes Managed by Schools



**Virements Requiring Member Approval.**

A virement of £0.023m is requested within the Environment, Planning and Regeneration Directorate to re-align the budget across Traffic Development to ensure the budgets reflect the costs and nature of this service provision. There is a nil impact on the service budgets.

Cost Centre		Account Group	Amount £'000
11218	Developmnt & Control	Employee Related	(0.100)
11218	Developmnt & Control	Employee Related	(0.250)
11218	Developmnt & Control	Transport	(0.480)
11218	Developmnt & Control	Supplies & Services	(0.290)
11218	Developmnt & Control	Supplies & Services	(0.100)
11218	Developmnt & Control	Recharges	(0.300)
11218	Developmnt & Control	Recharges	(0.350)
11218	Developmnt & Control	Customer Client	7.500
10623	Safer Routes	Transport	(0.150)
10623	Safer Routes	Supplies & Services	(13.462)
10623	Safer Routes	Recharges	(0.200)
10623	Safer Routes	Recharges	(0.150)
10648	Parking Design	Employee Related	0.100
10648	Parking Design	Employee Related	0.250
10648	Parking Design	Transport	0.480
10648	Parking Design	Supplies & Services	0.290
10648	Parking Design	Supplies & Services	0.100
10648	Parking Design	Recharges	0.300
10648	Parking Design	Recharges	0.350
10648	Parking Design	Transport	0.150
10648	Parking Design	Supplies & Services	13.462
10648	Parking Design	Recharges	0.200
10648	Parking Design	Recharges	0.150
10648	Parking Design	Customer Client	(7.500)
TOTAL			-

A virement of £0.005m is requested within the Environment, Planning and Regeneration Directorate to re-align the Highways Income budget to ensure it reflects the costs and nature of this service provision. There is a nil impact on the service budgets.

Cost Centre		Account Group	Amount £'000
10618	Highways Other	Employee Related	(0.170)
10618	Highways Other	Employee Related	(0.100)
10618	Highways Other	Transport	(2.400)
10618	Highways Other	Transport	(0.800)
10618	Highways Other	Supplies & Services	(0.220)
10618	Highways Other	Recharges	(0.760)
10618	Highways Other	Recharges	(0.020)
10618	Highways Other	Recharges	(0.110)
10618	Highways Other	Recharges	(0.170)
10648	Parking Design	Employee Related	0.170
10648	Parking Design	Employee Related	0.100
10631	N.R.S.W.A.	Transport	2.400
10631	N.R.S.W.A.	Transport	0.800
10648	Parking Design	Supplies & Services	0.220
10648	Parking Design	Recharges	0.760
11209	Strategic Costs	Recharges	0.020
10648	Parking Design	Recharges	0.110
10648	Parking Design	Recharges	0.170
TOTAL			-

A virement of £0.108m is requested within the Environment, Planning and Regeneration Directorate to realign the Community Safety budgets subsequent to the loss of Basic Command Unit (BCU) funding. There is a nil impact on the service budgets.

Cost Centre	Account Group	Amount £'000
10021 Safer Communities Unit	Employee Related	(92.130)
10021 Safer Communities Unit	Employee Related	(0.050)
10021 Safer Communities Unit	Employee Related	(4.310)
10021 Safer Communities Unit	Transport	(0.360)
10021 Safer Communities Unit	Transport	(0.150)
10021 Safer Communities Unit	Transport	(0.310)
10021 Safer Communities Unit	Supplies & Services	(0.200)
10021 Safer Communities Unit	Supplies & Services	(0.510)
10021 Safer Communities Unit	Supplies & Services	(1.020)
10021 Safer Communities Unit	Supplies & Services	(0.500)
10021 Safer Communities Unit	Supplies & Services	(6.150)
10021 Safer Communities Unit	Supplies & Services	(0.030)
10021 Safer Communities Unit	Supplies & Services	(0.540)
10021 Safer Communities Unit	Supplies & Services	(0.040)
10021 Safer Communities Unit	Supplies & Services	(0.720)
10021 Safer Communities Unit	Supplies & Services	(0.220)
10021 Safer Communities Unit	Customer Client	0.500
10996 Stronger Safer Communities Fund	Employee Related	92.130
10996 Stronger Safer Communities Fund	Employee Related	0.050
10996 Stronger Safer Communities Fund	Employee Related	4.310
10996 Stronger Safer Communities Fund	Transport	0.360
10996 Stronger Safer Communities Fund	Transport	0.150
10996 Stronger Safer Communities Fund	Transport	0.310
10996 Stronger Safer Communities Fund	Supplies & Services	0.200
10996 Stronger Safer Communities Fund	Supplies & Services	0.510
10996 Stronger Safer Communities Fund	Supplies & Services	1.020
10996 Stronger Safer Communities Fund	Supplies & Services	0.500
10996 Stronger Safer Communities Fund	Supplies & Services	6.150
10996 Stronger Safer Communities Fund	Supplies & Services	0.030
10996 Stronger Safer Communities Fund	Supplies & Services	0.540
10996 Stronger Safer Communities Fund	Supplies & Services	0.040
10996 Stronger Safer Communities Fund	Supplies & Services	0.720
10996 Stronger Safer Communities Fund	Supplies & Services	0.220
10996 Stronger Safer Communities Fund	Customer Client	(0.500)
<b>TOTAL</b>		-

A virement for £1.109m is requested within the Commercial Directorate , in order to carry out budget realignment within Information Systems. There is a nil impact on the service budgets.

Cost Centre	Account Group	Amount £'000
10342 Electronic Information Service	Support and Services	(9.140)
10342 Electronic Information Service	Real Recharges	1.500
10342 Electronic Information Service	Real Recharges	0.650
11001 IT Strategy	Employee Related	190.870
11001 IT Strategy	Employee Related	96.020
11001 IT Strategy	Employee Related	44.220
11001 IT Strategy	Employee Related	(33.540)
11001 IT Strategy	Real Recharges	0.860
11001 IT Strategy	Real Recharges	0.130
11001 IT Strategy	Real Recharges	3.430
11001 IT Strategy	Real Recharges	5.920
11001 IT Strategy	Support and Services	(308.890)
10599 Swift	Employee Related	(131.580)
10599 Swift	Employee Related	10.240
10599 Swift	Real Recharges	0.130
10599 Swift	Real Recharges	0.130
10599 Swift	Real Recharges	3.130
10599 Swift	Support and Services	(0.920)
11020 System Support	Support and Services	29.810
11020 System Support	Real Recharges	1.590
11020 System Support	Real Recharges	0.050
11020 System Support	Real Recharges	0.480
11020 System Support	Real Recharges	0.560
11020 System Support	Real Recharges	(35.110)
10413 Non Recoverable Costs from non GF Accounts	Support and Services	25.550
11021 Infrastructure	Support and Services	233.360
11021 Infrastructure	Real Recharges	33.920
11021 Infrastructure	Real Recharges	0.300
11021 Infrastructure	Real Recharges	0.010
11021 Infrastructure	Real Recharges	0.180
11022 Business Systems & Partnerships	Employee Related	(202.510)
11022 Business Systems & Partnerships	Employee Related	0.330
11022 Business Systems & Partnerships	Real Recharges	21.950
11022 Business Systems & Partnerships	Real Recharges	1.550
11022 Business Systems & Partnerships	Real Recharges	(22.490)
11022 Business Systems & Partnerships	Real Recharges	5.110
11022 Business Systems & Partnerships	Support and Services	(358.590)
11199 Service Desk	Employee Related	148.200
11199 Service Desk	Employee Related	0.150
11199 Service Desk	Real Recharges	0.110
11199 Service Desk	Real Recharges	(6.300)
11199 Service Desk	Support and Services	6.620
11022 Business Systems & Partnerships	Support and Services	242.010
<b>TOTAL</b>		-

