

AGENDA ITEM: 9

Page nos. 101 – 122

Meeting	Cabinet Resources Committee
Date	25 November 2004
Subject	Revenue Monitoring 2004/05
Report of	Cabinet Member for Resources
Summary	To consider a report on revenue monitoring in the current year and instruct officers to take appropriate action.

Officer Contributors	Borough Treasurer
Status (public or exempt)	Public
Wards affected	N/A
Enclosures	Appendix A – 2004/05 Forecast Outturn Appendix B – Savings Implementation Monitor (circulated separately/to follow) Appendix C – Efficient Savings Implementation Monitor (circulated separately/to follow)
For decision by	Cabinet Resources Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	Not applicable

Contact for further information: Clive Medlam 020 8359 7110.

1 RECOMMENDATIONS

- 1.1 That the General Fund and Housing Revenue Account budget monitoring position be noted.**
- 1.2 That Heads of Service be instructed to take appropriate management action to achieve the budgeted savings, contain emerging budget pressures and identify further savings to achieve the target of £5m balances by 31 March 2005.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Council 2 March 2004, Cabinet Resources 28th July 2004 and Cabinet Resources 23rd September 2004.

3 CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Robust revenue monitoring is essential to ensure that resources support the Council's priorities as set out in the Corporate Plan.

4 RISK MANAGEMENT ISSUES

- 4.1 The risks posed by budget pressures are addressed in Section 8 below. Management action is being taken to address budget pressures. Failure to contain these pressures will impact on the council's available balances.

5 FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 The 2003/4 Outturn report presented to this committee on 28 July 2004 advised that General Fund balances at 31 March 2004 amounted to £0.93m. The 2004/5 budget included a contribution to balances of £3m which brings the total of General Fund balances to £3.93m, before considering the effects of monitoring during the year. Further comments are contained in Section 7.

6 COMMENTS, IF ANY OF THE COUNCIL'S STATUTORY OFFICERS

- 6.1 None.

7 BACKGROUND INFORMATION

- 7.1 Variances previously considered and approved by Cabinet Resources Committee in July and September produce a forecast of balances of £2.542m at 31 March 2005 – this was the result of a combination of approved budget variations and forecast outturn variations.

7.2 The following budget variations are being recommended in this report:-

Contributions from balances

Local Land Charges income £500,000

- 7.3 Taking account of (i) approved budget variations approved at previous meetings and recommended in 8.2 above, and (ii) forecast variations set out in Appendix A, the forecast of balances at 31 March 2005 is £3.368m. This figure excludes any redundancy costs that may arise during the year for which a capitalisation Direction will again be sought from the ODPM.
- 7.4 Work is ongoing to finalise the impact on the General Fund of the creation of Barnet Homes. Any variation on the current contingency provision of £400,000 will be reported to a future meeting.
- 7.5 Work is also ongoing to update outturn forecasts for interest on balances, debt charges and housing/council tax benefit subsidy. All three items are particularly volatile budgets. The debt charges budget is based upon the assumption that all planned capital receipts will be completed before 31 March 2005. If any are not achieved this will require additional prudential borrowing to be undertaken. The later this situation arises in the year, the less flexibility the council will have in undertaking this capital borrowing which may be at higher interest rates than anticipated.
- 7.6 A traffic light monitor on budgeted savings is attached at Appendix B, and one for efficiency savings is attached at Appendix C. The forecast variations shown in these two monitors are included in Appendix A.
- 7.7 Cabinet Members are aware of the impact that non-achievement of budgeted savings and new emerging pressures could have on balances, and are working with Heads of Service to contain these costs.
- 7.8 The position on the Housing Revenue Account (HRA) is being monitored in partnership by Barnet Homes and London Borough of Barnet. The latest position was reported to the Barnet Homes management board on 3rd November 2004 and any variations from budget will be met from the accumulated HRA balance.

8 LIST OF BACKGROUND PAPERS

8.1 None

MO: JEL
BT: CM

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
<u>Borough Solicitor</u>							
Local Land Charges	B	529		529		0	
			529		529		0
<u>Borough Treasurer</u>							
Salary Overspends in Accountancy supporting MCS and Community Care		200		200		0	
Managed Salary Underspends and use of MCS Backfilling Provisions		(200)		(200)		0	
			0		0		0
<u>Central Expenses & Contingency</u>							
External Audit & Inspection fees		30		30		0	
Advertising Income (previous Leisure & Youth Service budget)	B	125		125		0	
			155		155		0
<u>Children's Services</u>							
External placements (continuing pressures, including New Park House placements)	B	983		1,620		637	
Family Placements (in-house) and adoption costs	B	170		66		(104)	
Barnet residential units - New Park House & 68A Meadow Close	B	(89)		(89)		0	
Children with Disabilities	B	33		88		55	
Asylum Seekers - variation in forecasted numbers	B	(226)		(88)		138	
Social Workers - staffing costs	B	(333)		(620)		(287)	
Other Family Support Services & Leaving Care	B	(173)		(304)		(131)	
Grants (principally Safeguarding Children's Grant)	B	0		(500)		(500)	
SWIFT		333		310		(23)	
			698		483		(215)

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
<u>Committee & Administration</u>							
Vacancy Savings		(45)		(45)		0	
			(45)		(45)		0
<u>Community Care</u>							
Client costs, impact of new home care contracts, provider units & staffing		(370)		(549)		(179)	
Potential s117 repayment		0		396		396	
Grant allocation (£675k)	C	(368)		(368)		0	
		(307)		(307)		0	
Employment Tribunal		100		100		0	
Head of Community Care recruitment and handover		122		122		0	
SWIFT		146		146		0	
Closure Springwood Day Centre	B	72		72		0	
			(605)		(388)		
<u>Corporate Performance Office / Information Systems</u>							
Unachieved vacancy factor		0		27		27	
MCS project - costs reported to Joint Resources / ICT Cabinet		500		600		100	
MCS project - planned capitalisation (to be discussed with external auditors)		0		(600)		(600)	
			500		27		(473)
<u>Customer Care</u>							
Branch Library Income		50		40		(10)	
South Friern Library - planned closure reversed	B	72		72		0	
Building Cleaning tender		60		50		(10)	
Out of Hours Telephone Service - delay in restructuring	B	60		56		(4)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
Print Income		0		50		50	
Translation - Community Helpline	B	15		30		15	
Other Variances - Mainly Staff Vacancy Savings		(140)		(185)		(45)	
Ex Leisure & Youth Service budgets:-							
GLL Contract - final BAFO costs	B	82		92		10	
Cophall Stadium - loss of anticipated funding	B	20		120		100	
Welsh Harp - premises costs	B	10		10		0	
			229		335		106
<u>Education</u>							
Planning Access & Resources							
Net position on salaries and other employee costs		32		(19)		(51)	
PFI Primary Strategy budget		0		(78)		(78)	
Barnet Schools Technical Support / Portable Electrical Appliance Testing		6		(15)		(21)	
Ongoing effect of previous years' early retirements		152		59		(93)	
Standards & Effectiveness							
Staff vacancies		(83)		(29)		54	
Qualified Teachers & Special Educational Needs Co-ordinators - budget transfer from Early Years & Play		0		(95)		(95)	
Standards & Inclusion - SEN							
Primary Pupil Referral Unit - surplus budget		(69)		(69)		0	
Net position on salaries budget		(129)		(81)		48	
Vacancy - transport client officer	C	(20)		(20)		0	
Net position on placements underspend and therapies overspend - based on September pupil placements		(11)		(129)		(118)	
Transport - based on current costs and excluding impact of single status	B	18		15		(3)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
Hospital Recoupment - increase in claims from other boroughs		0		70		70	
Youth							
Various (Overall Youth Target Saving to achieve (£100K))				(58)		(58)	
Early Years - Family & Play							
Management and Under Fives vacancies - use of agency staff eliminates previous underspending		(21)		0		21	
Children & Family Centres - base budget under review with centre managers		(77)		(119)		(42)	
Qualified Teachers & Special Educational Needs Co-ordinators Budget transfer to S & E		(103)		0		103	
After-School Service - staff vacancies		(32)		(41)		(9)	
Childminding support services		0		(11)		(11)	
Playschemes staffing vacancies		(12)		(25)		(13)	
			(349)		(645)		(296)
<u>Environmental & Neighbourhood Services</u>							
Golf Courses - retained in Council control but no budget. (based on 18.08.04 CRC report and excluding redundancy costs of £45,000)		108		108		0	
Locking of Parks - increased cost of tender	B	115		115		0	
Management action to contain above two items within zero-based budget review		(223)		(223)		0	
Parks & Open Spaces - further developments on locking of parks	B	0		(25)		(25)	
Hendon Cemetery & Crematorium - reduced activity	B	0		35		35	
Residential Services - vacancies		0		(15)		(15)	
Watling Market - lettings income shortfall		15		15		0	
Management Restructure - delay in implementation		0		(50)		(50)	
Street Trading - additional licence fees	B	15		15		0	
Mortuary - additional costs for leave cover		10		0		(10)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
Civic Amenity Site - acoustic fence (provisional estimate). Scope for capitalisation to be reviewed once final costs are known		43		46		3	
Parks and Open Spaces - works to dangerous trees and weed removal		27		29		2	
Golf Courses - income shortfall		0		10		10	
Green Waste & Recycling - expansion of service including organic waste, facilitated by DEFRA grant of £95,000 (per CRC 28.07.04)		(96)		(96)		0	
Domestic Refuse - special collection income		(3)		(13)		(10)	
Roads structural repairs - subject to confirmation		(9)		(34)		(25)	
Parks & Open Spaces - management		(25)		0		25	
Street Enforcement Service	C	(150)		(150)		0	
Abandoned Vehicles	C	(12)		(12)		0	
CCTV and Business Performance - vacancies		0		(53)		(53)	
Human Resources - vacancy factor on devolved budget that will not be achieved		0		7		7	
Employment Tribunal - building cleaning		35		35		0	
Catering - projected shortfall on school meals income	B	0		152		152	
			(150)		(104)		46
<u>Highways & Design</u>							
Special Parking Account - Income Shortfall	B	750		750		0	
Highways - Planned Maintenance		(750)		(750)		0	
Miscellaneous Routine Work		0		(50)		(50)	
Street Lighting		(200)		(200)		0	
War Memorials		0		(20)		(20)	
Traffic Census		0		9		9	
Other expenses - reduced income		0		30		30	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
General - supplies and services		0		(10)		(10)	
Highways staffing	C	0		(8)		(8)	
			(200)		(249)		(49)
<u>Housing</u>							
Housing Benefit Admin (staffing pressure)		136		123		(13)	
Housing Benefit Subsidy		760		2,179		1,419	
Temporary accommodation (net) income		(760)		(2,302)		(1,542)	
			136		0		(136)
<u>Human Resources</u>							
HR Operations - Shortfall in HRA Income	B	0		97		97	
Staffing vacancies		0		(80)		(80)	
			0		17		17
<u>Planning</u>							
UDP Enquiry and regeneration consultants (now being funded from PDG contingency)		0		0		0	
			0		0		0
<u>Property & Valuation</u>							
Brent Cross rent income		(14)		(14)		0	
Flytipping		5		5		0	
Residual properties & properties pending sale - running costs		27		45		18	
Income from voluntary groups		(31)		(31)		0	
Rent for 23-25 Hendon Lane		8		8		0	
			(5)		13		18
<u>Public Offices</u>							

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		September		November		£000	£000
		£000	£000	£000	£000		
Vacancy Savings		(35)		(35)		0	
			(35)		(35)		0
Total (net forecast overspend)		858	858	93	93	(765)	(765)
General Fund Balances @ 1.4.2004		(3,931)		(3,931)			
Budget variations approved by Cabinet Resources Committee 28/7/04:-							
Corporate purchasing savings		600		600		0	
Age Concern grant	B	50		50		0	
NLBP office moves		129		129		0	
Homecare Contract (Housing 21)	B	(50)		(50)		0	
Barbara Langstone House - net rent income		(350)		(350)		0	
Licensing Act (Committee & Legal Services)		(59)		(59)		0	
Budget variations approved by Cabinet Resources Committee 23/9/04:-							
Street Lighting PFI Consultants Fees - 2003/04 provision unused		150		150		0	
			(3,461)		(3,461)		0
Forecast Balances @ 31.3.2005		(2,603)	(2,603)	(3,368)	(3,368)	(765)	(765)

Reconciliation to Savings Implementation Monitors

	£000
Items included on savings implementation monitoring (Appendix B)	2,433
Items included on efficiency savings implementation monitoring (Appendix C)	(558)

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
		£	£	£	
1	<u>Borough Solicitor</u>				
2	Staffing efficiencies resulting from IT investment	62,000	62,000	0	Staff savings are currently being made but in the long-term savings are still dependant on IT systems being implemented.
3	Electoral Registration - reduction in temporary staff	20,000	20,000	0	Achieved
4	Citizenship Ceremonies	100,000	100,000	0	The present number of ceremonies being performed indicate that this target will now be achieved.
5	Burnt Oak Registry Office - designate as approved premises	20,000	20,000	0	Will be achieved
6	Local Land Charges - income	250,000	(280,000)	530,000	Not achievable due to downturn in the property market - overall shortfall estimated at £530k
7	Legal fees	50,000	50,000	0	Will be achieved
8					
9	<u>Borough Treasurers</u>				
10	Reduction of one Principal Auditor post	38,000	38,000	0	Established post deleted - saving achieved
11	Reduction in use of Enpeyz contract for schools audits	15,000	15,000	0	Achieved
12	Reduce management team by one post	50,000	50,000	0	Achieved
13	Outsourcing of document scanning and indexing	HB Administration transferred to Housing. See Housing			
14	Reduction in Accountancy staffing	100,000	100,000	0	Minor restructure in progress, with interviews taking place.
14	Grants to voluntary organisations	295,000	295,000	0	Achieved
16					
17	<u>Central Expenses</u>				
18	Car leasing	40,000	40,000	0	Potential underachievement from higher insurance premiums
19	ALG levy - London Housing Unit Committee	40,000	40,000	0	Achieved
20	Office expenses	30,000	30,000	0	Achieved
21	Leisure & Youth advertising income 2003/04 - transfer to central contingency	125,000	0	125,000	This income target was not achieved in 2003/4 and is considered high risk
22					
23	<u>Children & Families</u>				

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
24	Implementation of Children's Services Strategy	1,235,000	1,062,000	173,000	Excluding expenditure on the joint IS system with Community Care (SWIFT) the Department's budget is projecting a modest overspend of £173k. Costs of external placements and in-house fostering and adoption are significantly higher than projected but offset partially by the savings in the running costs of New Park House. The savings requirement will be partially substituted by other Departmental budgets eg social workers staffing & asylum seekers and grant substitution of £500k (mostly Safeguarding Children).
25					
26	<u>Committee & Admin</u>				
27	Restructuring in Support services	77,500	77,500	0	Achieved
28	Restructuring Democratic Services	50,000	50,000	0	Delay in implementation of Licensing Act but go ahead given to recruit two posts at October F&PR meeting
29					
30	<u>Community Care</u>				
31	Renegotiate Housing 21 contract	50,000	100,000	(50,000)	Achieved - another 50k taken already
32	Administrative staff - 2 posts in contracts	35,000	35,000	0	Saving transferred to Physical Disabilities and Learning Disabilities as posts have been identified in these units for deletion
33	Flightways centre	100,000	100,000	0	Achieved
34	Reduction in grant to Age Concern	150,000	100,000	50,000	CRC on 28/7/2004 approved the variation to the budget of £50k. £75K one off budget transfer from highways.
35	Learning Disabilities - residential and day care efficiency savings	200,000	200,000	0	Significant work being undertaken in service - dependent on care costs. This saving is reliant on the closure of the Leys being on time and as this is on course it should be achieved. Leys closed 30th June.
36	Accelerated reprovizion of The Leys centre	200,000	200,000	0	Centre will close, saving dependent on reprovizioning costs for current clients. 3 clients moved to other in-house provision all staff are expected to move to their new post in the other homes soon . The home is expected to close 30 June . On target.
37	Close Springwood day centre	300,000	228,000	72,000	Cabinet on 22 March 2004 received an update report on Springwood, which advised that there was a risk of falling £72,000 short of the budgeted saving. The report advised that efforts will be made to contain these costs within the overall Community Care budget. The centre has been closed.

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
38					
39	<u>Communications</u>				
40	Cease media training for members and Directors	14,500	14,500	0	Achieved
41	FIRST TEAM - Reduce to bi-monthly	33,000	33,000	0	Achieved
42					
43	<u>Customer Care</u>				
44	Reduction in Marketing Service Budget	25,000	25,000	0	
45	Restructuring of Customer Services	100,000	44,000	56,000	Saving will not be achieved in full in 2004-05 - due to time necessary to restructure - likely to be operational by January 04
46	Translation and Interpretation Service - restructure	20,000	(10,000)	30,000	Decision taken to stop helpline and outsource day-time interpretation delayed. Finally approved at Council Sept 04 (£15k). Additional overspends in translation service across various expenditure headings (£15k)
47	Restructuring of Libraries / Close Totteridge Library	75,000	75,000	0	This saving now relates to staff savings and this depends on vacancies arising
48	Reduction in Libraries Media Fund	12,000	12,000	0	
49	Further reduction to Media Budget	44,500	44,500	0	
50	Closure of South Friern Library	72,000	0	72,000	Library remains open and partly funded via book fund. Decision taken to keep library open for rest of year.
51	Restructure of Leisure & Youth	255,670	43,919	211,751	Base Budget shortfall of £250k identified across the Leisure areas that have moved to Customer Care. In year problem partly offset by vacancies which leaves £222k projected variance in 2004-05.
52	Reduction in Greenwich Leisure Ltd. management fee	44,000	44,000	0	
53	Fitness for Life scheme to become self-financing	23,000	23,000	0	
54	Reduction in Leisure & Youth staff support cost due to smaller establishment	10,000	10,000	0	
55	Reduction in Leisure & Youth staff training budget	10,000	10,000	0	
56	Withdraw support from London Towers Basketball scheme in schools	30,000	30,000	0	

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
57	Close the Welsh Harp Sailing Base whilst major building works are undertaken	77,000	67,000	10,000	
58					
59	<u>Corporate Performance Office</u>				
60	Restructuring of admin and management support in CPO/IS	100,000	100,000	0	Achieved - Zero base budget now achieved
61	Merger and restructuring of CPO and IS	689,000	689,000	0	Achieved - Zero base budget now achieved
62	Corporate purchasing savings not achieved 2003/04	600,000	600,000	0	CRC on 28/7/2004 approved the write-off of £600k base savings target carried over from 2003/4. Balance of £600k considered achievable at this point. Approx £80k relating to mobile phones savings agreed with services and in process of being reclaimed.
63					
64	<u>Education</u>				
65	Standards & Effectivenss - reduction in running costs	40,000	40,000	0	Achieved
66	CIS post paid for through grant	23,000	23,000	0	Achieved
67	Transport savings from reduced outborough placements	100,000	85,100	14,900	Needs revaluation because of effect of single status award due in 2004-05. Monitoring to date which excludes these issues indicates a £14,900 overspend.
68	Music service - shift to fully traded service	17,000	17,000	0	Achieved
69					
70	<u>Environmental Services</u>				
71	Trade Waste - review of fees and enforcement	25,000	25,000	0	Profiled to achieve. Consultants report on sale of Trade Waste recommends service retained in-house pending DEFRA guidance on Landfill Allowance Trading Scheme and its impact on commercial business. DEFRA guidance expected Oct/Nov 2004.
72	Street Enforcement Service - efficiency savings & revised shift pattern	573,000	573,000	0	Achieved
73	Abandoned vehicles - increased income	30,000	30,000	0	Profiled to achieve
74	Air quality monitoring - reduction in monitoring station	7,000	7,000	0	Achieved
75	Pest control - reconfigure service	150,000	150,000	0	Achieved

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
76	Hendon Cemetery and Crematorium - increased income	60,000	25,000	35,000	Year to date activity lower than 2003/04. Further promotion of activity will be undertaken with local undertakers.
77	Street Trading - new license income	15,000	15,000	15,000	Implementation of charging scheme delayed. Cabinet briefing paper to be prepared.
78	Care & Repair - increased income	25,000	25,000	0	Profiled to achieve
79	Works in default - deletion of post	21,000	21,000	0	Achieved
80	Quality & Systems - deletion of posts	45,000	45,000	0	Achieved
81	Catering - elimination of subsidised services	100,000	(52,000)	152,000	Projected shortfall on school meals income.
82	Recycling - ECT contract	50,000	50,000	0	Achieved
83	Recycling - increased credits from higher collection	150,000	150,000	0	Profiled to achieve
84	Mill Hill depot - review of running costs	40,000	40,000	0	Achieved
85	Greenspaces - reduction in admin staff	15,000	15,000	0	Achieved
86	Greenspaces - withdrawal from annual Countryside Management service	36,000	36,000	0	Achieved
87	Management Restructure	95,000	95,000	0	Achieved
88	Review of waste & sustainability - reduction of posts	65,000	65,000	0	Achieved.
89	Private Sector Housing - reduced intervention	95,000	95,000	0	Achieved
90	Trading Standards - reduced service provision / posts	89,000	89,000	0	Achieved
91	Perimeter protection scheme - reduction in budget for security measures	47,000	47,000	0	Achieved
92	Parks - locking - revised operational arrangements	25,000	(65,000)	90,000	Increased tender bid received from contractor. Alternative options currently being implemented.
93	Leisure & Youth restructure savings - impact on Greenspaces	38,330	38,330	0	Achieved
94					

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
95	<u>Highways Building Control & Design</u>				
96	Highways Administration – reduction in posts	70,000	70,000	0	Achieved through vacancies
97	Design - restructure	250,000	250,000	0	Revised budget set - expenditure reduced by £250k, awaiting verification of income levels.
98	Highways Services - reduction in posts	233,000	233,000	0	Achieved through vacancies
99	Capitalisation of highways work	1,000,000	1,000,000	0	Achieved
100	Special Parking Account - increased net income	1,441,000	691,000	750,000	Review of parking income being undertaken. PCN issue rate remains low.
101	Pay & Display Fees - increased income	599,000	599,000	0	Review of parking income being undertaken
103	Infrastructure Team - increased income	120,000	120,000	0	TfL Funding under threat
104	Gully Cleansing - contract savings	6,000	6,000	0	Achieved
105	Traffic Census - efficiency savings	5,000	5,000	0	Achieved
106	School Patrols - reduced demand	25,000	25,000	0	Achieved
107	Public Transport - minor works reduction	16,000	16,000	0	Achieved
108	Traffic & Road Safety - alternative funding	89,000	89,000	0	Achieved
109	Reduction in contract prices negotiated as part of the carriageway contract extensions	200,000	200,000	0	Achieved
110	<u>Housing</u>				
13	Outsourcing of document scanning and indexing (formerly in Borough Treasurer's)	75,000	75,000	0	Budget assumed contract starting in July, but likely to slip to September - will remain amber until contract implemented.
111	Rent increase on all B&B	190,000	190,000	0	On target but profile of reductions may be reviewed due to market changes
112	Rent increase on hotel accommodation for single people	80,000	80,000	0	On target but profile of reductions may be reviewed due to market changes
113	Conversion of Hotel Annexes to PSL	270,000	270,000	0	On target but profile of reductions may be reviewed due to market changes
114	Full year effect of rent rollup scheme	400,000	400,000	0	On target but profile of reductions may be reviewed due to market changes
115	Reduced administrative costs	35,000	35,000	0	Achieved

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
116					
117	<u>Human Resources</u>				
118	Restructuring of Learning and Development	178,000	178,000	0	Achieved
119	Mainstreaming Equalities	87,000	87,000	0	Achieved
120	Restructure Health and Safety team	55,000	55,000	0	Achieved
121	Restructure Strategy Unit	58,000	58,000	0	Achieved
122	Conferences	20,000	20,000	0	Achieved
123	Equipment	20,000	20,000	0	Achieved
124	Postage	20,000	20,000	0	Achieved
125	Print / stationery	30,000	30,000	0	Achieved
126	Rent payments	20,000	20,000	0	Achieved
127	HR Operations - restructuring & devolution	300,000	203,000	97,000	Costing of Devolution of HR operations now completed. Virements to Services have now been actioned. Unachievable income target from HRA remains.
128					
129	<u>Planning</u>				
130	Planning advice - new charge	35,000	35,000	0	New charging regime started in June - Pilot run. Income being reviewed and over £10k has been received to date but total unclear at moment.
131	Section 106 - additional income	15,000	15,000	0	DPR Report on increased Section 106 fees
132	Planning fees - additional income	10,000	10,000	0	Dependant on demand - reactive to property market and national economic conditions
133					
134	<u>Valuation</u>				
135	Valuation- external income from developers	40,000	40,000	0	
137					
138	<u>Public Offices</u>				
139	Rates Reduction at NLBP	287,000	287,000	0	Rates reduction achieved. Further staff moves cost £129,4000 reported to Cabinet Resources on 8 July 2004.

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
140	Maintenance cut to Public Offices (West)	35,000	35,000	0	Achieved
141					
142	<u>Directors Group</u>				
143	Regrouping	210,000	210,000	0	Achieved
144					
145					
146	TOTALS	14,367,500	11,948,849	2,433,651	
147					
148	Summary				
149		7,676,830	7,676,830	0	
150		4,347,000	3,798,100	548,900	
151		2,343,670	473,919	1,884,751	
152	Totals	14,367,500	11,948,849	2,433,651	

Ref	Service Area	Description	Details	Total Saving £	Start Date	Saving 2004-05 £	Forecast Outturn £	Variance £	Progress & Risks of not achieving by 1 April
	Borough Solicitor								
AS01	Borough Solicitor	Supplies and Services	Supplies and Services	27,151	01.01.2005	6,788	-	6,788	
AS02	Borough Solicitor	Services	Court Fees	10,000	01.01.2005	2,500	-	2,500	
AS03	Borough Solicitor	Services	Land Registry Fees	2,500	01.01.2005	625	-	625	
AS04	Borough Solicitor		Counsels Fees	33,000	01.01.2005	8,250	-	8,250	
AS05	Borough Solicitor	IT	IT	20,800	01.01.2005	5,200	-	5,200	
AS06	Borough Solicitor	Registrars Income	Registrars Income	19,500	01.01.2005	4,875	-	4,875	
AS07	Borough Solicitor	Legal Fees - Receipts	Legal Fees - Receipts	35,000	01.01.2005	8,750	-	8,750	
AS08	Borough Solicitor	Court Costs Awarded	Court Costs Awarded	10,000	01.01.2005	2,500	-	2,500	
AS09	Borough Solicitor	Copying Charges	Copying Charges	1,000	01.01.2005	250	-	250	
	Borough Treasurer							0	
BS01	Borough Treasurer	Staff	Cashiers - Close Wood Street	30,000	01.01.2005	7,500	-	7,500	
BS02	Borough Treasurer	Staff	Internal audit - Delete one post	15,000	01.01.2005	3,750	-	3,750	Saving achieved through vacancy - already accounted for in budget monitoring
BS03	Borough Treasurer	Staff	Administration - Delete one post	25,000	01.04.2005	0	-	0	
BS04	Borough Treasurer	Other Expenses	Expenses service wide	15,000	01.01.2005	3,750	-	3,750	
BS04	Borough Treasurer	IT	Reduce IT budgets service wide	30,000	01.04.2005	0	-	0	
BS05	Borough Treasurer	Staff	Car allowances service wide	20,000	01.01.2005	5,000	-	5,000	
BS06	Borough Treasurer	Transport	Corporate - Car leasing	16,000	01.01.2005	4,000	-	4,000	
BS07	Borough Treasurer	Staff	CAFT - Vacancy factor	15,000	01.01.2005	3,750	-	3,750	
BS08	Borough Treasurer	Staff	Welfare rights - Delete one post	21,000	01.01.2005	5,250	-	5,250	Saving achieved through vacancy - already accounted for in budget monitoring
BS09	Borough Treasurer	Staff	Accountancy - Mini restructure	80,000	01.09.2005	0	-	0	
BS10	Borough Treasurer		Grants	25,000	01.04.2005	0	-	0	
BS11	Borough Treasurer	Staff	Assessments - Delete one post	25,000	01.04.2005	0	-	0	
	Central Expenses							0	
CS1	Central Expenses	Misc	Democratic Health Network	690	2004-05	690	-	690	
CS2	Central Expenses	Misc	London Team Against Fraud	7,500	01.04.2005	0	-	0	
	Children's Services							0	
DS2	Children's Services	Efficiency review		278,000	2004-05	278,000	-	278,000	Efficiency target agreed by Cabinet before CPO completed their work to recommend how the savings may be achieved. This work is now completed and the proposals accepted but there will be no saving in 2004-5.
	Committee							0	
ES01	Committee		Reduction of one manager post	18,000	15.11.2005	0	-	0	Will be achieved in 2005/06
ES02	Committee		Reduction of 1/2 x FTE post within Member Support Team	13,000	01.04.2005	0	-	0	Will be achieved in 2005/06
ES03	Committee		Reduction of 1 1/2 x FTE posts in Office Support Team.	37,000	01.04.2005	0	-	0	Will be achieved in 2005/06
ES04	Committee		Supplies & Services	3,000	01.04.2005	0	-	0	Will be achieved in 2005/06
ES06	Committee		Transport	2,000	01.04.2005	0	-	0	Will be achieved in 2005/06
	Community Care							0	

Ref	Service Area	Description	Details	Total Saving £	Start Date	Saving 2004-05 £	Forecast Outturn £	Variance £	Progress & Risks of not achieving by 1 April
FS1	Community Care	Services	Placements	450,000	£338K 09.04	338,000	338,000	0	
FS2	Community Care	Supplies and Services	IT	15,660		15,660	15,660	0	
FS3	Community Care	Supplies and Services	Printing & Stationery	13,895		13,895	13,890	5	
	CPO & IS							0	
GS3	CPO & IS	Equipment & Materials	Procurement savings	300,000	01.04.2005	0	-	0	
GS1	CPO & IS	Services	HBS Business Services - Print Contract	60,000	01.04.2005	0	-	0	
GS1	CPO & IS	Services	IS Partners	15,000	01.04.2005	0	-	0	
GS2	CPO & IS	Staff	IS vacancies	30,000	01.04.2005	0	-	0	
	Customer Care							0	
HS05	Customer Care	Staff	Cessation of Translation Service	65,460	01.01.2005	16,365	-	16,365	
HS07	Customer Care	Equipment & Materials	Savings on running costs	27,659	01.04.2005	0	-	0	
HS08	Customer Care	IT Services	Savings on IT expenditure	24,550	01.04.2005	0	-	0	
HS09	Customer Care	Media Fund	Savings on purchase of stock	30,000	01.04.2005	0	-	0	
HS10	Customer Care	Staff	Staff restructure	221,320	01.04.2005	0	-	0	
	Design							0	
KS15	Design	Services	Design services	250,000	01.04.2005	0	-	0	
	Development							0	
	Development	IT		3,080	01.01.2005	770	-	770	
NS06	Development	staff savings		14,295	01.04.2005	0	-	0	
	Education							0	
IS04	Education	Planning, Access & resources	reorganisation	95,000	01.04.2005	0	-	0	
IS05	Education	Planning, Access & resources	travel passes	50,000	01.04.2005	0	-	0	
IS08	Education	Planning, Access & resources	Publications	10,000	01.04.2005	0	-	0	
IS07	Education	Standards & Inclusion	Delete transport client officer post	20,000	01.04.2004	20,000	20,000	0	Vacant post will be deleted 01/04/2005
IS09	Education	Early Years, Families, Play & Youth	Reorganisation	70,000	01.04.2005	0	-	0	
IS10	Education	Children & Family Day Centres	salaries reduction	40,000	01.04.2005	0	-	0	
IS11	Education	Play & After School service	staffing reductions	10,000	01.04.2005	0	-	0	
IS12	Education	Fees & Charges	Traded Services	50,000	01.04.2005	0	-	0	
IS13	Education	Standards & Effectiveness	increased use of grant income to fund posts	50,000	01.04.2005	0	-	0	
IS14	Education	Standards & Inclusion	Grant income to fund posts	25,000	01.04.2005	0	-	0	
IS15	Education	Standards & Effectiveness	reduce EBP grant by 3% -efficiency saving	2,500	01.04.2005	0	-	0	
IS16	Education	Standards & Effectiveness	Reduced running costs	7,500	01.04.2005	0	-	0	
	Environment							0	
JS06	Environment	Services	LA 21 Grants	5,000	01.04.2005	0	-	0	
JS07	Environment	Staff	Parks & Open Spaces - management	100,000	01.04.2005	0	-	0	
JS08	Environment	Staff	Staff - overtime	3,500	01.04.2005	0	-	0	

Ref	Service Area	Description	Details	Total Saving £	Start Date	Saving 2004-05 £	Forecast Outturn £	Variance £	Progress & Risks of not achieving by 1 April
JS08	Environment	Staff	Management and Support	500	01.04.2005	0	-	0	
JS09	Environment	Equipment and Materials		50,000	01.04.2005	0	-	0	
JS09	Environment	Services	Street Cleansing - external graffiti	12,000	01.04.2005	0	-	0	
JS10	Environment	Equipment and Materials	Domestic Refuse - bin purchase	15,000	01.04.2005	0	-	0	
JS10	Environment	Equipment and Materials	Domestic Refuse - protective clothing	4,000	01.04.2005	0	-	0	
JS10	Environment	Fees & Charges	Domestic Refuse - special collection income	10,000	01.04.2005	0	-	0	
JS11	Environment	Services	Road structural repairs	35,000	01.04.2005	0	-	0	
JS12	Environment	Services	Allotments	50,000	01.04.2005	0	-	0	
JS13	Environment	Staff	Street Enforcement Service	820,000	01.01.2005	205,000	150,000	55,000	Report not yet approved - due to go to committee in November.
JS14	Environment	Fees & Charges	Golf Courses - running costs	108,000	01.04.2005	0	-	0	
JS15	Environment	Services	Abandoned Vehicles	12,000	01.10.2004	6,000	12,000	-6,000	
JS16	Environment	Training		10,000	01.04.2005	0	-	0	
JS17	Environment	Services	Highways Maintenance	50,000	01.04.2005	0	-	0	
JS18	Environment	Services	Mill Hill Depot	100,000	01.01.2005	0	-	0	
JS19	Environment	Stationery		870	01.04.2005	0	-	0	
JS19	Environment	Printing		166	01.04.2005	0	-	0	
JS19	Environment	Stationery		350	01.04.2005	0	-	0	
JS20	Environment	Equipment and Materials		1,216	01.04.2005	0	-	0	
JS21	Environment	IT		4,920	01.04.2005	0	-	0	
JS22	Environment	Fees & Charges	Recycling - increase in green waste collection	44,000	01.04.2005	0	-	0	
	Highways							0	
KS03	Highways	Staff		32,000	01.01.2005	8,000	8,000	0	
KS07	Highways	IT	IT - invest to save	50,000	01.04.2005	0	-	0	
KS08	Highways	Equipment and Materials		2,864	01.04.2005	0	-	0	
KS08	Highways	General Office Expenses		500	01.04.2005	0	-	0	
KS08	Highways	IT		11,520	01.04.2005	0	-	0	
KS08	Highways	Other Expenses		50,808	01.04.2005	0	-	0	
KS08	Highways	Printing		3,946	01.04.2005	0	-	0	
KS08	Highways	Stationery		1,444	01.04.2005	0	-	0	
KS09	Highways	Services	Street Lighting - maintenance	300,000	01.04.2005	0	-	0	
KS10	Highways	Misc	Misc - Routine Works	40,000	01.04.2005	0	-	0	
KS11	Highways	Fees & Charges	Private Works Reinstatement - Developers Income	10,000	01.04.2005	0	-	0	
KS11	Highways	Fees & Charges	Rechargeables	20,000	01.04.2005	0	-	0	
KS12	Highways	Equipment and Materials	Car Parks - repairs/maintenance	8,000	01.04.2005	0	-	0	
KS12	Highways	Equipment and Materials	Disabled Crossing Facilities	5,000	01.04.2005	0	-	0	
KS12	Highways	Staff	Schools Crossing Patrols	5,000	01.04.2005	0	-	0	
KS13	Highways	Equipment and Materials	Home Zones - works budget	30,000	01.04.2005	0	-	0	
KS14	Highways	Fees & Charges	Parking Income	50,000	01.01.2005	12,500	-	12,500	
	Housing -General Fund							0	

Ref	Service Area	Description	Details	Total Saving £	Start Date	Saving 2004-05 £	Forecast Outturn £	Variance £	Progress & Risks of not achieving by 1 April
LS01	Housing -General Fund	Community centre staffing		13,000	01.01.2005	3,250	-	3,250	
LS02	Housing -General Fund	IT		16,800	01.10.2004	8,400	-	8,400	
LS03	Housing -General Fund	Temporary Accomodation		50,112	01.04.2005	0	-	0	
	Human Resources							0	
MS06	Human Resources	Equipment and Materials	Service Wide	25,000	01.04.2005	0	-	0	
MS06	Human Resources	Staff	Service Wide	125,000	01.04.2005	0	-	0	
	Planning							0	
NS02	Planning	Employees		13,298	01.01.2005	3,325	-	3,325	
NS03	Planning	Transport		2,330	01.01.2005	583	-	583	
NS04	Planning	Supplies & Services		10,207	01.01.2005	2,552	-	2,552	
NS05	Planning	Income		61,606	01.01.2005	15,402	-	15,402	
	Public Offices							0	
	Public Offices	Equipment and Materials		889	01.04.2005	0	-	0	
	Public Offices	Equipment and Materials	Floral Decorations	154	01.04.2005	0	-	0	Will be achieved in 2005/06
	Public Offices	General Office Expenses		142	01.04.2005	0	-	0	
	Public Offices	Printing		400	01.04.2005	0	-	0	
	Public Offices	Staff		10,598	01.04.2005	0	-	0	
	Public Offices	Staff		279	01.04.2005	0	-	0	
	Public Offices	Staff		105	01.04.2005	0	-	0	
	Strategic Directors							0	
PS01	Strategic Directors	Executive Directors Running Costs	Reduced Printing, Conference and Stationery Budgets	25,160	01.10.2004	12,580	-	12,580	
PS02	Strategic Directors	Consultants Fees	Remove Consultants Fees budget for Arts Depot	31,000	01.04.2005	0	-	0	
PS03	Strategic Directors	Young Peoples Team	Efficiency Savings within Young Peoples Team	15,000	01.01.2005	3,750	-	3,750	
PS04	Strategic Directors	Communications	Reduce First team to 4 issues a year	11,000	01.10.2004	5,500	-	5,500	
	Valuation							0	
HS10	Valuation	Equipment and Materials		4,000	01.04.2005	0	-	0	
HS10	Valuation	Staffing		14,600	01.04.2005	0	-	0	
	TOTAL			5,274,344		1,042,958	557,550	485,408	