

Performance Report: Quarter Three 2012-13

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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	MTB	HR/People	Key project rating
Adult Social Care and Health	5	(237)	(1,026)	1	-2.5	n/a
Children's Service	3	(189)	(21,096)	-1	-3.5	1
Environment, Planning & Regeneration	1.5	346	(19,868)	1	-3	9
Commercial Services	2	599	(13,534)	-3	1	0
Deputy Chief Executive's Service	-2(P)	(2)	0	2	1	n/a
Chief Executive's Service (incl. Customer Services & Libraries)	2.5	262	(1,483)	-1	-3.5	1
Corporate Governance	1	7	(29)	2	1	0
Central Expenses	n/a	(550)	(2,178)	n/a	n/a	n/a
Totals^[1]	4	236	(63,589)	2	-2.5	4.5

2. Whole council summary tables

2.1 Key finance indicators

Indicator		2012/13 (Position at 31/12/12)	2012/13 (Position at 30/09/12)	Achieved /Trend
1 Revenue Expenditure				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	15.54	13.71	
(ii) HRA Balances	£'m	15.01	11.01	
(iii) School Balances	£'m	15.09	15.09	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	4.15	5.56	
(ii) Underspends	£'m	3.91	3.49	
2 Capital Expenditure				
(i) Total Slippage	£'m	54.31	13.43	
3 Debt Management				
(i) Total Debt Outstanding over 30 days	£'m	11.57	5.1	
(i) Total Debt Outstanding over 12 months	£'m	1.5	1.29	
(iii) Council Tax - % paid	%	83.83	56.74	
4 Creditor Payment Performance				
(i) % of Creditors paid within 30 days	%	97.87	97.98	

2.2 Revenue budget – corporate overview

See Monitoring Report

2.3 Capital budget – corporate overview

See Monitoring 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	7	5	1	1		4	3	7
Children's Services	11	6		2	2	8	2	10
Environment , Planning & Regeneration	10	4	2	1	3	7	2	10
Commercial Service	4	3			1	4	0	4
Deputy Chief Executive (provisional)	10	2	1	1	4	5	2	8
Chief Executive's Service	10	4		1	1	7	2	6
Corporate Governance	1	1				1	0	1
Total	50	25 (54.3%)	4 (8.7%)	6 (13%)	11 (23.9%)	36	11	46

* A CPI has no target so has no RAG rating so has not been included in the statistics

** A CPI due to be reported is still awaiting data and has not been included in the statistics

Please note: Where the direction of travel is N/A or black this has not been included in the statistics

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
Attendance									
Average number of sickness absence days per employee (Rolling year)	Jan 12 - Dec 12	6	6 - 6.5	7.7	N/A	18450/2403	-28%	▼ 0.2%	10.1 days (CIPFA, All Members & other Unitary Authorities 2011)
Average number of absence days per employee this quarter (target is seasonally adjusted)	Oct 12 - Dec 12	1.71	1.72 - 1.84	2.2	N/A	5249/2375	-29.2%	▼ 15.1%	2.25 days (CIPFA, All Members & other Unitary Authorities 2011)
% managers submitting a monthly absence return	Oct 12 - Dec 12	100%	>90%	391	92.7%	391/422	7.4%	▲ 1.1%	N/A : measure applicable to LBB only
Performance Review									
% performance reviews completed and agreed for eligible staff only	Apr 12 - Mar 13	100%	>90%	Next reported in Quarter 1 2013/2014					
% mid year reviews completed for eligible staff only	Apr 12 - Mar 13	100%	>90%	2112	95.3%	2112/2215	4.7%	Not Previously reported	N/A : measure applicable to LBB only
Cost									
Variance of total payroll to budget	Oct 12 - Dec 12	£28,473,024	+/-5%	£25,259,411	-11.3%	25259411/28473024	-11.3%	▲ 2.7%	N/A : measure applicable to LBB only
Management Indicator	Period covered			Q3 Actual (No.)	Q3 Actual % of total	Q3 (numerator/denominator)	DoT Q3 %		Benchmarking

Appendix A

Diversity Data

Percentage of top 5% earners that are female	As at 31 Dec 2012	69	49.6%	69/139	▲ 1.4%	Women in leadership posts 49.9% (CIPFA, All Members & other Unitary Authorities 2011)
Number of BME employees as % of total employees	As at 31 Dec 2012	815	31.9%	815/2556	— 0.0%	Black and Minority Ethnic local population 33.1% (State of the Borough June 2011)
Number of declared disabled staff as % of total employees	As at 31 Dec 2012	77	2.9%	77/2669	▲ 1.8%	2.33% (CIPFA, All Members & other Unitary Authorities 2011)

Employee Relations

High Risk - Employee Relations cases as % of total cases	As at 31 Dec 2012	7	7.7%	7/91	▼ 15.5%	N/A : measure applicable to LBB only
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2.6 Staff numbers by service

As at 31 Dec 2012	ESTABLISHED POSITIONS AS FTE		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE			MSP RESOURCE AS HEADCOUNT	NON MSP RESOURCE AS Headcount			AVAILABLE CASUAL RESOURCE AS FTE
	Total Established Positions (FTE)	Occupied (FTE)	Permanent	Fixed Term, Temporary, Seasonal	TOTAL	TOTAL	Resource paid in the quarter	Consultants paid in the quarter	TOTAL	Total
Chief Executive	411.58	325.21	294.76	25.54	320.30	84	2	9	11	3.00
Adult Social Services	315.99	267.51	236.02	21.04	257.06	84	0	9	9	12.00
Children's Service	974.06	840.69	652.08	157.03	809.11	88	12	17	29	259.66
Corporate Governance	56.00	40.48	34.47	7.00	41.47	2	0	1	1	13.00
Deputy Chief Executive Service	225.60	180.61	140.39	34.22	174.61	27	3	7	10	5.00
Commercial Services	147.19	109.77	97.77	11.00	108.77	24	3	7	10	0.00
Environment, Planning & Regen.	790.51	654.10	609.76	49.53	659.29	204	1	26	27	84.00
Total	2,920.93	2,418.36	2,065.24	305.36	2,370.60	513.00	21.00	76.00	97.00	376.66

2.7 Key projects – corporate overview

Service Area	Red Status	Amber Status	Green Status	Total number of projects
Adult Social Services				0
Chief Executive's Office			1	1
Children's Services	1	10	7	18
Commercial Services				0
Deputy Chief Executive including One Barnet				0
Environment, Planning & Regeneration	1	2	14	17
Totals	2	12	22	36

Key projects issues identified in quarter 3:

A total of 36 projects have been monitored over quarter 3, of these projects 2 have been given a Red RAG rating due to milestone or general project slippage, these projects are listed below.

1. **MASH – Multi-Agency Support Hub (*Children's Safeguarding*)**: Whilst there are limited interim working arrangements in place, the full MASH is not due to be up and running until Spring 2013. It had been scheduled to be operational by late 2012.
2. **NLWA Procurement** – This project is marked as red according to the established RAG methodology because some slippage has occurred. However, it is anticipated that this project will deliver the required outcomes.

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)

Revenue Monitoring by Directorate

Adult Social Care

Description	Variations				Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Care Services - Learning Disabilities	34,081	34,940	35,210	270	Overspend from increase in demand and services in addition to the YCB block contract.
Care Services - Mental Health	7,114	6,451	6,471	20	Overspend is due to an increase in residential clients placements due to an increase in high cost cases on autistic spectrum
Care Services - Older Adults - Physical Disabilities	42,085	44,032	44,186	154	Main overspend relates to an increase in Direct Payments and additional placements in Residential care
Transformation & Resources	3,855	3,551	3,450	(101)	Underspend is due to saving on interim joint Director with Children's Service and other staff vacancies.
Strategic Commissioning & Supply Management	8,741	8,190	7,610	(580)	Savings on Housing related support which will be re-directed towards lower level preventative services.
Government Grant Income	(61)	(61)	(61)	-	
Total	95,815	97,103	96,866	(237)	

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

- 24 cost centres over £100,000
- 26 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	314	-	
Levies	27,831	27,632	27,082	(550)	Underspend on levies budget and a refund from the North London Waste Authority
Central Contingency	9,275	4,081	4,081	-	
Rate Relief	433	433	433	-	
Capital Financing	19,469	19,220	19,220	-	
Early Retirement costs	5,004	5,004	5,004	-	
FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	16	16	-	
CDC DRM	-	-	-	-	
Total	63,143	57,501	56,951	(550)	

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

- 1 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Strategic Directors	552	467	475	8	Overspend due to olympics costs
Assistant Chief Executive Service	2,133	2,333	2,363	30	Overspend due to staffing pressures and underachievement of recharge income
Grants	548	782	836	54	Grant pressure, seeking contribution from outside agency
Library Services	5,368	5,359	5,262	(97)	Due to tight management across all budgets in preparation for a very challenging savings target for 2012/13 and likely redundancy costs resulting from the on-going restructure.
Revenues and Benefits	6,510	5,788	5,788	-	
Customer Services & Registration	1,020	2,357	2,624	267	Contractual issues with telephone provider causing slippage to CST benefit deliverables.
Total	16,131	17,086	17,348	262	
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 5 cost centres over £100,000</p> <p>b) 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>					
Childrens Services					
Description	Variations				Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Management Team	1,779	1,283	1,307	24	Overspend on consultants costs offset by shared costs for the Directors post
Social Care Division					
Social Care Management	2,685	2,453	2,340	(113)	Salary underspends due to staff vacancies in central resources team
Children In Care	19,919	20,363	21,114	751	Net position of a number of over and under spends. Main pressure is in external residential care.
Children In Need	4,114	4,449	4,481	32	General staffing overspends due to supernumerary agency staff
Schools & Learning	2,125	2,118	2,049	(69)	Underspend in Education welfare service due to staff vacancies & additional income for newly qualified teachers
Safeguarding, Partnerships & Prevention					
Safeguarding	1,084	1,259	1,270	11	Overspend in staffing and general running costs offset by vacancies in other areas
Early Intervention & Prevention (BRIS)	8,591	9,058	9,294	236	Overspend on funding teachers in children's centres
Integrated Youth & Play Services	4,212	4,215	3,841	(374)	Saving on vacant Head of YOS post, other u/s on salaries and savings on supporting people contract
Access to Learning & Complex Needs	11,141	10,801	10,069	(732)	Underspend mainly from 13/14 Transport savings being achieved early
Other Children's Service Budgets (including PPP & Schools Funding)	2,051	2,117	2,162	45	Overspend in the Communications & Complaints team offset by underspends in various other areas.
Schools Direct Management	-	-	-	-	
Total (excluding SDM)	57,701	58,116	57,927	(189)	
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <p>a) 21 cost centres over £100,000</p> <p>b) 32 cost centres over £50,000 where the cost centre's gross budget is less than £1m</p> <p>c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.</p>					

Commercial Services					
Description	Variations				Comments
	Original Budget	Budget V1	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Corporate Programmes & Consultancy	692	821	716	(105)	Underspend due to staff vacancies
Property Services & Asset Management	7,503	7,926	8,084	158	Overspend due to shortfall in income, such as car parking fees and sub letting of Barnet House no longer taking place
Corporate Procurement	(257)	(100)	115	215	Shortfall on procurement savings; work is ongoing to identify further savings
Information Systems	6,310	6,152	6,483	331	Additional costs of Open Revenues licences
One Barnet Programme	-	-	-	-	
Total	14,248	14,799	15,398	599	

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

- a) 7 cost centres over £100,000
- b) 5 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Legal Services	1,750	1,778	1,888	110	Overspend due to Transition costs plus pressures from disbursements and shortfall of income
Democratic Services	654	662	658	(4)	
Members	1,591	1,588	1,477	(111)	Due to under spend on training, as well as members allowances and part vacant post
Corporate Anti Fraud Team	722	722	723	1	
Elections	421	421	479	58	Overspend in relation to canvassing costs
Civil Protection	175	175	174	(1)	
Standard & Info Rights Team	230	248	239	(9)	
Corporate Governance Directors	316	232	203	(29)	Salary under spend
Leaders Office	10	10	2	(8)	
Insurance	(10)	(10)	(10)	-	
Total	5,859	5,826	5,833	7	

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

- a) 2 cost centres over £100,000
- b) 4 cost centres over £50,000 where the cost centre's gross budget is less than £1m
- c) 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Corporate Programmes	115	60	63	3	
Finance	3,557	3,881	3,881	-	
Human Resources	1,948	2,249	2,244	(5)	
Total	5,620	6,190	6,188	(2)	
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a) cost centres over £100,000					
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m					
c) 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Land Charges	(964)	(964)	(914)	50	Land Charges income below expectation.
Environmental Health/ Cem & Crem	1,238	1,250	1,365	115	Cemetery & Crematorium income below expectation. Unexpected expenditure on buildings and repairs on Cemetery and Crematorium. Reduction in Pest control income due to unusually low number of Wasp complaints.
Planning	478	533	540	7	Slight over spend on running costs and slight income below expectation.
Strategy (Planning & Housing)	634	634	639	5	
Building Control	(665)	(220)	(277)	(57)	Low running costs and savings on vacancies.
Housing	3,623	3,323	3,425	102	Pressure on cost of short term TA, partially offset by vacant posts and increased PSL income.
Regeneration Service	(224)	(175)	(180)	(5)	
Management and performance	1,311	1,324	1,388	64	Staffing Pressure
Highways Inspection/Maintenance	2,265	1,996	2,177	181	Routine maintenance continues to exceed budget.
Highways income budgets incl. NRSWA	(897)	(871)	(857)	14	
Greenspaces	4,869	4,963	4,965	2	
Cleansing	4,087	4,236	4,127	(109)	Underspend due to reduced staffing costs and pro-active management of agency staff
Refuse (domestic and trade waste)	3,271	3,415	3,435	20	Overspend includes staff transferred over from Street Cleansing and additional agency costs.
Parking	(979)	(678)	(405)	273	Overspend due to continuing low usage of Council car parks even after tariff changes. Further tariff changes to be considered.
Transport	(165)	(131)	(239)	(108)	Underspend due to continuing reduced transport and fleet costs
Recycling	3,383	3,531	3,820	289	Recycling income projection has been reduced due to lower prices being received for materials. In addition there is cost pressure from contract inflation.
Street Lighting	5,800	6,396	6,586	190	Savings delayed by legal process required for the CMS contract change
Community Safety	211	223	175	(48)	Savings due to vacancies
Community Protection	1,229	1,285	1,130	(155)	Savings due to running costs and vacancies
Leisure	863	1,364	1,425	61	Overspend due to repair projects at both Hendon and Finchley
WOM	-	-	-	0	
Environment, Planning & Regeneration	29,368	31,434	32,325	891	
Special Parking Account	(6,896)	(7,107)	(7,652)	(545)	Improved position from realignment of recharges from Traffic and Development
Environment, Planning & Regeneration Total (inc SPA)	22,472	24,327	24,673	346	
Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:					
a) 8 cost centres over £100,000					
b) 2 cost centres over £50,000 where the cost centre's gross budget is less than £1m					
c) 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
Centrally Retained	27,635	30,811	29,529	(1,282)	Overall there are a number of over and under spends on various centrally retained cost centres but the main underspend in Schools contingencies.
ISB	223,014	170,742	170,742	-	
DSG & LSC Grant	(250,781)	(201,644)	(201,644)	-	
Total	(132)	(91)	(1,373)	(1,282)	
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <ul style="list-style-type: none"> a) 12 cost centres over £100,000 b) 9 cost centres over £50,000 where the cost centre's gross budget is less than £1m c) 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	Q3 Forecast 2012/13	Variation	
	£000	£000	£000	£000	
LBB Retained	1,542	237	112	(125)	Underspend on salaries and running costs
HRA Regeneration	1,126	1,126	(216)	(1,342)	More costs recoverable from developers than expected and savings from an establishment restructure
HRA Other Income and Expenditure (net)	(5,034)	(3,729)	(9,456)	(5,727)	Lower than budgeted interest rate payable on external loans and higher than anticipated rental income from lower void loss rate and higher than budgeted stock numbers & less than expected expenditure on MRR financing HRA capital programme
Support Service recharges	576	576	576	-	
Interest on Balances	(80)	(80)	(88)	(8)	
HRA Surplus/Deficit for the year	1,870	1,870	1,870	-	
Total	-	-	(7,202)	(7,202)	
<p>Within the revenue monitoring above, the number of cost centres that are projecting net overspends or underspends are:</p> <ul style="list-style-type: none"> a) 2 cost centres over £100,000 b) 1 cost centres over £50,000 where the cost centre's gross budget is less than £1m c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above. 					

Service	Year	Capital Programme	Funding Type	if Additions/ Deletions £'000	if Slippage/ Accelerated Spend £'000	Explanation for request
Adult Social Care	2012/13	Capital works	Grant	(1,026)		
Central Expenses	2012/13	Capitalised Redundancies	Capital Receipts	(2,178)		Deletion of programme
Chief Executive	2012/13	GIS	Capital Receipts	10		
Chief Executive	2012/13	GIS	Borrowing	30		
Chief Executive	2012/13	Customer Access Centre	Capital Receipts		(1,900)	
Chief Executive	2012/13	CCTV Installation	Capital Receipts	202		
Chief Executive	2012/13	CCTV Installation	Capital Receipts	175		
Childrens Services	2012/13	Temporary Expansions - Allocated	Grant	(4)		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Temporary Expansions - Allocated	Borrowing	(11)		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Pupil Referral Unit - Meadway	Grant	4		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Pupil Referral Unit - Meadway	Borrowing	11		Allocating money from urgent primary places - temporary expansions Manorside to Modernisation - Meadway
Childrens Services	2012/13	Modernisation	Borrowing		(7)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Extended Schools	Grant	(198)		Allocating money from Extended Schools to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Grant	198		Allocating money from Extended Schools to Other temporary expansions
Childrens Services	2012/13	Temporary Expansions - Allocated	Borrowing	(29)		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Temporary Expansions - Allocated	Grant	(8)		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Borrowing	29		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Other Temporary Expansions	Grant	8		Allocating money from Temporary Expansions allocated to Other temporary expansions
Childrens Services	2012/13	Broadfields Extension	Capital Receipts		(350)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	PSCIP - Whittings Hill	Borrowing	(500)		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing	500		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Borrowing		(314)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Mill Hill East	Grant		(1,134)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Orion/Blessed Dominic	Grant		(406)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Orion/Blessed Dominic	Capital Receipts		(450)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Moss Hall	Capital Receipts		(1,782)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Brunswick Park	Capital Receipts		(1,330)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Martin	Borrowing		(1,860)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Urgent Primary Places - Permanent Expansions Unallocated	Borrowing	(23)		Allocating money from urgent primary places - permanent expansions unallocated to Northway/Fairway
Childrens Services	2012/13	Primary Schools Capital Investment Programme (PSCIP) - Northway/Fairway	Borrowing	23		Allocating money from urgent primary places - permanent expansions unallocated to Northway/Fairway
Childrens Services	2012/13	Major School Rebuild - Hyde	Borrowing	(2)		Deletion - project complete
Childrens Services	2012/13	PSCIP - Broadfields	Borrowing	(110)		Deletion - project complete
Childrens Services	2012/13	PSCIP - Whittings Hill	Borrowing	(200)		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	Christ's College	Borrowing	200		Allocating money from PSCIP Whittings Hill to urgent primary places Mill Hill East
Childrens Services	2012/13	East Barnet	Capital Receipts		(1)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	East Barnet	Borrowing		(249)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Christ's college	Grant		(485)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Christ's college	Borrowing		(200)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Copthall	Grant		(185)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Primary Capital Programme - Childs Hill	Borrowing	(96)		Deletion - project complete
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Capital Receipts		(110)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Revenue		(365)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN - Oakleigh	Borrowing		(417)	Reprofiling money within project over future years in line with construction programme.
Childrens Services	2012/13	Aiming High for Disabled Children - Short breaks	Grant		(455)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	TCF - Kitchen & Dining	Capital Receipts	(50)		Deletion - project complete
Childrens Services	2012/13	TCF - Kitchen & Dining	Borrowing	(24)		Deletion - project complete
Childrens Services	2012/13	Pupil Referral Unit	Borrowing	(1,000)		Deletion of scheme - project not going ahead
Childrens Services	2012/13	Early Intervention System	Revenue	200		Addition to programme of revenue contribution
Childrens Services	2012/13	Outstanding commitments on completed schemes	Capital Receipts	(71)		Deletion - project complete
Childrens Services	2012/13	Primary Capital Programme (Colindale)	Borrowing		(200)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	TCF - Kitchen & Dining (Garden Suburb)	Grant		(34)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Surestart	Grant	(150)		Deletion - projects complete
Childrens Services	2012/13	Other Temporary Expansions	Grant	150		
Childrens Services	2012/13	Modernisation	Grant		(199)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Modernisation	Borrowing		(982)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Grant		(1,366)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Capital Receipts		(840)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places Temporary Expansions	Borrowing		(1,035)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places - Perm (unallocated)	Capital Receipts		(1,617)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places - Perm (unallocated)	Revenue		(679)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Urgent Primary Places - Perm (unallocated)	Borrowing		(2,175)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Targeted Capital 14-19 SEN	Borrowing		(131)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	TCF - Kitchen & Dining	Grant		(167)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Early Intervention System	Revenue		(200)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	e-financials	Capital Receipts		(38)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	e-financials	Revenue		(180)	Reprofiling money within project over future years in line with programme.
Childrens Services	2012/13	Modernisation	Grant	186		Reprofiling
Childrens Services	2012/13	Mill Hill East	Grant	(186)		Reprofiling
Commercial Services	2012/13	IS Refresh	Capital Receipts	(10)		
Commercial Services	2012/13	Depot Relocation	Capital Receipts		(11,548)	It is unlikely that a new site will be purchased this financial year and therefore construction will start post april 2013
Commercial Services	2012/13	Corporate IM Platform	Capital Receipts		(1,958)	
Commercial Services	2012/13	Arts Depot Lift	Capital Receipts		(18)	
Corporate Governance	2012/13	Emergency Response Command Centre	Capital Receipts		(29)	

Service	Year	Capital Programme	Funding Type	if Additions/ Deletions £'000	if Slippage/ Accelerated Spend £'000	Explanation for request
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106	478		Substitution from EPR existing scheme from Q2
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant	220		Substitution from EPR existing scheme from Q2
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106		(2,623)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant		(2,398)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Revenue		(4,980)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	s106		170	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Infrastructure	Grant		140	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	Grahame Park Area Regeneration Building Works	Borrowing		(5,000)	Re-profiling of budget to future years
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Capital Receipts		(1,200)	Slippage to 2013/14 due to programme not starting
Environment, Planning and Regeneration	2012/13	General Fund Regeneration	Borrowing		(124)	Slippage to 2013/14 due to programme not starting
Environment, Planning and Regeneration	2012/13	Mill Hill East	Capital Receipts		(100)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Outer London Fund - Cricklewood	s106		(132)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Outer London Fund - Cricklewood	Borrowing		(98)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Outer London Fund - Cricklewood	Grant		(120)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Outer London Fund - North Finchley	Borrowing		(75)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Hendon Cemetry & Crematorium Enhancement	Capital Receipts		(150)	Slippage to 2013/14 due to delays in the project
Environment, Planning and Regeneration	2012/13	Disabled Facilities Grants Programme	Grant	191		Additional Grant Awarded
Environment, Planning and Regeneration	2012/13	Disabled Facilities Grants Programme	Revenue	16		Additional Revenue funding (from a refund of a cheque)
Environment, Planning and Regeneration	2012/13	Disabled Facilities Grants Programme	Capital Receipts		(1,000)	Slippage to 2013/14 due to slow start at the beginning of the year
Environment, Planning and Regeneration	2012/13	Empty Properties	Borrowing		(400)	Slippage to 2013/14 due to slow start at the beginning of the year
Environment, Planning and Regeneration	2012/13	CCTV in Town Centres Programme	Capital receipts		(62)	Slip forward of outstanding retention funds owed to contractors which are yet to be finalised.
Environment, Planning and Regeneration	2012/13	CCTV in Town Centres Programme	Capital receipts		(22)	Slip forward of outstanding retention funds owed to contractors which are yet to be finalised.
Environment, Planning and Regeneration	2012/13	CCTV Installation	Capital receipts	(202)		Transfer of the CCTV Review (Safer Communities One Barnet Wave 2 Project) to Chief Executive's Services
Environment, Planning and Regeneration	2012/13	CCTV Installation	Capital receipts	(175)		Transfer of the CCTV Review (Safer Communities One Barnet Wave 2 Project) to Chief Executive's Services
Environment, Planning and Regeneration	2012/13	Park Infrastructure	Borrowing		(10)	Carry forward amount as project due to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Princess & Edgwarebury Parks	Borrowing	24		Substituted funding across parks projects to complete the play areas
Environment, Planning and Regeneration	2012/13	Park Infrastructure	Borrowing	(24)		Substituted funding across parks projects to complete the play areas
Environment, Planning and Regeneration	2012/13	Controlled Parking Zones	s106		27	Slip back of funding to accommodate accelerated spend on surveys for the parking zones
Environment, Planning and Regeneration	2012/13	Aerodrome Road - additional pedestrian facilities	Borrowing	(5)		Change in programme category
Environment, Planning and Regeneration	2012/13	Cycling on Greenways	Grant	(4)		Completion of projects and final amendments
Environment, Planning and Regeneration	2012/13	Local Transport Funding	Grant	(102)		Completion of projects and adjustments
Environment, Planning and Regeneration	2012/13	Enabling Works	Grant	61	(8)	Addition to the programme of remainder of funding available and carry forward amount of project due to be completed in 2013/14
Environment, Planning and Regeneration	2012/13	Schools programme	Grant	(9)		Change of classification of spend & transfer of this funding to HD54, nil overall effect
Environment, Planning and Regeneration	2012/13	Corridors, Neighbourhoods and Supporting Measures	Grant	9		Change of classification of spend & transfer of this funding to HD54, nil overall effect
Environment, Planning and Regeneration	2012/13	Corridors, Neighbourhoods and Supporting Measures	Grant	(1,287)		2011 final adjustments; & 2012 in year adjustments
Environment, Planning and Regeneration	2012/13	Highways Investment	Borrowing	(60)		1) Change in programme funding. Nil overall effect;
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	7		Additional s106 funding
Environment, Planning and Regeneration	2012/13	Highways Investment	Borrowing	5		1) Change in programme funding. Nil overall effect
Environment, Planning and Regeneration	2012/13	Highways Investment	s106		(9)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Highways Investment	s106		(173)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Highways Investment	s106	(21)		s106 Programme deletions
Environment, Planning and Regeneration	2012/13	Carriageway and Footway	Borrowing	(62)		Change of programme category
Environment, Planning and Regeneration	2012/13	Saracens	s106		(40)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Saracens	Grant		(5)	Reprofiled project works and spend
Environment, Planning and Regeneration	2012/13	Saracens	s106	(50)		Change in funding stream. Nil overall effect
Environment, Planning and Regeneration	2012/13	Saracens	Grant	50		Change in funding stream. Nil overall effect
Environment, Planning and Regeneration	2012/13	Travel Plan Implementation	s106	(5)		Change of programme category
Environment, Planning and Regeneration	2012/13	Travel Plan Implementation	Borrowing		(16)	Slip forward of Travel Plan funding
Environment, Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	s106	5		Change of programme category
Environment, Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	s106		(81)	Reprofiled works, predominantly s106, and spend
Environment, Planning and Regeneration	2012/13	Road Traffic Act - Controlled Parking Zones	Borrowing		(3)	Reprofiled works, predominantly s106, and spend
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2009/10 allocation	s106	(71)		Remove old programme lines. Nil overall effect
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2010/11 allocation	s106	71		Remove old programme lines. Nil overall effect
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2009/10 allocation	Borrowing	(27)		Remove old programme lines. Nil overall effect
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2010/11 allocation	Borrowing	27		Remove old programme lines. Nil overall effect
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2010/11 allocation	s106		(22)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Footway Reconstruction-2010/11 allocation	Borrowing		(13)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Traffic Management	Borrowing		(1)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Traffic Management	s106		(2)	Reprofiled s106 works and spend
Environment, Planning and Regeneration	2012/13	Waste etc	Capital receipts		(90)	Reprofiled project spend on Waste Containers
Environment, Planning and Regeneration	2012/13	Cleansing	RCCO		(60)	Will continue to lease & not purchase equipment this financial year. Position to be re-evaluated in 2013.
Environment, Planning and Regeneration	2012/13	Corridors	Grant	(138)		Final amendments to project account
Environment, Planning and Regeneration	2012/13	Capitalisation of planned maintenance	Borrowing	122		Change in programme category
Environment, Planning and Regeneration	2012/13	Capitalisation of planned maintenance	Capital receipts		(29)	Reprofiled project spend
Environment, Planning and Regeneration	2012/13	Capitalisation of planned maintenance	Borrowing		(3)	Reprofiled project spend
Environment, Planning and Regeneration	2012/13	Parking	Capital receipts		(74)	Reprofiling of work now scheduled to be completed early 2013/14
Environment, Planning and Regeneration	2012/13	Reconstruction of Railway Bridges	Borrowing		(24)	Partial slip forward of outstanding amount of retention funds relating to the bridge contract works
Environment, Planning and Regeneration	2012/13	Drainage	Borrowing		(102)	Slip forward for further schemes not initiated before year end due to procurement timescales
HRA	2012/13	Cash Incentive	MRA	(375)		Deletion of budget due Programme stopping - Therefore no more spend for 2012-13
HRA	2012/13	HRA Regeneration	MRA	(4,000)		Budget to be deleted due as no more Regen work taking place this year
				(9,281)	(54,308)	

Service	2012/13 Latest Approved Budget	Additions/ (Deletions) recommended to Feb CRC	(Slippage) / Accelerated Spend recommended to Feb CRC	2012/13 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2012/13 Approved Budget
	£'000	£'000	£'000	£'000	£'000	£'000	%
Mental Health and Adults Personal Social Services Allocations	2,143	(1,026)	-	1,117	1,117	(1,026)	
Adult Social Care	2,143	(1,026)	-	1,117	1,117	(1,026)	0%
Capitalised Redundancies	2,178	(2,178)	-	-	-	(2,178)	
Central Expenses	2,178	(2,178)	-	-	-	(2,178)	0%
Chief Executive Services	2,783	417	(1,900)	1,300	1,300	(1,483)	(68%)
Chief Executive	2,783	417	(1,900)	1,300	1,300	(1,483)	(68%)
Schools Access Initiatives	-	-	-	-	-	-	
Schools Modernisation & Access Improvement Programmes	5,456	201	(1,188)	4,469	4,469	(987)	(22%)
Urgent Primary Places	-	-	-	-	-	-	
Temporary Expansions - Allocated	2,029	(52)	-	1,977	1,977	(52)	
Other Temporary Expansions	3,207	385	(3,241)	351	351	(2,856)	(101%)
Broadfields	1,408	-	(350)	1,058	1,058	(350)	(25%)
Mill Hill East	2,000	314	(1,448)	866	866	(1,134)	(72%)
Orion Primary/ blessed Dominic	3,591	-	(856)	2,735	2,735	(856)	(24%)
Moss hall Infants and Juniors	2,000	-	(1,782)	218	218	(1,782)	(89%)
Brunswick Park	1,500	-	(1,330)	170	170	(1,330)	(89%)
Menorah Foundation	1,600	-	-	1,600	1,600	-	
St Mary's and St Johns	3,000	-	-	3,000	3,000	-	
Other Permanent Expansions - Allocated	2,001	-	(1,860)	141	141	(1,860)	(93%)
Unallocated	4,494	(23)	(4,471)	-	-	(4,494)	(99%)
Surestart Programme	153	(150)	-	3	3	(150)	
Major School Rebuild Total	2	(2)	-	-	-	(2)	
Primary Schools Capital Investment Programme	1,410	(787)	-	623	623	(787)	
East Barnet Schools Rebuild	1,177	-	(250)	927	927	(250)	(21%)
General Schools Organisations	1,835	200	(870)	1,165	1,165	(670)	(47%)
Other Schemes	4,654	(1,239)	(2,297)	1,118	1,118	(3,536)	(49%)
Childrens Service	41,517	(1,153)	(19,943)	20,421	20,421	(21,096)	(48%)
Capital Schemes Managed by Schools	-	-	-	(798)	(798)	-	
Capital Schemes Managed by Schools	(798)	-	-	(798)	(798)	-	0%
Commercial Services	19,138	(10)	(13,524)	5,604	5,604	(13,534)	(71%)
Commercial Services	19,138	(10)	(13,524)	5,604	5,604	(13,534)	(71%)
Corporate Governance Projects	29	-	(29)	-	-	(29)	
Corporate Governance	29	-	(29)	-	-	(29)	(100%)
Deputy Chief Executive Services	-	-	-	-	-	-	
Deputy Chief Executive	-	-	-	-	-	-	0%
CCTV	461	(377)	(84)	-	-	(461)	(18%)
Greenspaces & Leisure	675	-	(10)	665	665	(10)	(1%)
Highways - non-TfL	9,196	(19)	(413)	8,764	8,764	(432)	(4%)
Highways - TfL	6,447	(1,470)	(8)	4,969	4,969	(1,478)	(0%)
Parking	529	5	(158)	376	376	(153)	(30%)
Waste	293	-	(150)	143	143	(150)	(51%)
Housing Association Programme	-	-	-	-	-	-	
General Fund Regeneration	16,772	698	(16,539)	931	931	(15,841)	(99%)
Disabled Facilities Grants Programme	3,020	207	(1,000)	2,227	2,227	(793)	(33%)
Housing Management System	-	-	-	-	-	-	
Other Projects	1,510	-	(550)	960	960	(550)	(36%)
Environment, Planning and Regeneration	38,903	(956)	(18,912)	19,035	19,035	(19,868)	(49%)
General Fund Programme	106,691	(4,906)	(54,308)	47,477	47,477	(59,214)	(51%)
HRA Capital	21,440	(4,375)	-	17,065	17,065	(4,375)	0%
Total Capital Programme*	128,131	(9,281)	(54,308)	64,542	64,542	(63,589)	(42%)

*Excludes Capital Schemes Managed by Schools

Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk. The risk register has been compiled as a result of risk champions across the Council and is subject to challenge and discussion at a Assistant Director and Director level prior to reporting to Members.

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
5	Almost Certain	0	0	0	0	0
4	Likely	0	0	0	4	0
3	Possible	0	1	6	5	0
2	Unlikely	0	0	0	0	0
1	Rare	0	0	0	0	0

Risk Commentary – Since last reporting date (November 2012) there has been an increase in the scoring of risks around transition and mobilisation – people/capacity and also the increased risk around the judicial review and the potential impact on savings, depending on the outcome. Risks continue to be present in relation to the Eurozone resulting in a cautious approach around Treasury continuing.

Other risks that continue to be of concern is in respect of Welfare Reform, especially given that regeneration has not been converting affordable homes at pace with housing demands. Population increases and demand for services continues to impact on current budgets and is of concern long term.

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
People – there may not be in place the capacity within the council to deliver the change agenda, business as usual and manage the transition to the new corporate structure. Cause: timings of the corporate restructure may mean that the right	Major 4	Likely 4	High 16	<i>Preventative: Restructure Complete Transition plans for moving to new provider and new groups within structure Develop Organisational Development Strategy</i>	Treat	Quarterly	Moderate 3	Possible 3	Medium-High 9

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>people are not in place to lead through the period of change and transition.</p> <p>Consequence: Business as usual may suffer and impact on the customer experience or overall financial management or corporate governance.</p>				<p>Detective: Performance Management Framework to identify areas of concern, in particular 'managing the business' indices</p> <p>Regular Senior Management Team meetings for each Directorate</p> <p>One Barnet Programme – management of mobilisation/transition plans for escalation to the Board.</p>					
<p>Welfare and Benefit Reform – there is a risk that government policy may have unintended consequences set in the wider context of service reductions and social change.</p> <p>Likelihood that there will be direct operational increases from implementing a new system, potential for cost pressures from central government to local government, and there may be a transfer of costs from one council to another.</p> <p>Cause: Central Government has committed to a programme of welfare reform, aiming to simplify the benefits systems, create the right incentives to get more people into work, protect the most vulnerable, and deliver fairness to tax payers and to those claiming</p>	Major 4	Likely 4	High 16	<p>Preventative: Welfare Reform Programme (including partners) in place to determine impact and to determine the design of the new scheme in place to deliver welfare and benefit reform.</p> <p>A crisis fund is being developed includes a local allocation of £2m in Discretionary Housing Payments for 2013/14.</p> <p>Actions to manage housing supply</p> <p>Detective: Performance indicators in place to determine impact on housing and social care demand, NEETs</p> <p>Development of an implementation plan to monitor</p>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
benefits									
Consequence: potential to negatively affect those economically disadvantaged within the community.									
Financial Resilience – given the slow recovery of the economy there is a risk of key concerns over delivering savings over the next few years and managing to deliver services at the highest standards over such uncertainty. This risk may be further increased locally pending outcome of the judicial review for NSCSO and DRS outsource contracts (worst case scenario planning). Cause: further cuts to local government funding in 2012/13 and there have been discussions of an additional Spending Review possibly in the Autumn of 2012/13. Consequence: Erosion of financial reserve position or non delivery of key services to the vulnerable.	Major 4	Possible 3	Medium High 12	<p>Preventative: Financial and Business Planning cycle including risk assessments of saving plans</p> <p>Detective: Budget monitoring and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy</p>	Tolerate	Quarterly	Major 4	Possible 3	Medium High 12

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Treasury – there is a risk due to the potential break up of the Euro and associated defaults could leave banks around the world exposed to bad debt. The council will need to ensure prudent investments over this period to prevent funds and associated interest being at risk.</p> <p>Cause: Creditworthiness of banks continues to be a concern due to global economic uncertainty and the Eurozone crisis</p> <p>Consequence: Loss of funds if there are not adequate safeguards in place to review investments.</p>	Major 4	Possible 3	Medium/ High 12	<p>Preventative: <i>Approved Treasury Management Strategy with appropriate sign off of deposits by senior management.</i></p> <p>Detective: <i>Compliance checks on application of strategy, continual monitoring of deposits and proactive assessment and amendment of lending lists in light of changing circumstances</i> <i>Internal audit reports gave satisfactory assurance (November 2012)</i></p>	Tolerate	Quarterly	Major 4	Possible 3	Medium- High 12
<p>Failure to plan for population increase – the borough is set to grow in population and there is a risk that there may not be enough social infrastructure (schools, older people homes), physical and green spaces, and affordable housing available in line with demand. If the growth is not fed into sufficiently into plans there is the risk that some directorates may not be able to provide services to offset demand pressures in other directorates.</p> <p>Cause: Population increase and</p>	Major 4	Likely 4	High 16	<p>Preventative: <i>Development of Pupil Placed Planning Strategy linked effectively with the Regeneration Programme</i> <i>Demand Management, prevention and intervention into troubled families (Wave 2 projects)</i></p> <p>Detective: <i>Regeneration Board, Regeneration Compliance Group, performance indicators for new homes.</i> <i>Investment Appraisal Board for school expansions, this process is currently being redesigned to be</i></p>	Treat	Quarterly	Major 4	Possible 3	Medium- High 12

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>people living longer.</p> <p>Consequence: More demand for public services over a period in declining government funding.</p>				<p><i>more effective.</i> <i>Development of Programme Management Capability within Regeneration.</i></p>					
<p>Information Management – there is a risk of non compliance with data protection legislation and information security policies without practical responses to transferring information between providers and the council.</p> <p>Cause: Changes to the ways in which services are provided require more interchange of information with external bodies.</p> <p>Consequence: potential information security or data protection breaches if policies are not strictly complied with leading to reputational damage and potential fines from ICO.</p>	Moderate 3	Possible 3	Medium-High 9	<p>Preventative: <i>Permanent business as usual Information Management function in place. Information Management Strategy; E-learning package on information management</i> <i>Communication of policies and procedures</i></p> <p>Detective: <i>Chief Information Officer and Head of Information Management role in place and business as usual function is being implemented. Roles will be responsible for on-going oversight and direction of Information Management. Information Governance Council will formally reconvene alongside commencement of restructure organisation. Information Governance Board providing oversight and direction</i> <i>IM implementation plan</i> <i>Delivery Unit Governance Groups in place within services to monitor compliance within Adults and</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
				<i>Children's Services (high risk areas)</i>					
<p>Commercial Relationships – there is a risk that centralisation and compliance work distracts focus from supply chain management and category management across the council for delivery of key savings over the short to medium term.</p> <p>Cause: As the focus of procurement has been compliance resources have not been balanced in terms of delivery of category management and ensuring understanding of contract management after the procurement exercise.</p> <p>Consequence: Failure to understand the data and to make future savings from better commercial relationships.</p>	Major 4	Possible 3	Medium - High 12	<p>Preventative: <i>medium term procurement strategy developed Delivery of Procurement Controls and Monitoring Action Plan to ensure compliance with basic procurement rules – satisfactory assurance received from internal audit in November 2012</i></p> <p>Detective: <i>Data for category spend per Directorate reviewed and acted upon Centralisation of procurement specialists to act as key supplier relationship managers (SRMs) across the business and embedding of controls. Development of Commercial Assurance in new organisational structure for April 2013</i></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6
Asset Management – there is a risk that there is not a common understanding of the current state and size of council and community owned assets.	Moderate 3	Possible 3	Medium-High 9	<p>Preventative: <i>Asset Management Strategy development</i></p> <p>Detective: <i>Developing a list of council and community based assets, including any compliance</i></p>	Treat	Quarterly	Minor 2	Possible 3	Medium-Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Cause: there has been a lack of an integrated Asset management System due to a lack of data on properly held.</p> <p>Consequence: Asset management planning may not be well integrated within business planning processes leading to poor use of resources.</p>				<p>issues.</p> <p>Implementation of Estates Strategy Action Plan</p> <p>Establish corporate asset management system</p>					
<p>Waste Management and Sustainability – without consideration of alternative ways of improving recycling and changing behaviours around sustainability there is a risk that costs will escalate in the future and delivery of services at the current quality will not be possible leading to declining customer satisfaction.</p> <p>Cause: Growth and changes in government regulations and law require change to waste management and sustainability.</p> <p>Consequence: Increased costs due to penalties attracted where minimum recycling rates not achieved and where rubbish sent to landfill. Without appropriate ownership of responsibility for environmental matters and easy</p>	Major 4	Likely 4	High 16	<p>Preventative: In-house delivery with stretch model being taken forward NWL A partnership</p> <p>Detective: Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan One Barnet Programme Management until Business as Usual phase</p>	Treat	Quarterly	Major 4	Possible 3	Medium-High 12

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
access to methods of recycling there may be an adverse affect on the environment and standards of living.									
<p>Health Integration – local health organisations and social care have agreed to work on a single integration programme for commissioning and service change from October 2012. Without clear evidence that demonstrates the measurable return on investment for integration with social care and the timescale for benefit realisation, there is a risk that partner organisations may be unwilling to commit to support and invest in integration projects where they do not see a rapid and/or proportionate return on their investment for their own organisation.</p> <p>Cause: Resourcing constraints and are expected to impact local NHS organisations that are undergoing major transitions now and during the next 12 months.</p> <p>Consequence: Without appropriate partnership commitment the opportunities from integration of</p>	Moderate 3	Possible 3	Medium-High 9	<p>Preventative: Strategic Outline Business Case for Health and Social Care Integration and investment priorities outlining commitment of NHS organisations and Barnet Council to provide resources to support the delivery of social care and health integration initiatives and the investment of Section 256 monies.</p> <p>NHS and Social Care integration summit agreed the benefits of a single programme approach to integration in the borough, July 2012. Programme initiation October 2012</p> <p>Detective: Health and Well-Being Board oversight Building local insight through the piloting and evaluation of integration initiatives prior to a large scale commitment or long-term investment decision. Also definition of benefits measurement will be an essential component of</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
health and social care may not be realised such as the ability to improve the health and wellbeing of the Barnet community; and appropriate care and support to support and facilitate good outcomes; & improved management of demographic change				<p><i>integration project development and delivery. Creation of concordat detailing principles of engagement, investment and benefits realisation to be signed by all NHS and social care organisations in the programme.</i></p> <p><i>Programme management approach through One Barnet to ensure that the mix of benefits across the portfolio of projects are fairly distributed at programme level.</i></p> <p><i>Engagement and Communications workstream</i></p> <p><i>HR engagement</i></p>					
New Public Health Statutory Responsibilities - Local Authorities will have a new statutory responsibilities for health improvement, health protection and the provision of public health advice and information to local NHS Commissioners from April 2013 as part of the changes to the health and social care system enacted in the new Health and Social Care Act. The new responsibilities will be funded by a ring-fenced grant which will be based on historical actual outturn spend and will not be confirmed by the Department of	Major 4	Possible 3	Medium - High 12	<p>Preventative – Inter Authority Agreement being agreed with Harrow Council.</p> <p><i>Barnet Council has representation on the London Councils forum and is lobbying for a fair funding settlement through a range of formal and informal channels including Department of Health, NCL Cluster, NHS London Public Health Programme and the Local Government Association.</i></p> <p>Detective – Joint NCL and Barnet Council Public Health Transition Board including representation</p>	Treat	Quarterly	Moderate 3	Likely 4	Medium-High 12

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>Health until December 2012. A project is being implemented jointly with NHS NCL to prepare for the transfer of designated public health functions, contracts and staff to the Local Authority.</p> <p><u>Cause</u> - There is a risk of insufficient funding and specialist public health staff resources for the Local Authority to discharge its statutory Public Health responsibilities. There is an identified £1.4m shortfall between the expected funding requirement and the likely public health ring-fenced grant allocation settlement. The historical level of investment public health in Barnet is substantially lower than other parts of London and is well below the national average.</p> <p><u>Consequence</u> – The Local Authority will be unable to discharge its new statutory public health commitments and will have insufficient resources to fulfil its corporate local strategic priorities for public health improvement and health protection.</p>				<p><i>from NCL Finance, Public Health, Barnet CCG and the regional Health Protection Unit. The Project Board meets monthly. Direct input into the preparation and validation of NCL Public Health financial information. Review of monthly NCL public health financial reporting during the transition year (2012/13).Memorandum of Understanding with NCL Cluster to support the safe transfer of public health functions to the Local Authority.</i></p>					

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Fraud – there is a risk that monies or assets may be fraudulently gained by individuals internal or external to the council over the period of change or austerity.</p> <p>Cause: In periods of austerity it is inherent in any organisation, particularly within government agencies, that they are targeted by fraudsters either external or internal.</p> <p>Consequence: funds may fraudulently leave the council and in the event that the fraud is not detected may not be recovered.</p>	Minor 2	Possible 3	Medium-Low 6	<p>Preventative work: fraud awareness training delivered through e-learning, appropriate design of control by management to prevent fraud.</p> <p>Deterrent: publication of any fraudsters convicted and prosecuted by the Council</p> <p>Detective: Proactive fraud plan in place for 2012-13 to identify weaknesses in control to mitigate the risk of fraud; controls designed by management to detect fraud or error within their key systems.</p> <p>Regular review of fraud cases and consideration of the application of controls.</p>	Tolerate	Quarterly	Minor 2	Possible 3	Medium-Low 6
<p>Failure to engage properly with Residents.</p> <p>Cause: A full understanding of resident's and their involvement in their communities may not be reflected in services approach to business planning; or on building how residents would like to be involved further in their communities.</p>	Moderate 3	Possible 3	Medium-High 9	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Governance: Constitutional Review will look at Public Participation and improvements.</p> <p>Social media – alternative methods</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-Low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
Consequences: reputational damage and the potential to make policy that does not reflect the needs of residents				<p><i>of engaging with residents to be explored through future updates to the website included in phase 2.</i></p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>					
<p>Partnerships – there is a risk that our relationships with key partners with schools, NHS, police may not work effectively to achieve joint outcomes for local people.</p> <p>Cause: Immature partnership framework that is yet to endure a test of the strength of the relationships.</p> <p>Consequence: without clear focus on outcomes partnerships want to achieve the benefits of working collaboratively will not be realised and there could be duplication of efforts or gaps in discharging statutory responsibilities.</p>	Moderate 3	Possible 3	Medium-High 9	<p>Preventative: Overarching Partnership Strategy for the Commissioning Group. Partnership Framework</p> <p>Detective: Partnership Delivery Boards monitoring delivery of partnership outcomes.</p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium-low 6

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>As DRS moves towards final evaluation and NSCSO preferred bidder mobilisation there are risks around the mobilisation period with potential for delay and business continuity over that time. This is also affected by the recent judicial reviews received.</p> <p>Cause: The stage in the procurement process requires capacity and leadership to ensure smooth transition.</p> <p>Consequence: Business as usual may suffer or delays occur if the process is not controlled well over the selection and mobilisation process.</p>	Major 4	Possible 3	Medium-High 12	<p>Preventative: Evaluation panels in place for the assessment of final bids for DRS and Member decision making process.</p> <p>Transition & Mobilisation plans in place to move to new provider for NSCSO and movement to new organisational structure.</p> <p>Detective: Transition & Mobilisation programme in place monitoring delivery of plans, escalating issues as appropriate.</p>	Treat	Weekly	Moderate 3	Possible 3	Medium-High 9
<p>There is a risk in the new organisational structure that the Council may not have the capacity to manage contracts effectively.</p> <p>Cause: change in the model for management contracts post finalisation of major outsourcing of DRS and NSCSO services within scope.</p> <p>Consequence: contract managers may not be in place and with</p>	Moderate 3	Possible 3	Medium High 9	<p>Preventative: Appointment of contract managers. Embedding central/devolved approach to contract management Sufficient lead in period until go-live of April 13.</p> <p>Detective: Transition & Mobilisation Board in place monitoring requirements of the new organisation</p>	Treat	Monthly	Minor 2	Possible 3	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
sufficient knowledge of the new working arrangements to ensure delivery of Key Performance Indicators from April onwards.				<i>New Head of Commercial in place.</i>					

One Barnet Programme

Appendix F

Table 1

Wave 1 Projects	Total Budget	2010/11	2011/12	2012/13		2013/14	2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn		
Closed Projects									
Community Coaches	70,000	-	42,186	22,205	22,205	-	-	64,391	(5,609)
e-Recruitment	40,000	40,000	-	-	-	-	-	40,000	-
Housing Project	87,966	-	23,750	24,926	24,926	-	-	48,676	(39,290)
Parking Procurement	170,537	29,159	113,085	22,423	22,423	-	-	164,667	(5,870)
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	-
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	-
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	-
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	-
SAP Optimisation	375,533	174,375	127,147	60,000	80,000	-	-	381,522	5,989
Your Choice Barnet	553,156	163,279	313,895	81,616	81,616	-	-	558,790	5,634
Open Projects									
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	69,135	(178,358)
Customer Service Transformation	543,113	236,379	309,351	-	-	-	-	545,730	2,617
Development & Regulatory Services	1,744,019	319,493	701,617	904,307	1,292,910	163,392	-	2,477,412	733,393
Legal Services	140,000	-	54,639	106,479	110,771	-	-	165,410	25,410
Libraries Strategy	148,181	60,000	54,003	34,178	34,178	-	-	148,181	-
New Support & Customer Services Organisation	1,654,438	307,446	641,733	914,913	1,107,920	47,446	-	2,104,545	450,107
Passenger Transport	272,106	57,966	111,602	28,095	105,025	-	-	274,593	2,487
Programme Management	2,411,433	450,919	1,593,258	367,256	367,256	-	-	2,411,433	-
Right to Control	-	-	-	-	-	-	-	-	-
Contingency - Wave 1	1,022,592	-	-	-	-	-	-	-	(1,022,592)
Total	9,847,416	2,241,751	4,119,515	2,566,398	3,249,230	210,838	-	9,821,334	(26,082)

Table 2

Wave 2 Projects	Budget	2010/11	2011/12	2012/13		2013/14	2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Actual to Date	Projected outturn	Projected outturn	Projected outturn		
Customer Service Transformation	1,422,000	-	-	1,018,360	1,422,000	-	-	1,422,000	-
Early Intervention	227,000	-	77,825	117,349	149,194	-	-	227,019	19
Health & Social Care Integration	100,000	-	38,881	63,016	63,016	-	-	101,897	1,897
Information Management System	565,190	-	148,729	363,181	416,767	-	-	565,496	306
Programme Management	1,800,000	-	-	592,874	1,030,975	575,452	193,573	1,800,000	-
Re-organisation of the Senior Officer and Council Structures	900,000	-	127,138	807,506	807,506	-	-	934,644	34,644
Registrars	25,000	-	-	13,465	25,000	-	-	25,000	-
Safer Communities	149,000	-	39,765	99,014	129,159	-	-	168,924	19,924
Strategic Review of Sports & Leisure Activity	198,000	-	48,445	82,598	147,596	-	-	196,041	(1,959)
Waste & Streetscene	391,000	-	110,612	131,826	159,145	121,250	-	391,007	7
Contingency - Wave 2	-	-	-	-	-	-	-	-	-
Total	5,777,190	-	591,395	3,289,189	4,350,358	696,702	193,573	5,832,028	54,838

Table 3

Wave 1 Costs and Savings	Programme budget (costs)	Base budget savings to 2011/12 *	Projected base budget savings to 2012/13**	Projected base budget savings total ***	Cumulative saving to 2011/12 *	Projected Cumulative saving to 2012/13 **	Projected Cumulative saving 2010-19	Comment
	£m	£m	£m	£m	£m	£m	£m	£m
Community Coaches	0.07	-	-	-	-	-	-	Development of a volunteer life coaching scheme. Successfully piloted in partnership with local and national charities and community groups. Currently being developed into an ongoing service for the community.
e-Recruitment	0.04	0.29	0.34	0.34	0.45	0.78	2.81	The e-Recruitment project has provided the organisation with an online system which is delivering process improvements for HR and a reduction in advertising costs for directorates.
Housing Project	0.09	-	0.40	0.61	-	0.40	3.77	The housing needs and resources (HNR) service was transferred from the Council to Barnet Homes in April 2012 enabling reduced management costs and greater synergies between Barnet Homes and the HNR service.
Legal Services	0.14	-	0.09	0.19	-	0.09	1.18	Savings to be achieved through a shared legal service with London Borough of Harrow which went live September 2012.
Parking	0.17	-	0.37	0.89	-	0.37	5.38	As of May 2012 the parking service is being provided by an external contractor (NSL) with consequential savings being realised.
Procurement Project	0.07	0.92	0.92	0.92	1.79	2.71	8.26	Procurement savings delivered through review and reduction in number of vendors, and contract renegotiation. A small element of the planned savings were substituted with staff savings in the procurement service.
Prototyping Project	0.08	-	-	-	-	-	-	Successful development of a methodology to quickly develop new services at low cost. Used to develop the Community Coaching service.
Rapid Improvement Project	0.02	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings
Revenue Income Optimisation	0.20	1.83	2.08	2.15	2.17	4.25	17.13	All of the planned changes have taken place and all relevant income budgets have been adjusted appropriately (except for the charging for parking in the boroughs 7 free car parks as per CLR decision).
Right to Control	-	-	-	-	-	-	-	Coordinated support for disabled citizens, including social care, housing and employment support.
SAP Optimisation	0.38	-	-	-	-	-	-	No direct savings but this project has enabled service-based savings through improvements to the Council's SAP finance/procurement/HR system
Your Choice Barnet	0.55	-	-	0.49	-	-	2.25	A subsidiary company to the Council was set up to deliver Adult social care services previously run directly by the Council. This went live in January 2012. A surplus is due to be generated across 2013-16.
School improvement and youth services	0.25	2.04	2.04	2.04	2.04	4.08	16.32	Savings achieved in 2011/12 through (i) the reduction of school improvement support service for primary and secondary schools and (ii) the reshaping and reducing of youth support services through increased commissioning of delivery, seeking efficiencies through integrating services and income generation, reducing local authority directly provided activities and reducing universal information advice.
Customer Service Transformation	0.54	0.09	0.69	0.67	0.09	0.77	4.84	Savings achieved in 2012/13 through the consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact and the reduction in team management roles as a result of this consolidation.
Development & Regulatory Services	1.74	-	-	3.19	-	-	17.16	These savings will be achieved in 2013/14 and 2014/15. The outline solution submissions of both the bidders who were taken forward into the second stage of dialogue met or exceeded the council's requirement to achieve these savings. Final tenders have now been received with the contract due to go live in early 2013/14.
Libraries Strategy	0.15	0.12	0.27	1.21	0.12	0.38	7.23	Savings will be achieved primarily in 2013/14 through a restructure of service designed to achieve efficiencies without affecting the ability of the service to deliver the Library Strategy. Further savings will be achieved through the implementation of RFID self-service in all sites (this has already been partly implemented in 2012/13), the running of Hampstead Garden Suburb Library by members of the community and the creation of a new landmark library in the arts depot (and the subsequent closure of Friern Barnet library).
New Support & Customer Services Organisation	1.65	-	-	6.30	-	-	31.41	Updated savings expected from NCSO contract as detailed in the MTFs reported to Cabinet in November.
Passenger Transport	0.27	0.42	0.50	0.50	0.49	0.99	3.98	Savings have been achieved in 2011/12 and 2012/13 through rationalising the transport costs across adults day care transport with Children's Special Needs Transport by merging/remodelling routes, and/or reconfiguring opening times of Day Centres. Savings also derived from a combination of merged SEN and AdSS transport through the availability of additional vehicle and driver resources to be utilised at short notice and using improved procurement methods.
Contingency	1.02	-	-	-	-	-	-	
Programme Management	2.41	-	-	-	-	-	-	
Total	9.84	5.70	7.69	19.49	7.14	14.83	121.72	

* - savings to end of 2011/12

** - projected savings to end of 2012/13

*** - projected savings to end of 2018/19

Virements requiring member approval.

A one off virement of £1.303m from central expenses to realign the Insurance budgets in services.

Directorate	Profit Centre	Profit Centre Name	Amount £
Adults Social Care	10425	Perf&Tran Mgmt Team	320
	10426	Business Systems	(230)
	10427	Performance Support	(450)
	10428	Assessments&Income	(610)
	10429	Dir Adult Soc Serv	(90)
	10439	CSD Management	(500)
	10441	CSD-Business Support	(230)
	10442	Social Work	(10,640)
	10443	Barnet Hosp Team	620
	10444	Social Care Direct	790
	10445	Access - Royal Free	130
	10446	Invoicing Team	180
	10448	Occupational Therapy	(830)
	10449	Telecare	(250)
	10468	LD Assess & Care Mgt	0
	10469	Harwood	2,100
	10472	Supprtd Living SrvLD	3,510
	10473	Valley Way	1,390
	10478	Ext Homecare LD >65	20
	10482	Ext Supp&Oth Accom	(5,300)
	10484	External Homecare LD	(580)
	10486	Resp Care Rsdntl LD	(1,060)
	10488	Ext Day Care LD	(9,880)
	10490	LDDF	100
	10491	Rosa Morison	2,220
	10492	Flower Lane	3,250
	10493	The Space	520
	10497	Community MH Teams	(570)
	10498	Home Treatment Team	200
	10499	Primary Care Mental	70
	10500	MH Divisional Mngmnt	740
	10501	MH OA (Silkstream)	(350)
	10502	MH Crisis Resolution	(40)
	10521	Other Services MH	(60)
	10523	Community Network	1,000
	10524	Enable't & Planning	(930)
	10525	BILS	890
	10536	Ext Day Care PD	(880)
	10539	ASG GRANT - ADULTS	(70)
	10794	Training-Adult SS	(490)
	10802	Community Space	1,820
	10886	Direct Payment Admin	(1,190)
	10974	Prtshp&Plg Mngt Team	(180)
	10975	Strategic Comng	400
	11067	M H ASW Service	(8,650)
	11106	Complaints	(10)
	11107	Choice&Indpendence	(250)
	11108	Supply Mngt Team	(190)
	11158	Business Support	240
	11159	Transitions Team	90
	11161	Special Projects	(110)
	11225	Cmnty Supp Team	460
	11252	Right to Control	240
	11261	Safeguarding	330
	11269	Customer Care	410
Adults Social Care Total			(22,580)
Central Expenses	11121	Misc Finance	(1,303,180)
Central Expenses Total			(1,303,180)
Chief Executives	10022	Hsg Bens Admin	(800)
	10338	Libraries Mgt Team	(170)
	10339	Libraries Support	(40)
	10345	Burnt Oak Library	1,570
	10346	Childs Hill Library	360
	10347	Chipping Barnet Lib	2,930
	10348	Church End Library	1,440
	10349	East Barnet Library	820

Directorate	Profit Centre	Profit Centre Name	Amount £
	10350	East Finchley Lib	960
	10351	Edgware Library	1,420
	10352	Friern Barnet Lib	2,330
	10353	Golders Green Lib	1,090
	10354	Grahame Park Lib	900
	10355	Hampstead Library	410
	10356	Hendon Library	4,010
	10357	Mill Hill Library	130
	10358	North Finchley Lib	1,820
	10359	Osidge Library	150
	10360	South Friern Lib	(200)
	10361	Bibliographical Srv	(170)
	10362	Mobile & Home Libry	(250)
	10363	School Library Srv	10
	10366	Church Farm House Mu	2,860
	10367	Barnet Museum	2,160
	10368	Local Studies/Archvs	60
	10377	Web	(240)
	10384	B D & M	(140)
	10392	Mayoral Support	(50)
	10398	Civic Events	(90)
	10528	Transport Services	(170)
	10682	Executive Directors	(1,130)
	10683	Policy	(470)
	10689	Communications	(1,340)
	10998	Management Team	60
	11014	Local Taxation	(570)
	11017	Grants Unit	60
	11051	Insight	(390)
	11052	Customer Services	120
	11056	Performance	130
	11079	Revenue Control	(920)
	11149	Burnt Oak Centre	240
	11170	Sunday Lib Serv	100
	11175	Children Lib Serv	(40)
	11176	Adult Lib Serv	100
	11231	Pericles System	130
	11247	ACE Management Team	(1,420)
	11248	Design	190
	11249	Media Team	400
	11300	Executive Support	610
Chief Executives Total			18,970
Childrens' Services	10179	SEN Placements Team	(80)
	10183	Specialist Team Mgmt	(210)
	10184	SENCO	20
	10185	The Northgate School	800
	10186	Home Hosp&add Tch Tm	(310)
	10187	Children in Care	50
	10188	Sec Pupil Refer Unit	1,050
	10189	Sen Performance Team	(130)
	10190	Advisory Team	(210)
	10212	SEN Transport IB	(1,110)
	10216	Barnet Parent Pshp	10
	10217	Education Welfare	(1,690)
	10218	Children's Serv SLT	(3,640)
	10219	CS Finance Team	(1,240)
	10220	RMIT	(290)
	10222	Comm & Comp	(470)
	10230	Foreign Lang Asst	10
	10232	Goven Clerking & Sup	10
	10233	S&L Business Support	(4,590)
	10234	Lrng Netwk Insp NDSG	(300)
	10235	Schs&Lrn Supp & Dev	90
	10237	VoiceOfChild & BYthB	(30)
	10238	Early Yrs Standards	(640)
	10239	14-19	250
	10241	Excellence in Clust	(200)
	10243	Primary EducStrategy	390
	10250	BPSI	620
	10251	Educ Bus Pship	210
	10253	Barnet Healthy Schls	30
	10256	Admissions to School	90

Directorate	Profit Centre	Profit Centre Name	Amount £
	10259	A Lvl Music Srv-TS	(150)
	10260	Music Srv - TS	(1,160)
	10262	Brnt Schools ICT Sup	(160)
	10263	Early Yrs Central Tm	(920)
	10264	FYI Team	230
	10265	EY & CM Panel	0
	10273	Childminding Team	(160)
	10274	Comm Svs Child Ctrs	130
	10286	Nursery School Budg	70,920
	10287	Primary School Budg	3,290
	10288	Secondary Schls Budg	(48,530)
	10289	Special Schools Budg	1,140
	10301	Yth Support Serv Mgt	(1,260)
	10302	Rithmik	60
	10304	Canada Villa	(1,710)
	10305	Finchley Yth Theatre	(1,930)
	10306	Grahame Park	(1,210)
	10309	Campsite-Moat Mount	(1,560)
	10310	Targeted Youth Suppo	950
	10313	Moat Mount Outdoor C	120
	10317	Trident	(380)
	10324	NLSIN	(10)
	10328	Play Ser & Greentops	(1,340)
	10331	Newstead	(5,510)
	10332	Lakeview	(4,130)
	10333	Wingfield	(570)
	10335	Meadway	1,320
	10364	Arts&Publicising Act	5,740
	10541	New Park House	480
	10542	68a Meadow Close	(1,870)
	10543	Placed for Adoption	20
	10544	FOSTERING SUPPORT	(250)
	10545	KINSHIP & PERMANENCE	180
	10546	Fostering - R & T	100
	10548	Contact of Children	(50)
	10550	Indp Fostrng Agenc's	(10)
	10555	Social Care Mgt Team	(4,240)
	10557	Adoption Team Staff	(10)
	10558	Placements Tm Staff	140
	10559	Leaving CareTm(Staff	(2,240)
	10562	Asylum Skrs 16&17CIC	(110)
	10565	SCD ICT Support	450
	10567	Hosp Social Wrk Team	(100)
	10568	CAMHS Social Wrk Tm	180
	10569	Disab Childrn's Team	(2,040)
	10570	Chldrn In Need 5	750
	10571	Paed Occ Therapists	(380)
	10572	Family Ass & Supp Tm	40
	10579	ARRT	1,220
	10580	Family Resource Ctr	10
	10582	Substance Mis-Use	(1,670)
	10584	eCAF	130
	10585	Youth Offending Serv	(900)
	10588	Section 17	20
	10601	Organisation&Develop	190
	10603	Confrnce & review Tm	150
	10604	Corporate Parenting	60
	10605	Safeguardg Chldn Brd	(160)
	10606	Safeguardg Mgt Team	(160)
	10611	Children's Fund YISP	30
	10616	Cent. Resources Team	(370)
	10675	Catering - Other	30
	10676	Catering - Schools	(620)
	10680	Catering-Staff & Civ	(50)
	10706	Yth Supp(East/South)	230
	10782	EDUC Psychologist	(810)
	10793	Training-Chld Serv	(100)
	10797	CAMHS Grant	40
	10836	Think Family	100
	10936	Suppt For Child S	390
	10954	D of E & Accred	200
	10962	Bookstart	70
	10977	BEAM	0

Directorate	Profit Centre	Profit Centre Name	Amount £
	10978	Small Circles	0
	10980	Archiving Service	(540)
	10981	Sports Development	(2,420)
	11035	Grahame Pk All Wthr	590
	11061	SEN Early Supp Prog	(10)
	11068	Trainee Social Wrks	(110)
	11092	Extd Shcls-Sustbtly	230
	11110	Commisioned Services	(2,680)
	11122	CIF	40
	11125	CIC SW Team 1	220
	11126	CIC SW Team 2	300
	11127	CIC SW Team 3	(10)
	11128	CIC SW Team 4	(80)
	11129	Ref & Assmt Team 1	190
	11130	Ref & Assmt Team 2	70
	11131	Ref & Assmt Team 3	60
	11132	Chldrn in Need Tm 1	110
	11133	Chldrn in Need Tm 2	160
	11134	Chldrn in Need Tm 3	70
	11135	Chldrn in Need Tm 4	(160)
	11141	Sports Competition	20
	11169	SSP	(20)
	11255	Child Cent in Lib	20
	11296	Extended Schools DSG	860
	11301	Parenting Supp NDSG	(150)
	11302	Multi AgySupTm NDSG	2,230
	11305	Business Support	450
	11312	Narrowing the Gap	420
	11323	FIP	190
Childrens' Services Total			(9,180)
Commercial Services	10255	Capital	350
	10342	Electronic Inform Sv	(190)
	10413	Recoverable Costs	20
	10639	Building Services	140
	10640	Bldg Srv -Management	(1,190)
	11001	IT Strategy	540
	11002	Valuation Services	300
	11003	GF Properties	17,080
	11004	Non GF Properties	(780)
	11005	GFProperty Pend Sale	3,980
	11020	System Support	(440)
	11021	Infrastructure	(240)
	11022	Business Syst&Partnr	(1,260)
	11027	Procurement	(520)
	11037	Document Production	(70)
	11038	Document Management	80
	11039	Facilities Mngmnt	(540)
	11040	NLBP Building 4	(31,290)
	11044	Barnet House	(13,580)
	11045	Hendon Town Hall	(32,460)
	11049	Colinhurst	340
	11050	Mill Hill Depot	5,350
	11062	NLBP Building 2	14,770
	11078	Corporate Programmes	510
	11199	Service Desk	450
	11230	Commercial Mgmt Team	500
	11232	One Barnet	60
	11279	Strategy & Supp Team	210
	11293	Friary House	(830)
Commercial Services Total			(38,710)
Corporate Governance	10002	CAFT	750
	10379	Legal Services Gen	280
	10380	Legal Advocacy Team	680
	10381	Legal Commercial Tm	530
	10382	Legal Community	810
	10383	Registratr-Electors	110
	10387	European Elections	(720)
	10389	Refererndums	3,070
	10391	Governance	(600)
	10393	Members Development	(1,900)
	10394	Cabinet Support	0
	10395	Political Assistants	(60)

Directorate	Profit Centre	Profit Centre Name	Amount £
	10396	Members Allowances	(120)
	10400	Civil Protection	(60)
	10869	BS-Barnet Homes Disb	100
	11000	Insurance	89,320
	11095	SIRT	(170)
	11096	Corp Gov Directors	(450)
	11163	Elections Project Tm	(2,280)
Corporate Governance Total			89,290
Deputy Chief Executive	10001	Internal Audit	(460)
	10014	Unison	(17,880)
	11012	Accounts Payable	(470)
	11013	Accounts Receivable	(810)
	11023	Health and Safety	0
	11024	Pensions	(160)
	11054	Schools Finance Supp	(1,930)
	11080	Cashiers	(330)
	11081	Cash Collection	(940)
	11210	Pay and Data	550
	11211	HR Customer Services	(1,570)
	11212	HR Employee Relation	770
	11213	HR Resourcing	110
	11215	HR Business Partner	(1,400)
	11219	Finance Management	(1,010)
	11257	HR Management Team	14,880
	11263	Strategic& Technical	10,980
	11264	E&O, PHR & Corporate	(1,380)
	11265	SAP,CLOSING,COMP	(1,540)
	11266	TreasuryPensionsTax	(570)
	11267	Children & Adults	(2,220)
	11271	Rotational Support	(420)
Deputy Chief Executive Total			(5,800)
Environment, Planning & Regeneration	10583	Drug & Alcohol Team	1,690
	10617	HD-Mngmnt & Perform	24,820
	10619	Drainage(GullyClnsng	740
	10631	N.R.S.W.A.	6,220
	10632	PrivWrks Reinstatmnt	6,350
	10635	Road Structl Planned	2,860
	10648	Parking Design	13,510
	10651	CCTV	7,760
	10652	Street Cleansing	27,200
	10653	PIT	5,630
	10655	Domestic Refuse	38,230
	10656	Recycling	2,480
	10660	Allotments	(360)
	10664	HM-Responsive	6,360
	10674	Trading Stds & Licng	3,390
	10764	Parks & Open Spaces	82,230
	10765	Sports Grounds	2,700
	10766	Green Belt Lands	1,430
	10771	ES-Transport Oheads	2,510
	10774	ES-Leases & SC Rech	17,720
	10775	ES-SEN Transp	1,370
	10776	ES-Comctran	6,870
	10890	Road Structl Respons	4,370
	10938	HM-Winter Maint	1,250
	10939	HM-Stand-by	640
	10941	HM-Sign Erection	1,960
	10952	G/S Trees Management	142,010
	10996	SSCF	(1,990)
	11032	Fitness For Life	200
	11036	GLL Contract	20,100
	11200	E & T Directors	21,950
	11208	Street Lighting Othr	1,930
	11324	Asset Management	2,610
	11352	SPA Mgt	(2,200)
	10020	Housing Mgmt	(80)
	10025	Hsg Initiatives	(40)
	10026	Hsg Pol&Perf	(70)
	10036	Housing Regeneration	640
	10038	Planning	(800)
	10390	Land Charges	20

Directorate	Profit Centre	Profit Centre Name	Amount £
	10641	Building Inspection	(190)
	10642	Structures	(80)
	10643	Building Control	(760)
	10661	Hendon Cemetery	1,380
	10666	Pvt Sector Hsg	150
	10667	Care & Repair	(50)
	10671	Mortuary	340
	10756	Strategic Dev Unit	(250)
	10763	ES Mgt	(170)
	10818	Hendon Crematorium	(1,500)
	10819	Cem&Crem Management	10
	10821	Food Safety	(30)
	10860	Dollis Valley Regen	80
	10861	Grahame Park Regen	190
	10862	Stonegrove Regen	260
	10863	West Hendon Regen	140
	10903	Non-Dwellings Rents	(210)
	10921	Supervision & Mgmt	816,910
	10958	Pest Control	0
	10987	N London sub reg coo	(10)
	10994	HMO Licensing	(20)
	11074	Planning Strat Serv	(160)
	11102	Pub Health Nuisance	(140)
	11179	Scientific Services	70
	11180	Empt Prop Enforcemnt	70
	11222	Decent Homes	80
	11245	Street Naming/Number	80
	11326	Granville Road	70
	11355	Outer London Fund - Circlewood	720
Environment, Planning & Regeneration Total			1,271,190