

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	-	-	64,390	(5,610)
E-Recruitment	40,000	40,000	-	-	-	-	-	40,000	0
Housing Project	87,966	-	23,750	64,976	64,976	-	-	88,726	760
Parking Procurement	170,537	29,159	113,085	22,423	22,423	-	-	164,668	(5,869)
Procurement Project	70,058	70,058	-	-	-	-	-	70,058	0
Prototyping Project	77,129	77,129	-	-	-	-	-	77,129	0
Rapid Improvement Project	22,000	18,500	3,500	-	-	-	-	22,000	0
Revenue & Income Optimisation	197,662	197,662	-	-	-	-	-	197,662	0
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	81,376	81,376	-	-	558,550	5,394
Open Projects									
Community Budgets, Childrens Projects	247,493	39,386	29,749	-	-	-	-	69,136	(178,357)
Customer Service Transformation	543,113	236,379	309,351	- 2,618	- 2,618	-	-	543,112	(0)
Development & Regulatory Services	1,744,019	319,493	701,617	362,820	1,306,128	159,282	-	2,486,520	742,500
Legal Services	140,000	-	54,639	116,775	116,775	-	-	171,414	31,414
Libraries Strategy	148,181	60,000	54,003	34,178	34,178	-	-	148,181	0
New Support & Customer Services Organisation	1,654,439	307,446	641,733	387,409	1,107,920	47,446	-	2,104,545	450,106
Passenger Transport	272,106	57,966	111,602	20,467	102,397	-	-	271,965	(141)
Programme Management	2,411,433	450,919	1,593,258	287,520	367,256	-	-	2,411,433	(0)
Right to Control	-	-	-	-	-	-	-	-	0
Contingency - Wave 1	1,022,592	-	-	-	-	-	-	-	(1,022,592)
Total	9,847,416	2,241,753	4,119,515	1,457,530	3,303,015	206,728	-	9,871,010	23,594

Table 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	-	-	761,202	1,422,000	-	-	1,422,000	-
Early Intervention	227,000	-	77,825	6,456	146,181	-	-	224,006	(2,994)
Health & Social Care Integration	100,000	-	38,881	49,185	61,185	-	-	100,066	66
Information Management System	565,190	-	148,729	266,410	378,511	-	-	527,240	(37,950)
Programme Management	1,800,000	-	-	296,162	1,202,153	597,847	-	1,800,000	-
Re-organisation of the Senior Officer and Council Structures	900,000	-	138,085	328,497	761,915	-	-	900,000	-
Safer Communities	149,000	-	39,765	73,861	107,350	-	-	147,115	(1,885)
Strategic Review of Sports & Leisure Activity	232,000	-	48,445	44,072	153,469	-	-	201,914	(30,086)
Waste & Streetscene	191,000	-	110,612	61,640	80,400	-	-	191,012	12
Contingency - Wave 2	-	-	-	-	-	-	-	-	-
Total	5,586,190	-	602,342	1,887,485	4,313,164	597,847	-	5,513,353	(72,837)

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	
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 the Barnet Group Limited and delivered by Barnet Homes as a subsidiary which took effect 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	0.88	-	0.37	5.34	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 Cllr 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	-	-	2.79	-	-	15.46	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 are due in November 2012 with the contract due to go live in early 2013/14.
Libraries Strategy	0.15	0.12	0.47	1.21	0.12	0.58	7.77	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	-	-	4.64	-	-	20.27	Having evaluated the financial benefits contained within the shortlisted bidders' outline submissions, both proposals contained financial benefits that exceed the financial benefits contained within the business case. Final tenders have now been received and the contract is due to go live in April 2013.
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	7.89	17.42	7.14	15.02	109.37	

* - savings to end of 2011/12

** - projected savings to end of 2012/13

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