

1. Corporate performance overview

Performance Report: Quarter One 2013/14

Contents

1. Corporate performance overview	1
2. Whole council summary tables	3
3. Methodology for traffic light ratings.....	13

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	Management Agreement/ Contract Performance
Adults and Communities	4.5	106	(700)	5.5
Assurance	-	(50)	n/a	-
Children's Education and Skills	-1	294	(12,319)	3.5
Family Service	3	1,162	582	2.5
Commissioning Group	1	247	13,747	-
Street Scene	2	1,672	1,176	10
Public Health	0.5	0	n/a	-0.5
Barnet Group	2	729	273	15
DRS	2	0	(5,537)	9
CSG	-	0	(20)	10.5
HB Public Law	-	294	n/a	2.5
Central Expenses	-	(945)	n/a	-
Totals ¹	0.5	3,509	(2,798)	7.5

¹ Organisational totals are based on a simple sum of overall RAG ratings for each service, where each colour is given a number e.g. green equals 1, red equals -1 as set out in 3.2.

2. Whole council summary tables

2.1 Key finance indicators

Indicator		2013/14 Position as at 30/09/13)	2013/14 Position as at 30/06/13)	Achieved /Trend
1 Revenue Expenditure				
(a) Balances and Reserves:				
(i) General Fund Balance	£'m	11.63	13.45	
(ii) HRA Balances	£'m	15.38	16.07	
(iii) School Balances	£'m	14.76	14.76	
(b) Performance against Budget: Variations:				
(i) Overspends	£'m	7.52	5.96	
(ii) Underspends	£'m	3.40	3.58	
2 Capital Expenditure				
(i) Total Slippage	£'m	22.52	20.34	
3 Debt Management				
(i) Total Debt Outstanding over 30 days	£'m	8.03	7.56	
(ii) Total Debt Outstanding over 12 months	£'m	1.23	1.25	
(iii) Council Tax - % paid	%	56.87	30.19	
4 Creditor Payment Performance				
(i) % of Creditors paid within 30 days	%	99.00	98.48	

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

1. Adults and communities

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
1001	Increase the percentage of eligible adult social care customers receiving self-directed support	Apr 13 - Sept 13	67.8%	75%	3,724/5,463	68.2%	9.1%	▲ 0.5%	64.3% LAPS Q4 2012/13 group average
1002	Increase the percentage (and number) of eligible adult social care customers receiving direct payments to 30%	Apr 13 - Sept 13	30.7%	30%	1,182/3,685	32.1%	6.9%	▲ 4.5%	No benchmarking available - local Indicator
1003	Increase the number of carers who receive support services	Apr 13 - Sept 13	9%	8%	559/6,309	8.9%	10.8%	▼ 1.6%	Barnet comparator group average for 2012/13 = 8.98% (adjusted for outliers)
1004	Reduce the number of younger adults in residential and nursing care	Sept 2013	304	306	N/A	304	0.7%	↔ 0%	No benchmarking available - local Indicator
1009	Reduce adult reoffending for those under probation supervision	April 12 - March 13	5.9%	7.2%	N/A	6.6%	7.8%	▼ 12.5%	Home Office London Average April 12 - March 13 = 8.33%
1010	Reduce level of domestic burglary to 24.8 per 1,000 households	Sep 12 - Aug 13	25.4	24.8	N/A	23.05	7.1%	▲ 7.1%	Barnet comparator group average Sept 12 - Aug 13 = 17.77

Appendix A

2. Children's Education and Skills

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3001	Increase the percentage of children achieving the early learning goals	Academic year	N/A	TBC	2,623/4,364	60.11% (P)	N/A	N/A	Provisional national data - 51.7% (NCER)
3003 a	Increase the percentage of children making two levels progress in Reading between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	2,807/3,085	91% (P)	2.2%	▼ 1.1%	England - 88% (Source: DfE Statistical First Release)
3003 b	Increase the percentage of children making two levels progress in Writing between Key Stages 1 and 2 to 93 per cent	Academic year	92%	93%	2,831/3,087	92% (P)	1.1%	↔ 0%	England - 91% (Source: DfE Statistical First Release)
3004	Increase the percentage of pupils achieving 5 or more GCSEs A*-C (or equivalent) including English and Maths	Academic year	69.2%	69.2%	2,494/3,593	69.41% (P)	0.3%	▲ 0.3%	England - 51.9% (Source - NCER via EPAS)
3006a	Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	Academic year	16%	14%	N/A	16.1% (P)	15%	▼ 0.6%	<p>England: 17.3% Provisional data. (Source: NCER via EPAS)</p> <p>83% of Non-FSM children achieved L4+ in RWM combined, compared to 66.9% of FSM eligible students. Provisional only.</p> <p>Results relate to FSM-6 students.</p> <p>Provisional benchmarking</p>
3006b	Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4	Academic year	28%	35%	2/17	11.8% (P)	66.4%	▼ 58%	No benchmarking submitted

Appendix A

3. Children's Family Service

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
3002	Increase the number of early years places available for eligible two year olds from 350 to 700	Jul 13 - Sept 13	433	525	N/A	532	1.3%	▲ 22.9%	No national data available at present.
3008	Reduce the number of first time entrants to the Youth Justice System aged 10 to 17 ²	Jan 13 – Mar 13	408	428	N/A	383	10.5%	▲ 6.1%	London 540 England 514 YJMIS YOT Data Summary for England
3009	Increase the proportion of young offenders in education training or employment	Apr 13 - Sept 13	60.7%	75%	55/72	76.4%	1.9%	▲ 25.8%	London - 64.1% National - 60.6% YJMIS YOT Data Summary for England (Apr-Jun)

4. Street Scene

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
4002a	Increase the percentage of household waste sent for reuse, recycling and composting to 40%	Apr 13 - Jun 13	35.7%	35.79%	13,344.27/37,070.99	35.99%	0.6%	▲ 0.8%	Ranked 13th out of 23 London Boroughs (Waste DataFlow as at 14/10/2013)
4003	Launch 10 new 'Adopt a place' community schemes at different locations within the borough	Apr 13 - Sept 13	New indicator	5	N/A	2	60%	N/A	Not benchmarking available - local indicator
4004a	Increase transactions for parking bays (on-street) in Town centres	Jul 13 - Sep 13	420,445	405,500	N/A	417,471	3%	▼ 0.7%	No benchmarking available - local indicator
4004b	Increase transactions for car parks in Town Centres	Jul 13 - Sep 13	80,761	71,300	N/A	83,709	17.4%	▲ 3.7%	No benchmarking available - local indicator

² Please note this indicator is now sourced from IQuanta (the national Police database) resulting in an increased time delay to reporting.

Appendix A

5. Public Health

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
2003	Increase the number of eligible people who receive an NHS Health Check to 9000 <i>(target profiled across year)</i>	Apr 13-Jun 13	N/A	1,800	N/A	1,520	15.2%	N/A	No benchmarking submitted

6. Barnet Homes

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
8001a	Reduce the number of households placed in emergency accommodation to 500	Rolling Month	630	500	N/A	638	27.6%	▼ 1.3%	Q1 13/14: Barnet ranked 29 out of 32 London boroughs for numbers in EA (B&B, shared facilities and self-contained TA). Figures range from 0 to 881 households. Neighbours: Hackney (19th), Brent (20th), Enfield (27th) and Haringey (32nd). Overall, 22 of the 32 boroughs had an increase in Q1 compared to Q4 of the previous year. In Q1 LBB had 0 households with shared facilities and had 0 households in B&B.
8001b	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling Month	31.7	26	N/A	34.6	33.1%	▼ 9.1%	No Benchmarking available - local indicator

Appendix A

7. DRS

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
6001	Completion of work on all roads and footpaths identified for resurfacing and maintenance work	July 13-Sept 13	15	15	N/A	27	80%	▲ 80%	No Benchmarking available - local indicator
6002	Completion of new affordable homes	July 13-Sept 13	N/A	116	N/A	63	45.7%	N/A	No Benchmarking available - local indicator
6003	Bring empty properties back into use	July 13-Sept 13	290	25	N/A	186	644%	▼ 35.9%	No Benchmarking available - local indicator
4001	Make Safe within 48 hours all intervention level potholes reported by members of the public	July 13-Sept 13	73%	83%	304/331	91.8%	10.7%	▲ 25.9%	No Benchmarking available - local indicator

8. Commissioning Group

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
5001	Increase residents' satisfaction with their local area as a place to live	Sept 13 – Oct 13	88%	90%	1385/1599	86.6%	3.8%	▼ 1.6%	TBC

2.5 Council project portfolio

The Council has three programme portfolios: the One Barnet transformation programme; the Capital programme, including school builds and refurbishment; and the Regeneration Programme.

Portfolio	Red Status	Amber Status	Green Status	Comments
One Barnet	1	1	9	Progress has been made across a number of Wave 2 projects. During quarter 2, the Customer and Support Group contract was mobilised and commenced. This contract sets out to transform customer access, improve services, increase capacity and provide £125.4m financial benefits. The Re contract was mobilised (aiming to enhance the built environment, and deliver £39.1m guaranteed financial benefit). The preparatory work for the in-sourcing of the recycling service (7 October) and commencement of the new waste offer (14 October) was undertaken. One project, Mortuary Service, was flagged as red at the end of Q2 with risks related to delivery of the project to the agreed schedule.
Capital Programme	-	6	15	Most of the projects are on track to deliver on time. Moss Hall, Martin, Oakleigh and Brunswick Park School Expansions have successfully handed over the early classroom on 3rd Sept. Etz Chaim scheme has been handed over and is now in defects phase. The School Opening Ceremony is to take place in October. However one project, Copthall Secondary School project, is facing additional strain on the tight delivery programme as planning are still yet to issue the decision notice on the temporary classrooms. Work is underway to scope work on four further schools to increase capacity.
Regeneration	-	5	3	There are 8 open projects of which none are red-rated projects. One project, Granville Road, which was previously Green is now rated Amber due to slippages in producing an acceptable masterplan and signing the Development Agreement. Planning consent for Dollis Valley has been issued and Barratts have started on site with the next phase of Stonegrove Spur Road. Brent Cross Development Partners were preparing to submit an application to vary the existing planning permission granted in 2010 to enable the re-phasing of the comprehensive development of Brent Cross Cricklewood. The Skills and Enterprise project remains Amber. The size and complexity of individual projects, and dependencies external development partners result in 'amber' ratings for the majority of the projects.

2.6 Key projects – corporate overview

Delivery Units have a number of change projects allocated to them for delivery (74, excluding those listed in section 6 above). These projects are scored by a standard methodology, with a single RAG rating based in progress against time and budget. Lead Commissioner and Delivery Unit review has not proposed any escalations of projects.

Service Area	Red Status	Amber Status	Green Status	Total number of projects*
Adult and Communities	-	2	5	7
Assurance	-	-	1	1
Education and Skills	3	9	12	25**
Family Services	1	1	12	14**
Commissioning Group	-	-	2	2
Street Scene	1	-	-	1
Public Health	2	1	5	8
HB Public Law	-	-	-	-
Barnet Group	1	2	7	10
DRS	1	1	4	6
NSCSO	-	-	-	-
Totals	9	16	48	74

*Excludes projects delivered by the Delivery Unit which are reported to One Barnet, Regeneration or Capital Programmes

**Delivery Unit has change projects in management agreements which have not yet commenced.

- **Street Scene**

- North London Waste Authority Procurement meeting on the 26 September decided not to progress the procurement process for future waste services and facilities. NLWA now believes that a less expensive solution is continued use of the existing Energy from Waste facility at Edmonton in the medium term and a new Energy recovery solution in the longer term.

- **DRS**

- Replacement of 2 cremators delayed and increase in costs (although containable within current budget).

Nine projects managed in Delivery Units have reported as red:

- **Education-**

- Mill Hill East school remained a red change project this quarter. Delivery Unit are working with DfE to develop alternative proposer for the site.
- Implement delegation of funding for PRU's is delayed pending the review of alternative provision and action will now be taken on delegation
- Develop proposals for Studio School

- **Barnet Group-**

- Potential telehealth project to develop existing ASSIST service into a telehealth service is delayed

- **Family**

- Meeting MTFs and Barnet spending review. Significant change management capacity will be required to deliver on the MTFs and accordingly a bid is being developed to the Transformation Fund

- **Public Health**

- recovery plan has been produced for the Review of Tobacco Control and Smoking Cessation services
- Required savings for the Sport and Physical Activity review cannot be met under current contract until renewal in 2016/17. Longer-term options are under consideration

2.7 Human Resource/People performance - corporate overview

Key corporate HR targets and indicators

Category	Indicator	Period Covered	Target	Outturn	Target Variance	DoT Variance	Benchmarking
Attendance	Average number of sickness absence days per employee (Rolling year)	Oct 12 - Sept 13	6	7.7	28%	▲	9 days (CIPFA, All Members & other Unitary Authorities 2012)
Performance Reviews	% objectives set for eligible staff only	Apr 13 - Mar 14	100%	77.7%	22.4%	Not previously reported	N/A : measure applicable to LBB only
Cost	Variance of total payroll to budget	Jul 13 - Sept 13	£19,809,864	9%	2.2%	▲	N/A : measure applicable to LBB only
Employee Relations	High Risk - Employee Relations cases as % of total cases	As at 30 September 2013	N/A	5.1%	N/A	▲	N/A : measure applicable to LBB only

As at 30 September 2013	ESTABLISHED POSITIONS AS FTE <i>Total number of Barnet Council Posts; these posts may be unoccupied, due to be deleted or held to be filled at a later date</i>		EMPLOYEES COVERING ESTABLISHED POSITIONS AS FTE <i>Total Number of employees, permanent, temporary and fixed working for Barnet and occupying an established post</i>			MSP RESOURCE AS HEADCOUNT <i>Total number of agency staff, interims or consultants provided by our Managed Service Provider (non Council employees)</i>	NON MSP RESOURCE AS Headcount <i>Total number of agency staff, interims or consultants provided through agencies outside or Managed Service Provider(non Council employees)</i>			AVAILABLE CASUAL RESOURCE AS FTE <i>Number of workers who undertake work on an ad hoc basis (Council employees)</i>
	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
Total excluding CSG and RE	2,245.11	1,705.77	1,458.94	232.71	1,691.65	491	39	5	44	256.69

In London Borough of Barnet 60% of top earners are female, compared to 44% of women in leadership posts (CIPFA All Members & other Unitary Authorities 2012). Though, for the percentage of BME and disabled staff the council were below average with 33% and 3%, respectively, of the total number of employees. This is compared to the average of 35% of BME employed in the borough, and 4% of declared disabled staff (CIPFA All Members & other Unitary Authorities 2012).

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)

Directorate Revenue Breakdown

Adults and Communities

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Births Deaths & Marriages	(260)	(348)	(348)	-	-
Community Well-Being Trans & Res Team	464	458	448	(10)	-
Community Safety	1,969	1,965	1,792	(173)	Staff vacancies
Prevention & Well Being	7,670	8,491	8,035	(456)	Housing related support and staff costs
Social Care Commissioning	1,279	1,629	2,058	429	Agency costs offset under-spend in Prevention and Wellbeing
Social Care Management (Adults)	1,281	1,196	1,379	183	Costs arising from implementation of restructure and unavoidable legal costs
Care Quality	1,926	1,188	1,409	221	Equipment overspend - recovery plan under way
Integrated care - Learning Disabilities & Mental Health	41,938	41,939	41,722	(217)	Supported Living framework savings, positive savings in LD is off setting pressures in MH. A growth in demand in mental health placements of 8%.
Care Services - Older Adults - Physical Disabilities	39,572	40,282	40,428	146	Continued demand pressure, in area of dementia care.
Dir Adult Soc Serv & Health	184	185	168	(17)	-
Total	96,023	96,985	97,091	106	

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

- a) 31 cost centres over £100,000
- b) 45 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.

Assurance

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Assurance Management	561	563	563	-	
Governance	2,177	2,601	2,526	(75)	Underspends on salaries due to vacant posts remaining unfilled and underspend on members training budget costs offsetting overspend on canvassing costs
Internal Audit & CAFT	873	881	906	25	Salary pressure due to maternity cover and staff sickness
Total	3,611	4,045	3,995	(50)	

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

- a) 0 cost centres over £100,000
- b) 0 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.

Children's Education

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Edu Partnership & Commercial Services	1,392	1,423	1,149	(274)	Underspend relates to some staff vacancies and reduced contractual commitments.
High Needs Support	6,835	6,680	7,248	568	Shortfall in savings not fully achieved in this financial year, mainly savings relating to Transport.
Schools Direct Management	-	-	-	-	
Children's Education	8,227	8,103	8,397	294	
Total (excluding SDM)	8,227	8,103	8,397	294	

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

- a) 3 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.

Children's Family Service

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Management Team	792	678	656	(22)	
Social Care Management	2,589	2,041	2,562	521	Overspend relates to Market Factor Supplements to Social workers and also legal costs anticipated to be £500k.
Assessment & Children in Need	6,941	7,154	7,164	10	Various unders and overspends but the majority of the underspend relates to staff vacancies.
Childrens in Care & Provider services	20,157	20,641	21,848	1,207	There are a number of cost with unders and overspends but the main variances are in external residential care due to demand and complexity of cases. There are also emerging pressures in Remand services.
Safeguarding & Quality Assurance	2,839	2,972	2,668	(304)	Overspend in Safeguarding are offset by the underspends in workforce development.
Commissioning & business improvement	1,033	2,326	2,205	(121)	Underspends from staff vacancies
Family Support & Early Intervention	7,199	6,799	6,801	2	Underspends from staff vacancies and current contractual commitments is offset by budget pressures in Children Centres of £138k
Youth & Community	8,071	8,070	7,939	(131)	Underspends from staff vacancies and current contractual commitments
Total	49,621	50,681	51,843	1,162	

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

- 7 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.

Commissioning Group

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Commissioning Group	2,465	1,571	1,527	(44)	
Commercial	537	765	1,040	275	Interim structure due to judicial review. Steps are now being taken to recruit permanent staff.
Deputy Chief Operating Officer	3,995	4,686	4,685	(1)	
Commissioning Strategy	317	438	455	17	No significant variances
Total	7,314	7,460	7,707	247	

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.

Streetscene					
Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Street Scene Management Team	647	650	587	(63)	
Business Improvement	332	335	349	14	
Mortuary	136	137	142	5	
Street Lighting	6,243	6,340	6,384	44	Current rollout of lighting columns meters anticipated to deliver savings. However a further £44k of savings yet to be identified
Transport	(131)	(67)	(67)	-	
Highways Inspection/Maintenance	508	512	671	159	Winter maintenance pressure of £159k will be funded corporately.
Parking	(747)	(747)	(405)	342	Off street parking income shortfall will not be recovered in 13.14 and will be a recurring problem in future years
Parks, Street Cleaning & Grounds Maintenance	5,052	5,071	5,102	31	Shortfall in Income due to loss of self-let allotments
Street Cleansing	4,236	4,255	4,256	1	
Waste	2,911	2,929	2,929	-	Based on the waste & recycling benefits realisation (submitted to waste Management Board), previously reported overspends will be contained within new employment terms and conditions, in-house service provision, and weekly collection scheme grant.
Recycling	3,186	3,279	3,717	438	Shortfall in recycling income due to reduced market demand for recyclables.
Streetscene	22,373	22,694	23,665	971	
Special Parking Account	(7,475)	(7,475)	(6,774)	701	Reduction in Parking O/s due to increased PCNs/CCTV/ Bus Lanes and Bailiff income recovery and inclusion of Saracens PCNs income (weekend events)
Total	14,898	15,219	16,891	1,672	

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

- 6 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.

Public Health

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Public Health	13,799	13,766	13,766	-	Any underspend will be placed in a reserve and carried over for PH (ring fenced) hence full spend quoted here includes transfer of underspend to a specific reserve, at present this is likely to be £0.7m unallocated (with a further £1m underspend potentially on allocated items).
Total	13,799	13,766	13,766	-	

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

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

HB Public Law

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Legal Services	1,908	1,932	2,226	294	Purchase of additional hours and shortfall in projected income.
Total	1,908	1,932	2,226	294	

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

- 1 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.

Barnet Group

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Barnet Group	2,937	3,393	4122	729	Over spend due predicted increase in Temporary Accomodation numbers
Total	2,937	3,393	4,122	729	

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

- a) 1 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.

DRS

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Managed Budgets	47	115	82	(33)	All managed budgets other than OLF will deliver half year savings
Management Fee	774	1,056	528	(528)	Revised budget includes PIT team allocation from Adults
Blocked DRS	-	-	561	561	DRS block contract residual spend will be funded from risk reserve
Total	821	1,171	1,171	-	

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

- a) 13 cost centres over £100,000
- b) 18 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.

CSG

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
CSG	24,178	24,546	24,546	-	
Total	24,178	24,546	24,546	-	

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

- a) 0 cost centres over £100,000
- b) 0 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.

Central Expenses

Description	Variations				Comments
	Original Budget	Budget V1	Q2 forecast	Variation	
	£000	£000	£000	£000	
Corporate Subscriptions	314	314	314	-	NLWA & LPFA budget higher than actual
Levies	28,460	28,460	27,515	(945)	
Central Contingency	13,245	8,863	8,863	-	
Rate Relief	3	3	3	-	
Capital Financing	21,470	21,316	21,316	-	
Early Retirement costs	5,427	5,427	5,427	-	
FRS17 Adjustment	-	-	-	-	
Car Leasing	2	2	2	-	
Corporate Fees & Charges	799	799	799	-	
Miscellaneous Finance	16	466	466	-	
Total	69,736	65,650	64,705	(945)	

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

- a) 0 cost centres over £100,000
- b) 0 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	Q2 forecast	Variation	
	£000	£000	£000	£000	
Childrens Social Care (DSG)	427	427	427	-	
Early Intervention & Prevention (DSG)	13,031	11,108	10,974	(134)	Current commitments/take up are lower than target in the 2 year old entitlement
Education (DSG)	(13,550)	(11,567)	(11,266)	301	There are increasing pressures in the complexity of cases in independent special schools.
Schools Funding DSG	-	-	-	-	
Total	(91)	(32)	135	167	

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

- a) 9 cost centres over £100,000
- b) 7 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	Q2 forecast	Variation	
	£000	£000	£000	£000	
LBB Retained	175	175	120	(55)	Underspend on Salaries
HRA Regeneration	1,126	1,126	1,057	(69)	Higher than budgeted recoverable of costs from developers
HRA Other Income and Expenditure (net)	(556)	(556)	265	821	Shortfall on HRA dwelling rents & HRA tenants service charges income
Support Service recharges	576	576	576	-	
Interest on Balances	(80)	(80)	(80)	-	
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-	
Total	-	-	697	697	

2013/14 Capital Programme Adjustments

Appendix C – Capital Programme Adjustments

Service	Year	Capital Programme	Funding Type	if Additions/ Deletions £000's	if Slippage/ Accelerated Spend £000's	Explanation for request
DRS delivery unit	2013/14	DECC - Fuel Poverty Grant	Grant	100		New approved capital programme
Development Regulatory Serv	2013/14	Road Traffic Act - Controlled Parking Zones	Capital Receipt	(21)		Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	Road Traffic Act - Controlled Parking Zones	s106	17		New permit additions
Development Regulatory Serv	2013/14	Road Traffic Act - Controlled Parking Zones	s106		2	Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	Road Traffic Act - Controlled Parking Zones	s106		(2)	Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	Colindale Development Area - Reconstruction of Railway Bridges	s106	(252)		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Colindale Development Area - Reconstruction of Railway Bridges	Borrowing	68		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Colindale Development Area - Reconstruction of Railway Bridges	Borrowing	184		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Carriageway and Footway	Borrowing	65		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Capitalisation of planned maintenance	Borrowing	3		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Carriageway and Footway	Borrowing	(65)		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Capitalisation of planned maintenance	Borrowing	(3)		Change in funding type, nil overall effect
Development Regulatory Serv	2013/14	Colindale Development Area - Reconstruction of Railway Bridges	Borrowing		(340)	Reprofiled spend
Development Regulatory Serv	2013/14	Colindale Development Area - (Beaufort Park)-Pedestrian Improvements	s106	262		New Pedestrian Improvements programme
Development Regulatory Serv	2013/14	Travel Plan Implementation	s106	30		New travel plan additions
Development Regulatory Serv	2013/14	Enabling Works	Grant		5	Final adjustments on the TfL account
Development Regulatory Serv	2013/14	Enabling Works 2011-12	Grant		1	Final adjustments on the TfL account
Development Regulatory Serv	2013/14	HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	Revenue		35	Re-profiled spend
Development Regulatory Serv	2013/14	HD64 - Parking	Capital Receipt	21		Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	HD64 - Parking	s106		2	Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	HD64 - Parking	s106		(2)	Change in programme categorisation of existing CPZ project
Development Regulatory Serv	2013/14	Principle road maintenance	Grant	(13)		Final adjustments on the TfL account
Development Regulatory Serv	2013/14	Principle road maintenance	Grant		53	Final adjustments on the TfL account
Development Regulatory Serv	2013/14	Corridors, Neighbourhoods and Supporting Measures	Grant	(743)		Final adjustments on the TfL account
Development Regulatory Serv	2013/14	Corridors, Neighbourhoods and Supporting Measures	Grant		136	Final adjustments on the TfL account
Development Regulatory Serv	2013/14	Local Implementation Plan	Grant	267		New bus stand addition & increases to the principle road network programme
Development Regulatory Serv	2013/14	Saracens	s106	25		Addition of s106 funding
Development Regulatory Serv	2013/14	Saracens	Grant	(50)		Reduction in the TfL element of the programme
Development Regulatory Serv	2013/14	Saracens	s106		5	Re-profiled spend
Streetscene	2013/14	Streetscene Autumn/Spring Clean and Equipment renewal	Revenue	650		New Autumn/Spring Clean and Equipment addition to the programme
Streetscene	2013/14	Parking machines	Revenue	147		New parking machines addition to the programme
Streetscene	2013/14	Cleansing	Revenue		6	Re-profiled spend
Streetscene	2013/14	Weekly Collection Support Scheme	Grant		(54)	Re-profiled spend
Commissioning Group	2013/14	GIS	Borrowing	(16)		Project completed
Commissioning Group	2013/14	Emergency Response Command Centre	Capital Receipt	(29)		Project not going ahead.
Commissioning Group	2013/14	Modernising the Way We Work	Capital Receipt	(28)		Project Closed
Commissioning Group	2013/14	Modernising the Way We Work	Borrowing	(646)		Project Closed
HRA	2013/14	Regeneration	MRA		(500)	Re-profiled spend
DRS delivery unit	2013/14	Housing Association Development Programme - New Affordable Homesicat	s106		(300)	projects to be identified. S106 affordable housing money. Slipped 2014/5
DRS delivery unit	2013/14	Housing Association Development Programme - Catalist Housing	s106		(442)	projects to be identified. S106 affordable housing money. Slipped 2014/5
DRS delivery unit	2013/14	Hendon Cemetery & Crematorium Enhancement	Capital Receipt		238	Accelerated Spend from 2014-15 - Project completing faster than expected.
DRS delivery unit	2013/14	Disabled Facilities Grant	Borrowing		(300)	Re-Profile of spend Slippage to 2014-15
DRS delivery unit	2013/14	General Fund Regeneration	Capital Receipt		(1,000)	Re-Profile of spend Slippage to 2014-15
Commissioning Group	2013/14	CSG Transformation	Revenue	16,118		Investment as part of CSG contract
Commissioning Group	2013/14	RE Transformation	Revenue	1,700		Investment as part of RE contract
CSG delivery unit	2013/14	Cartwright Memorial, St Mary's Church	Borrowing		(20)	make safe this year. Procure the main works in 2014/15 as listed building
Commissioning Group	2013/14	Depot Relocation	Capital Receipt		(1,303)	Remainder of project will be carried out in 2014/15
DRS delivery unit	2013/14	Graham Park Regeneration- Building works	Borrowing		(650)	Project delay's resulting in funding being C/Fwd
DRS delivery unit	2013/14	Graham Park Regeneration - Infrastructure improvements	s106		(1,653)	Project delay's resulting in funding being C/Fwd
DRS delivery unit	2013/14	Graham Park Regeneration - Infrastructure improvements	Borrowing		(947)	Project delay's resulting in funding being C/Fwd
Adult Social Care & Health	2013/14	Unallocated	Grant	(700)		
Adult Social Care & Health	2013/14	PSS Community capacity Grant	Grant	700		
Adult Social Care & Health	2013/14	PSS Community capacity Grant	Grant		(700)	Project delay's resulting in funding being C/Fwd into 14/15
Children's education	2013/14	Urgent Primary Places Permanent - All Saints N20	Borrowing	(170)		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Permanent - Holy Trinity	Borrowing	(190)		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Permanent - St Vincents - Toilets	Borrowing	(30)		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Permanent Expansions Unallocated	Borrowing	390		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Temporary - All Saints N20	Grant	170		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Temporary- Holy Trinity	Grant	190		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Temporary- St Vincents - Toilets	Grant	30		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places Temporary Unallocated	Grant	(390)		Moving from permanent primary places to temporary primary places
Children's education	2013/14	Urgent Primary Places - Permanant Expansions Mill Hill East	Revenue	175		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places - Permanant Expansions Mill Hill East	Borrowing	(175)		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places - Permanant Expansions St Marys & St Johns	Revenue	300		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places - Permanant Expansions St Marys & St Johns	Borrowing	(300)		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places Permanent - Oakleigh - Increase capacity	Revenue	20		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places Permanent - Oakleigh - Increase capacity	Borrowing	(20)		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Urgent Primary Places Permanent - Wren Academy	Grant	488		Reprofiling of funding, from borrowing to grants
Children's education	2013/14	Urgent Primary Places Permanent - Wren Academy	Capital Receipt	297		Reprofiling of funding, from borrowing to capital receipts
Children's education	2013/14	Urgent Primary Places Permanent - Wren Academy	Borrowing	(785)		Reprofiling of funding, from borrowing to grants and capital receipts
Children's education	2013/14	Permanent Expansions Unallocated	Grant	(488)		Reprofiling of funding, from borrowing to grants
Children's education	2013/14	Permanent Expansions Unallocated	Capital Receipt	(297)		Reprofiling of funding, from borrowing to capital receipts
Children's education	2013/14	Permanent Expansions Unallocated	Revenue	(495)		Reprofiling of funding, from borrowing to revenue contributions
Children's education	2013/14	Permanent Expansions Unallocated	Borrowing	1,280		Reprofiling of funding, from borrowing to grants and capital receipts

Service	Year	Capital Programme	Funding Type	if Additions/ Deletions £000's	if Slippage/ Accelerated Spend £000's	Explanation for request
Children's education	2013/14	Permanent Expansions - London Academy	Grant	140		Additional grant allocation for London Academy
Children's family services	2013/14	IS - Education systems	Revenue	77		Funding agreed for project from Q1 revenue monitoring - new project
Children's education	2013/14	Modernisation - Danegrove Winsor Drive= Replace Mobiles	Capital Receipt	192		Reprofiling of UCR from temporary expansions to modernisation
Children's education	2013/14	Temporary Expansions - Danegrove Junior - Demountables	Capital Receipt	(192)		Reprofiling of UCR from temporary expansions to modernisation
Children's education	2013/14	Temporary Expansions - Summerside - modular classroom	Grant	83		Reallocating money from unallocated to Summerside Modular Classroom
Children's education	2013/14	Temporary Expansions - Unallocated	Grant	(83)		Reallocating money from unallocated to Summerside Modular Classroom
Children's education	2013/14	Permanent Expansions - Oakleigh - Increase capacity	Revenue	20		Reallocating money from Permanent unallocated to Oakleigh - Increase capacity in line with cost of project
Children's education	2013/14	Permanent Expansions - Unallocated	Revenue	(20)		Reallocating money from Permanent unallocated to Oakleigh - Increase capacity in line with cost of project
Children's education	2013/14	Permanent Expansions - Moss Hall Infants and Juniors	Grant	19		Reprofiling of funds in line with project construction
Children's education	2013/14	Permanent Expansions - Brunswick Park	Capital Receipt	(202)		Reprofiling of funds in line with project construction
Children's education	2013/14	Permanent Expansions - Martin Primary	Grant	(43)		Reprofiling of funds in line with project construction
Children's education	2013/14	Permanent Expansions - Oakleigh - Increase capacity	Capital Receipt	203		Reprofiling of funds in line with project construction
Children's education	2013/14	Permanent Expansions - Oakleigh - Increase capacity	Grant	24		Reprofiling of funds in line with project construction
Children's education	2013/14	Permanent Expansions - Menorah Foundation	Borrowing	250		Reprofiling unallocated funds to Menorah Foundation
Children's education	2013/14	Permanent Expansions - Unallocated	Borrowing	(250)		Reprofiling unallocated funds to Menorah Foundation
Children's education	2013/14	PCP - Edgware	Grant	(5)		Reprofiling of funds in line with project construction
Children's education	2013/14	PCP - Goldbeaters	Grant	(8)		Reprofiling of funds in line with project construction
Children's education	2013/14	PCP - Foulds School Pri - Replacement nursery (Modn)	Grant	13		Reprofiling of funds in line with project construction
Children's education	2013/14	PCP - Foulds School Pri - Replacement nursery (Modn)	Capital Receipt	113		Reprofiling of funds in line with project construction
Children's education	2013/14	PCP - Foulds School Pri - Replacement nursery (Modn)	Borrowing	5		Reprofiling of funds in line with project construction
Children's education	2013/14	14-19 SEN - Hendon Autistic Resource Centre	Borrowing	33		Reprofiling of funds in line with project construction
Children's education	2013/14	14-19 SEN - Targeted capital 14 - 19 & SEN	Capital Receipt	(113)		Reprofiling of funds in line with project construction
Children's education	2013/14	14-19 SEN - Targeted capital 14 - 19 & SEN	Borrowing	(38)		Reprofiling of funds in line with project construction
Children's education	2013/14	GSO - Cophall	Grant	150		Reprofiling of Unallocated funds to Cophall School
Children's education	2013/14	GSO - Unallocated	Grant	(150)		Reprofiling of Unallocated funds to Cophall School
Children's family services	2013/14	2 year old offer	Grant	785		Funding received from the DFE in 12/13 rolled forward into 13/14
Children's education	2013/14	PCP - Colindale	Borrowing	(150)		Employers agency role on primary school expansions
Children's education	2013/14	Permanent Expansions - Moss Hall Infants and Juniors	Borrowing	150		Employers agency role on primary school expansions
Children's education	2013/14	Primary Capital Programme (DfES Primary Pathfinder)	Grant	(1,000)		Reprofiling of Oak lodge special school to GSO
Children's education	2013/14	Primary Capital Programme (DfES Primary Pathfinder)	Borrowing	(1,500)		Reprofiling of Oak lodge special school to GSO
Children's education	2013/14	General Schools Organisation - Oak Lodge Special School	Grant	1,000		Reprofiling of Oak lodge special school to GSO
Children's education	2013/14	General Schools Organisation - Oak Lodge Special School	Borrowing	1,500		Reprofiling of Oak lodge special school to GSO
Children's education	2013/14	Temporary expansions - allocated	Capital Receipt	(1,232)		Reallocating temporary expansions to Allocated
Children's education	2013/14	Temporary expansions - unallocated	Capital Receipt	1,232		Reallocating temporary expansions to Allocated
Children's education	2013/14	Orion Primary/ blessed Dominic	Grant		2,409	Accelerating spend from 14/15 to 13/14 in line with project construction, project due for completion April
Children's education	2013/14	Permanent expansions - Moss Hall Infants and Juniors	Borrowing		93	Accelerating spend from 14/15 to 13/14 in line with project construction
Children's education	2013/14	Permanent expansions - Brunswick Park	Capital Receipt	(398)		Slippage due to reprogramming of works at phase 2 of the project.
Children's education	2013/14	Permanent expansions - Martin Primary	Borrowing	(183)		Programme has been reprofiled due to finish end of April.
Children's education	2013/14	Permanent expansions - Oakleigh - Increase capacity	Borrowing	(258)		Slippage due to reprogramming of works at phase 2 of the project.
Children's education	2013/14	Permanent expansions - Wren Academy	Borrowing	(2,215)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - Wren Academy	Capital Receipt	(297)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - Wren Academy	Grant	(1,232)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - London Academy	Borrowing	(2,000)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - London Academy	Grant	(744)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - Osidge	Grant	(152)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	Permanent expansions - St. Joseph's Junior & St. Joseph's RC Infant School	Grant	(152)		Feasibility costs in 13/14, new project, reprofiling in line with project construction
Children's education	2013/14	GSO - Christs Collage	Borrowing	(200)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's education	2013/14	GSO - Christs Collage	Grant	(278)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's education	2013/14	GSO - Cotpthall	Grant		93	Accelerating spend from 14/15 to 13/14 in line with project construction
Children's education	2013/14	GSO - Compton	Grant	(1,145)		Reprofiling money from 2013/14 to 2014/15 in line with construction programme
Children's education	2013/14	Oak Lodge Special School	Grant	(800)		Delay in project therefore slip to 14/15
Children's education	2013/14	Oak Lodge Special School	Borrowing	(1,500)		Delay in project therefore slip to 14/15
Children's family services	2013/14	Libraries Strategy	Capital Receipt	(280)		Reprofiling money from 2013/14 to 2014/15 in line with project programme
Children's education	2013/14	Temporary Expansions Unallocated	Borrowing	(1,035)		Slippage to 14/15 to fund future projects
Children's education	2013/14	Temporary Expansions Unallocated	Capital Receipt	(1,853)		Slippage to 14/15 to fund future projects
Children's education	2013/14	Temporary Expansions Unallocated	s106	(174)		Slippage to 14/15 to fund future projects
Children's education	2013/14	Temporary Expansions Unallocated	Grant	(438)		Slippage to 14/15 to fund future projects
Commissioning Group	2013/14	Customer access Centre	Capital Receipt		(2,050)	
DRS delivery unit	2013/14	Hostel Refurbishment Programme	Capital Receipt	(151)		
DRS delivery unit	2013/14	Hostel Refurbishment Programme	Revenue	(122)		
The Barnet Group	2013/14	Hostel Refurbishment Programme	Capital Receipt	151		
The Barnet Group	2013/14	Hostel Refurbishment Programme	Revenue	122		
Street Scene	2013/14	Parks & Open Spaces and Tree Planting	s106	427		New s106 additions to the programme
Commissioning Group	2013/14	Community Centre	Revenue	50		New build for community centre
		Total		19,271	(22,519)	

Capital Monitoring Analysis

Appendix D – Capital Monitoring Analysis

Service	2013/14 Latest Approved Budget	Additions/ (Deletions) - September CRC	(Slippage) / Accelerated Spend - September CRC	2013/14 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000's	£000's	£000's	£000's	£000's	£000's	%
Adults and Communities	2,142	-	(700)	1,442	1,442	(700)	(33%)
Adults and Communities	2,142	-	(700)	1,442	1,442	(700)	(33%)
Schools Modernisation & Access Improvement Programmes	3,262	192	-	3,454	3,454	192	0%
Urgent Primary Places							
Temporary Expansions - Allocated	2,480	(951)	-	1,529	1,529	(951)	0%
Other Temporary Expansions	3,592	759	(3,500)	851	851	(2,741)	(97%)
Broadfields	417	-	-	417	417	-	0%
Mill Hill East	5,050	-	-	5,050	5,050	-	0%
Orion Primary/ blessed Dominic	6,313	-	2,409	8,722	8,722	2,409	38%
Moss hall Infants and Juniors	3,528	169	93	3,790	3,790	262	3%
Brunswick Park	3,242	(202)	(398)	2,642	2,642	(600)	(12%)
Menorah Foundation	1,953	250	-	2,203	2,203	250	0%
St Mary's and St Johns	5,215	-	-	5,215	5,215	-	0%
Martin Primary	2,963	(43)	(183)	2,737	2,737	(226)	(6%)
Oakleigh School	1,732	247	(258)	1,721	1,721	(11)	(15%)
Holly Park, Deansbrook, Beis Yakov	1,000	-	-	1,000	1,000	-	0%
All Saints N20	170	(170)	-	-	-	(170)	0%
Holy Trinity	190	(190)	-	-	-	(190)	0%
St Vincents - Toilets	30	(30)	-	-	-	(30)	0%
St Joseph's RC Junior & St Joseph's RC Infant School	452	-	(152)	300	300	(152)	(34%)
Osidge Primary School	452	-	(152)	300	300	(152)	(34%)
Wren Academy	4,044	-	(3,744)	300	300	(3,744)	(93%)
London Academy	2,904	140	(2,744)	300	300	(2,604)	(94%)
Unallocated	750	120	-	870	870	120	0%
Primary Schools Capital Investment Programme	462	-	-	462	462	-	0%
East Barnet Schools Rebuild	634	-	-	634	634	-	0%
General Schools Organisations	12,612	2,500	(3,830)	11,282	11,282	(1,330)	(30%)
Other Schemes	3,543	(2,651)	-	892	892	(2,651)	0%
Childrens Education	66,990	140	(12,459)	54,671	54,671	(12,319)	(19%)
Children's Family Service	2,129	862	(280)	2,711	2,711	582	(13%)
Childrens Families Service	2,129	862	(280)	2,711	2,711	582	(13%)
Commissioning Group	4,608	17,150	(3,353)	18,405	18,405	13,797	0%
Commissioning Group	4,608	17,150	(3,353)	18,405	18,405	13,797	0%
Greenspaces	497	427	-	924	924	427	0%
Waste	12,436	650	(48)	13,038	13,038	602	(0%)
Parking	-	147	-	147	147	147	0%
Street Scene	12,933	1,224	(48)	14,109	14,109	1,176	(0%)
Highways TfL	6,207	(489)	195	5,913	5,913	(294)	3%
Highways non-TfL	5,657	267	(300)	5,624	5,624	(33)	(5%)
Parking	305	17	-	322	322	17	0%
General Fund Regeneration	9,326	-	(4,250)	5,076	5,076	(4,250)	(46%)
Disabled Facilities Project	2,322	-	(300)	2,022	2,022	(300)	(13%)
Housing	273	(273)	-	-	-	(273)	0%
Other Projects	2,727	100	(504)	2,323	2,323	(404)	(18%)
DRS delivery unit	26,817	(378)	(5,159)	21,280	21,280	(5,537)	(19%)
CSG delivery unit	6,838	-	(20)	6,818	6,818	(20)	(0%)
CSG delivery unit	6,838	-	(20)	6,818	6,818	(20)	(0%)
Housing	567	273	-	840	840	273	0%
The Barnet Group	567	273	-	840	840	273	0%
Sub total - General Fund	123,024	19,271	-	22,019	120,276	(2,748)	(18%)
Housing Revenue Account	35,799	-	(500)	35,299	35,299	(500)	(1%)
Housing Revenue Account	35,799	-	(500)	35,299	35,299	(500)	(1%)
Total Capital Programme	158,823	19,271	-	22,519	155,575	(3,248)	(14%)

Corporate Risk Register – Q2

The following risk register represents those risks in place at the time of reporting at quarter 2, 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 Delivery Board and Strategic Commissioning Board prior to reporting to Members.

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

Quarter 2 has seen a substantial transfer of risks from LBB to our Capita partners in line with the commencement of the CSG and Re contracts. Relevant retained risks have been captured and joint risks will be managed through the contract and clienting function and reported on quarterly. This Quarter there are only minor changes to the Strategic Commissioning Board (SCB) risk register. There is a new homelessness risk which incorporates the issues previously held in the housing supply risk and the homelessness aspect of the welfare and benefit reform risk, into one dedicated risk. Subsequently, welfare and benefit reform has been updated to capture current and emerging uncertainties. The remaining risks on the risk register such as waste management and sustainability, demographic changes and population growth, financial position, information management, resident engagement and Barnet's position as a prosperous suburb remain relevant and an accurate reflection of the current risks facing the achievement of the strategic objectives of the council.

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>Homelessness: There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to assist people that are homeless and advise/support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the</p>	Major 4	Almost Certain 5	High 20	<p>Preventative: Developing plans around three areas:</p> <ol style="list-style-type: none"> increasing prevention activities, joint working with job centre plus increase opportunities of affordable housing supply Develop options of affordable supply in more affordable locations 	Treat	Quarterly	Major 4	Likely 4	High 16

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing and putting pressure on the supply of affordable housing.</p> <p>Consequence: Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>				<p>Detective: Action plan being monitored by Lead Commissioner and reported to Delivery Board monthly.</p> <p>Welfare and Benefit Programme (including partners) in place to determine impact, performance indicators in place to monitor impact.</p>					
<p>Waste Management and Sustainability: without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.</p> <p>Cause: Failure to mitigate rising costs of waste disposal.</p> <p>Consequence: Increasing costs to Council exacerbating budget pressures.</p>	Major 4	Likely 4	High 16	<p>Preventative: In-house delivery with stretch model underway for delivery October 2013. NLWA 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

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Demographic Changes and Population Growth: There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p> <p>Cause: Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p>Consequence: Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>	Major 4	Likely 4	High 16	<p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data)</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p>	Treat	Quarterly	Major 4	Possible 3	Medium-High 12
<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. Possibility of increase in service pressures following implementation of reforms/new system, risk of judicial review and potential reputational damage around supporting affected residents to move to</p>	Major 4	Possible 3	Medium-High 12	<p>Preventative: Welfare Reform Steering Board (chaired by Chief Exec and attended by senior colleagues from within LBB and other partners) focused on identifying, quantifying and mitigating risk to LBB and partners. Actions include establishment of joint taskforce with JCP, Barnet Homes and others to support those affected by Benefit Cap. Actions to manage housing supply in</p>	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

APPENDIX E

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
<p>affordable accommodation, potential for cost pressures transferred from central government to local government, and there may be a transfer of costs from one council to another. In addition, implementation of Universal Credit may require changes to Revenues and Benefits Service which will have contractual impact.</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 benefits.</p> <p>Consequence: potential to negatively affect those economically disadvantaged within the community.</p>				<p>appropriate way. Research on impact of Universal Credit</p> <p>Detective: Performance indicators in place to monitor impact on housing and social care demand Financial analysis on the potential cost of impact of welfare reform underway</p>					
<p>People: There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p> <p>Cause: The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and</p>	Major 4	Possible 3	Medium-High 12	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management</p>	Treat	Quarterly	Moderate 3	Possible 3	Medium-High 9

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p>Consequence: The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>				framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.					
<p>Financial Position: Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p>	Major 4	Possible 3	Medium High 12	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. A piece of work is being undertaken to understand the extent of financial challenges up to 2020, and the options for meeting those challenges (as set out in the July 2013 Cabinet report).</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options</p>	Tolerate	Quarterly	Moderate 3	Possible 3	Medium High 9

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p>Cause: Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p>Consequence: Additional pressure and by implication cost in the delivery of services. Reduction in income. Together these provide a challenge for the Council's economic position.</p>				<p>reviewed in areas with overspend. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p>					
<p>Information Management:</p> <p>There is a risk we will not able to get appropriate data and information through insight, self service to support the customer access strategy</p> <p>Cause: Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p>Consequence: Data is not good enough to drive self service, single view of customer to deliver customer access vision</p>	Major 4	Possible 3	Medium High 12	<p>Information Management Strategy approved (August 2013) and includes a data quality work stream.</p> <p>Preventative: Fair processing notices to enable us to compliantly get data we want.</p> <p>Beginning to understand data sources and constraints on them</p> <p>Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly</p> <p>Detective: Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

APPENDIX E

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
<p><u>Barnet's position as a prosperous suburb</u> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><u>Cause:</u> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p><u>Consequence:</u> Barnet becomes less desirable as a place to live and work</p>	Major 4	Possible 3	Medium High 12	<p><u>Preventative:</u> Develop 21st century suburb vision joining up the relevant strategies/initiatives</p> <p>West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, and jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.</p> <p><u>Detective:</u> Regular meetings with place based services already exist to discuss strategies (housing, street scene). The overarching document will enable more effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.</p>	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
<p><u>Resident Engagement:</u></p> <p>Failure to engage properly with residents</p> <p><u>Cause:</u> The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p><u>Consequence:</u> Consultations not contributing to service design, do not deliver the services resident want, lack of transparency on outcomes, customer satisfaction declines.</p>	Moderate 3	Possible 3	Medium High 9	<p><u>Preventative:</u> 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 of engaging with residents to be explored through future updates to the website included in phase 2.</p> <p><u>Detective:</u></p>	Treat	Quarterly	Moderate 3	Unlikely 2	Medium Low 6

APPENDIX E

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				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.					

WAVE 1	SAVINGS										
	Base budget savings										Cumulative saving
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2010-19	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
AdSS (LATC)	0.0	0.0	0.0	0.0	0.3	0.5	0.5	0.5	0.5	2.3	
Community Coaches	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Com Budgets, Childrens Projects	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	16.3	
CSO Transformation	0.0	0.1	0.7	0.7	0.7	0.7	0.7	0.7	0.7	4.8	
DRS*	0.0	0.0	0.0	0.8	2.3	3.5	4.2	4.4	4.4	19.7	
E-Recruitment	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.8	
Housing Project	0.0	0.0	0.4	0.5	0.5	0.6	0.6	0.6	0.6	3.8	
Legal Services	0.0	0.0	0.1	0.1	0.2	0.2	0.2	0.2	0.2	1.2	
Libraries	0.0	0.1	0.3	1.0	1.1	1.2	1.2	1.2	1.2	7.2	
CSG*	0.0	0.0	0.0	1.1	3.3	5.5	12.0	16.0	16.0	53.8	
Parking	0.0	0.0	0.4	0.8	0.7	0.8	0.9	0.9	0.9	5.4	
Passenger Transport	0.1	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	4.0	
Procurement Project	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	8.3	
RIO	0.3	1.8	2.1	2.1	2.1	2.1	2.1	2.1	2.1	17.1	
Total	1.4	5.7	7.7	11.0	15.0	18.9	26.2	30.4	30.4	146.7	

*CSG and DRS will generate savings beyond 2019 to contract end in 2023 of £125m and £39m respectively

Wave 1 Projects	Total Budget	2010/11	2011/12	2012/13	2013/14		2014/15	Total Projected Spend	Variance
		Outturn	Outturn	Outturn	Actual to Date	Committed expenditure	Projected outturn		
Closed Projects									
e-Recruitment	40,000	40,000	-	-	-	-	-	40,000	0
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	0
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	0
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	0
Your Choice Barnet	553,156	163,279	313,895	41,478	-	-	-	518,652	(34,504)
Housing Needs Resources	87,966	-	23,750	23,626	-	-	-	47,376	(40,590)
Parking Procurement	170,537	29,159	113,085	15,423	-	-	-	157,668	(12,869)
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	0
SAP Optimisation	375,533	174,375	127,147	60,000	-	-	-	361,522	(14,011)
Community Coaches	70,000	-	42,186	22,205	-	-	-	64,390	(5,610)
Libraries Strategy	148,181	60,000	54,003	34,178	-	-	-	148,181	0
Right to Control	-	-	-	-	-	-	-	-	0
Legal Services	140,000	-	54,639	106,330	-	-	-	160,969	20,969
Customer Service Organisation Transformation	543,113	236,379	309,351	-	-	-	-	545,730	2,618
Development & Regulatory Services	1,744,019	319,493	701,617	1,359,275	-	-	-	2,380,385	636,365
New Support & Customer Services Organisation	1,654,439	307,446	641,733	1,805,266	-	-	-	2,754,445	1,100,006
Programme Management	2,411,433	450,919	1,593,258	367,256	-	-	-	2,411,433	0
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	69,136	(178,357)
Passenger Transport	272,106	57,966	111,602	97,001	781	-	-	267,350	(4,756)
Contingency allocated for Wave 1 variances	1,503,481	-	-	-	-	-	-	-	(1,503,481)
Open Projects									
NSCSO/DRS Mobilisation	1,253,257	-	-	125,850	703,147	458,480	-	1,287,476	34,219

Total	11,581,562	2,241,753	4,119,515	4,057,887	703,928	458,480	-	11,581,562	(0)
Cumulative spend		2,241,753	6,361,267	10,419,155	11,123,082	11,581,562			

Wave 2 Projects		2010/11	2011/12	2012/13	2013/14		2014/15	Projected	Variance
Closed Projects									
CSO Transformation	1,422,000	-	-	1,302,876	49,941	-	-	1,352,817	(69,183)
Information Management System	565,190	-	148,729	392,785	27,276	-	-	568,789	3,599
Open Projects									
Programme Management Office	1,353,000	-	-	1,071,993	87,350	12,579	-	1,171,923	(181,077)
Early Intervention	510,000	-	77,825	126,992	15,135	77,072	192,569	489,593	(20,407)
Re-organisation of the Senior Officer and Council Structures	1,147,000	-	127,138	1,019,609	-	-	-	1,146,747	(253)
CCTV	247,000	-	-	52,096	61,367	132,365	-	245,828	(1,172)
Health & Social Care Integration	100,000	-	38,881	7,197	36,605	17,317	-	100,000	0
Review of the Mortuary Service	70,000	-	-	-	10,807	20,012	-	30,819	(39,181)
Review of the Registrars Service	199,645	-	-	27,560	15,359	156,725	-	199,645	(0)
Safer Communities	287,300	-	39,765	125,347	5,808	4,300	90,000	265,220	(22,080)
Strategic Review of Sports & Leisure Activity	303,400	-	48,445	90,171	29,435	135,349	-	303,400	(0)
Waste & Recycling - (Phase 1)	1,788,668	-	110,612	141,804	320,421	1,215,829	-	1,788,668	(0)
Greenstreets & Wave Stretch Targets	153,332	-	-	-	-	153,332	-	153,332	0
Contingency - Wave 2	13,000	-	-	-	-	13,000	-	13,000	0
Total	8,159,535	0	591,395	4,358,430	659,506	1,937,880	282,569	7,829,780	(329,755)

Other Projects		2010/11	2011/12	2012/13	2013/14	2013/14	2014/15	Total Projected Spend	Variance
	Budget	Outturn	Outturn	Outturn	Actual to Date	Committed expenditure	Projected outturn		
Judicial Review	500,000	-	-	226,986	382,157	-	-	609,143	109,143

Hall Hire Charges 2014 – 15

Table 1

Charges	Capacity up to 5	Capacity 6 - 15	Capacity 16 - 30	Capacity 31 +
<u>Full Rate</u>	£6.00 per hour (Library open)	£10.00 per hour (Library open)	£15.00 per hour (Library open)	£30 per hour (Library open)
Anyone not covered by the Concession Rate	£25.50 per hour (Library closed)	£25.50 per hour (Library closed)	£25.50 per hour (Library closed)	£45.50 per hour (Library closed)
<u>Concession Rate</u>				
Discount of 1/3 rd standard rate - only available during library opening hours	£4.00 per hour (Library open)	£7.00 per hour (Library open)	£10.00 per hour (Library open)	£20.00 per hour (Library open)
- Registered Charity - Non-Profit Making Organisation - Educational (Non-Profit Making)		£25.50 per hour (Library closed)	£25.50 per hour (Library closed)	£45.50 per hour (Library closed)
<u>Display cabinets</u>	£20.00 per week			
<u>Display windows</u>				
External	£25.00 per week (£16.00)			
Internal	£20.00 per week (13.00)			
Concessions	Shown in brackets			

Other Monies To Be Included In the Booking Charges As Appropriate

Public Liability Insurance (if not already in place) to be arranged by hirer or by library at 5.25% of the Hire Charge

Appendix H : Prudential Indicator Compliance

Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Limits for 2013/14 %
Upper Limit for Fixed Rate Exposure	100
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	40
Compliance with Limits:	Yes

Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/9/13	% Fixed Rate Borrowing as at 30/9/13	Compliance with Set Limits?
Under 12 months	0	50		0	N/A
12 months and within 24 months	0	50	0	0	N/A
24 months and within 5 years	0	75		0	N/A
5 years and within 10 years	0	75	0	0%	N/A
10 years and above	0	100	304,080,000	100%	Yes

DEPOSITS OUTSTANDING AS AT 30 SEPTEMBER 2013 FOR LONDON BOROUGH OF BARNET

Deal Number	Counter Party	Start Date	Maturity Date	Rate of Interest %	Principal Outstanding
Local Authorities					£
2000011404	Peterborough Borough Council	25-Oct-12	25-Oct-13	0.42	5,000,000
2000011421	Birmingham City Council	19-Mar-13	19-Dec-13	0.50	5,000,000
2000011422	Doncaster Metropolitan Council	22-Mar-13	22-Mar-15	0.76	2,000,000
2000011423	Salford City Council	22-Mar-13	22-Mar-14	0.53	5,000,000
2000011438	Newcastle City Council	28-Jun-13	29-Jun-15	0.70	10,000,000
2000011442	LB Islington	02-Sep-13	02-Sep-15	0.70	5,000,000
2000011444	North Somerset Council	27-Sep-13	01-Oct-13	0.50	2,000,000
					34,000,000
MMF's					
2000011251	Aviva	26-Apr-13		0.38	18,500,000
2000011284	Goldman Sachs	15-Apr-13		0.36	21,500,000
2000011238	Federated Prime Rate	12-Apr-13		0.38	6,000,000
					46,000,000
MMF's Non specified					
2000112434	Federated Prime Rate Cash	15-May-13	15-May-14	0.50	10,000,000
UK Banks & Building Societies					
2000010341	BANK OF SCOTLAND	09-Sep-12	CALL A/C	0.75	25,000,000
2000010527	BARCLAYS COMMERCIAL BANK	11-Feb-10	CALL A/C	0.35	10,600,000
2000010425	LLOYDS BANK PLC	09-Apr-13	09-Oct-13	0.80	5,000,000
2000010426	LLOYDS BANK PLC	10-Apr-13	10-Oct-13	0.80	5,000,000
2000010429	LLOYDS BANK PLC	15-Apr-13	15-Oct-13	0.80	2,500,000
2000011431	NATIONWIDE BUILDING SOCIETY	01-May-13	31-Oct-13	0.62	16,500,000
2000011433	HSBC	13-May-13	13-Nov-13	0.40	10,000,000
2000011435	NATIONWIDE BUILDING SOCIETY	18-Jun-13	18-Dec-13	0.50	8,500,000
2000011443	STANDARD CHARTERED BANK (CD)	27-Sep-13	27-Mar-14	0.54	15,000,000
2000011378	CO-OPERATIVE Bank	30-Sep-13	overnight reserve	0.38	506,000
					98,606,000
Non UK Banks & UK Building Societies					
2000011437	NATIONAL AUSTRALIA BANK	21-Jun-13	23-Dec-13	0.46	15,000,000
2000011439	BANK OF NOVA SCOTIA	25-Jul-13	27-Jan-14	0.43	10,000,000
					25,000,000
Average rate of return				0.55	213,606,000