

AGENDA ITEM: 16

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Meeting	Cabinet Resources
Date	10 February 2005
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 – 2004/05 Savings Implementation Monitor Appendix C – Efficient Savings Implementation Monitor
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 provisions for the repayment of national non-domestic rates (NDR) credits and the non-payment of the TfL grant be transferred to General Fund balances.**
- 1.2 That the General Fund and Housing Revenue Account budget monitoring position be noted.**
- 1.3 That Heads of Service be instructed to take appropriate management action to (i) achieve the budgeted savings, (ii) contain emerging budget pressures and (iii) 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, Cabinet Resources 23rd September 2004 and Cabinet Resources 25th November 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 LEGAL ISSUES

- 6.1 None.

7 CONSTITUTIONAL POWERS

- 7.1 This Committee is responsible for capital and revenue finance, forecasting, monitoring, borrowing and taxation. (Constitution Part 3, Section 3.6)

8 BACKGROUND INFORMATION

- 8.1 Variances previously considered and approved by Cabinet Resources Committee in July, September and November produce a forecast of balances of £3.368m at 31 March 2005 – this was the result of a combination of approved budget variations and forecast outturn variations.

- 8.2 The following variations to the approved budget are being recommended in this report:-

Contributions to balances

Provision for repayment of NNDR credits	£785,000
Provision for TfL grant	£400,000.

- 8.3 Taking account of (i) budget variations approved at previous meetings and recommended in paragraph 8.2 above, and (ii) forecast variations set out in Appendix A, the forecast of balances at 31 March 2005 is £4.856m. This figure excludes any redundancy costs that may arise during the year for which a capitalisation Direction will again be sought from the ODPM.
- 8.4 The forecasted balances figure is very close to the Council's target balances level of £5.0m by the end of the financial year and it is essential that Heads of Service continue to monitor their budgetary position and, particularly where compensatory savings have been identified to offset known overspends, that the position presented in this report is delivered.
- 8.5 Whilst Appendix A sets out all forecast variances, the major changes since the last report to this committee in November 2004 are commented on in the following paragraphs.

Borough Solicitor

Local Land Charges – the downturn in the housing market continues to impact on the income budget. A base budget adjustment of £500,000 was approved by this committee in November 2004, however, a further deterioration in the housing market over the Christmas period is expected to result in a year end variance of £250,000 over the revised budget.

Children's Services

External Placements – this is a volatile expenditure area due to the nature of the service. The current forecast outturn is based upon a reduction in the cost of foster care placements.

Asylum Seekers – more detailed monitoring has identified that the grants for adults, families and unaccompanied asylum seeking children should cover virtually all expenditure.

Community Care

Section 117 Clients – ongoing review of entitlement has identified a reduced number to be repaid. The numbers have decreased from 18 to 11 though the costs in each instance are highly variable and the relationship is not linear.

Education

Travel Passes – the forecast for the number of passes has been revised following the commencement of the 2004/05 academic year with the number of passes issued having dropped by over one hundred.

SEN Placements – the number of placements has increased by 5 since the report in November plus the funding of the specialist unit at the London Academy has been agreed.

SEN Transport – the impact of single status was not factored into the base budget and this has resulted in additional costs of £132,000.

Early Years – the current forecast is based on the actual take up for the 2004/05 academic year which is approximately 280 places less than budgeted and has only been established since the last report was presented.

Highways & Design

Special Parking Account – the current projection is based on having fewer parking attendants in post over the second half of the year than previously anticipated.

Car Park Income – lower than anticipated usage has been experienced following the increase in fees and charges. This has been further affected by the level of vandalism and other attacks which have led to coin boxes being stolen and machines rendered unusable.

IT Development/Reprogramming – the project to upgrade Highways IT systems in parallel with MCS needs to be reprogrammed and re-evaluated so that a comprehensive specification can be prepared to incorporate the consequences of MCS.

RASWA Income – additional inspections and defaults are projected to increase 2004/05 income as a consequence of utility companies failing to meet their obligations. Future compliance is anticipated.

Rechargeable Works Income – increase in demand for vehicle crossovers and private works reinstatement have increased income projections.

Public Offices

NLBP Estates & Service Charge Income – more detailed monitoring has identified that the accruals raised for 2003/04 closure did not fully cover the subsequent invoices with regard to costs for 2002/03. This detailed monitoring is ongoing and it is anticipated that the overall year end position for public offices will be more favourable than presented in this report.

- 8.6 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.
- 8.7 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, so that this appendix provides a comprehensive position statement.
- 8.8 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.
- 8.9 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 17th January 2005 and any variations from budget will be met from the accumulated HRA balance.

9 LIST OF BACKGROUND PAPERS

- 9.1 None.

MO: MM

BT: CM

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
<u>Borough Solicitor</u>							
Local Land Charges - £500k base budget adjustment approved at CRC in November so total variance from original budget is £750k	B	529		250		(279)	
Other Variations - principally registration income		0		(31)		(31)	
			529		219		(310)
<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)		(260)		(60)	
			0		(60)		(60)
<u>Central Expenses & Contingency</u>							
External Audit & Inspection fees		30		30		0	
Coroners Service - additional IT costs in relation to 2003/04		0		25		25	
			30		55		25
<u>Children's Services</u>							
External placements (continuing pressures, including New Park House placements)	B	1,620		1,452		(168)	
Family Placements (in-house) and adoption costs	B	66		13		(53)	
Barnet residential units - New Park House & 68A Meadow Close	B	(89)		(156)		(67)	
Children with Disabilities	B	88		96		8	
Asylum Seekers - variation in forecasted numbers	B	(88)		(300)		(212)	
Social Workers - staffing costs	B	(620)		(695)		(75)	
Other Family Support Services & Leaving Care	B	(304)		(344)		(40)	
Grants (principally Safeguarding Children's Grant)	B	(500)		(500)		0	
SWIFT		310		251		(59)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
			483		(183)		(666)
<u>Committee & Administration</u>							
Projected Cost of Cricklewood Fire		0		20		20	
Vacancy Savings		(45)		(49)		(4)	
			(45)		(29)		16
<u>Community Care</u>							
Client costs, impact of new home care contracts, provider units & staffing including corporate agency recharges		(549)		(425)		124	
Potential s117 repayment		396		234		(162)	
Grant allocation (£675k) - £307 transferred to support expenditure, £368 returned to centre (efficiency saving review)	C	(368)		0		368	
		(307)		(307)		0	
Employment Tribunal		100		100		0	
Head of Community Care recruitment and handover		122		134		12	
SWIFT		146		163		17	
Closure Springwood Day Centre	B	72		72		0	
			(388)		(29)		359
<u>Corporate Performance Office / Information Systems</u>							
Unachieved vacancy factor / Other Variations		27		18		(9)	
MCS project - costs reported to Joint Resources / ICT Cabinet		600		600		0	
MCS project - planned capitalisation (to be discussed with external auditors)		(600)		(600)		0	
			27		18		(9)
<u>Cricklewood & Strategic Development</u>							
Employee cost savings		0		(30)		(30)	
			0		(30)		(30)

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
<u>Customer Care</u>							
Branch Library Income		40		40		0	
South Friern Library - planned closure reversed	B	72		72		0	
Building Cleaning tender		50		50		0	
Libraries Staff Vacancy Savings		(135)		(140)		(5)	
Out of Hours Telephone Service - delay in restructuring	B	56		55		(1)	
Print Income		50		51		1	
Translation - Community Helpline	B	30		10		(20)	
Communications (Agency Costs - Transferred from Strategic Directors)				28		28	
Other Variances - Mainly Staff Vacancy Savings		(50)		(59)		(9)	
Ex Leisure & Youth Service budgets:-							
GLL Contract - final BAFO costs	B	92		100		8	
Copthall Stadium - loss of anticipated funding	B	120		120		0	
Welsh Harp - premises costs	B	10		10		0	
Advertising Income (previous Leisure & Youth Service budget)	B	125		125		0	
			460		462		2
<u>Education</u>							
Planning Access & Resources							
Net position on salaries and other employee costs		(19)		(9)		10	
PFI Primary Strategy budget		(78)		(91)		(13)	
Net effect Travel passes		0		(139)		(139)	
Net effect OLA's Extra District income & expenditure		0		(76)		(76)	
Buisness and Performance							
Net position on salaries and other employee costs		0		(4)		(4)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
Barnet Schools Technical Support / Portable Electrical Appliance Testing		(15)		0		15	
Ongoing effect of previous years' early retirements		59		113		54	
Standards & Effectiveness							
Staff vacancies		(29)		(12)		17	
School income shortfall		0		31		31	
Qualified Teachers & Special Educational Needs Co-ordinators - budget transfer from Early Years & Play		(95)		(105)		(10)	
Premises expenditure		0		30		30	
Central support charges		0		50		50	
Standards & Inclusion - SEN							
Primary Pupil Referral Unit - surplus budget		(69)		(69)		0	
Net position on salaries budget		(81)		(142)		(61)	
Vacancy - transport client officer	C	(20)		(20)		0	
Net position on placements underspend and therapies overspend - based on October pupil placements		(129)		41		170	
Transport - based on current costs and excluding impact of single status	B	15		154		139	
Hospital Recoupment - increase in claims from other boroughs		70		70		0	
Youth							
Various (Overall Youth Target Saving to achieve (£100K))		(58)		(89)		(31)	
Early Years - Family & Play							
Three & Four year old funding projected underspend		0		(131)		(131)	
Children & Family Centres - Staff vacancies		(119)		(125)		(6)	
Qualified Teachers & Special Educational Needs Co-ordinators Budget transfer to S & E		0		0		0	
After-School Service - staff vacancies		(41)		(46)		(5)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
Childminding support services		(11)		(11)		0	
Playschemes staffing vacancies		(25)		(12)		13	
			(645)		(592)		53
<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	(25)		(25)		0	
Hendon Cemetery & Crematorium - reduced activity	B	35		35		0	
Hendon Cemetery & Crematorium - Tree Works		0		32		32	
Residential Services/Works in Default (net position) - vacancies		(15)		(7)		8	
Watling Market - lettings income shortfall		15		15		0	
Management Restructure - delay in implementation		(50)		(50)		0	
Street Trading - additional licence fees	B	15		15		0	
Mortuary - additional costs for leave cover		0		0		0	
Civic Amenity Site - acoustic fence (provisional estimate). Scope for capitalisation to be reviewed once final costs are known		46		46		0	
Parks and Open Spaces - works to dangerous trees and weed removal		29		29		0	
Golf Courses - income shortfall		10		10		0	
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		(13)		(13)		0	
Domestic Refuse - saving on vehicle hire costs		0		(45)		(45)	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
Trade Waste - projected adverse position allowing for bad debt provision	B	0		33		33	
Roads structural repairs - subject to confirmation		(34)		(55)		(21)	
Parks & Open Spaces - management		0		0		0	
Street Enforcement Service	C	(150)		(150)		0	
Abandoned Vehicles	C	(12)		(12)		0	
CCTV and Business Performance - vacancies		(53)		(60)		(7)	
Human Resources - vacancy factor on devolved budget that will not be achieved		7		14		7	
Employment Tribunal - building cleaning		35		35		0	
Catering - projected shortfall on school meals income	B	152		142		(10)	
Other minor variations		0		3		3	
			(104)		(104)		0
<u>Highways & Design</u>							
Special Parking Account - Income Shortfall (net)	B	750		1,341		591	
Car Parks - reduced income	B	0		400		400	
Highways - Planned Maintenance		(750)		(830)		(80)	
Street Lighting - capitalisation of urgent replacements		0		(250)		(250)	
IT Development - reprogramming		0		(100)		(100)	
Street Lighting - prioritisation of replacements and new equipment with lower maintenance		(200)		(200)		0	
Miscellaneous Routine Work		(50)		(50)		0	
War Memorials		(20)		(20)		0	
Traffic Census		9		0		(9)	
Other expenses - reduced income		30		33		3	
General - supplies and services		(10)		(17)		(7)	
Highways staffing	C	(8)		2		10	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
Winter Maintenance - includes costs of thermal maaping and route optimisation		0		120		120	
Safer Routes to schools		0		(23)		(23)	
RASWA - income		0		(400)		(400)	
Highways/Design - additional fee income		0		(50)		(50)	
Building Control - lower income due to reduced demand		0		79		79	
Rechargeables - additional income		0		(150)		(150)	
Water Courses - deferral of non-essential works		0		(86)		(86)	
Traffic Management		0		20		20	
			(249)		(181)		68
<u>Housing</u>							
Housing Benefit Admin (staffing pressure)		123		151		28	
Housing Benefit Subsidy		2,179		3,305		1,126	
Temporary accommodation (net) income		(2,302)		(3,456)		(1,154)	
			0		0		0
<u>Human Resources</u>							
HR Operations - Shortfall in HRA Income	B	97		92		(5)	
Staffing vacancies		(80)		(75)		5	
			17		17		0
<u>Planning</u>							
UDP Enquiry and regeneration consultants (now being funded from PDG contingency)		0		0		0	
			0		0		0
<u>Property & Valuation</u>							
Claremount Way - recognition of rental income on an accruals basis		0		17		17	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
Claremount Way - Flytipping		5		0		(5)	
Miscellaneous Residential Properties		(31)		0		31	
Properties pending sale		53		0		(53)	
Other Properties and Estates - income shortfall		(14)		1		15	
Rent Assistance - none to be provided		0		(13)		(13)	
			13		5		(8)
<u>Public Offices</u>							
Facilities : East Area		(35)		(37)		(2)	
Buildings : NLBP - Estate and Service charges (including prior years)		0		104		104	
Facilities : NLBP		0		31		31	
Buildings : West Area - Stag House recharge to HRA net of Print building running costs		0		(44)		(44)	
Office moves		0		61		61	
			(35)		115		150
<u>Strategic Directors</u>							
Beacon Status Income / Minor Variations		0		(25)		(25)	
			0		(25)		(25)
Total (net forecast overspend)		93	93	(342)	(342)	(435)	(435)
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	

	Appendix B/C	FORECAST VARIATIONS				MOVEMENT IN FORECAST VARIATIONS	
		November		February		£000	£000
		£000	£000	£000	£000		
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	
Efficiency Savings - returns to centre approved by Cabinet Resources Committee 23/9/04:-							
Community Care	C	0		(368)		(368)	
Budget variations approved by Cabinet Resources Committee 25/11/04:-							
Local Land Charges Income - base budget adjustment	B	0		500		500	
Transfer of provisions to balances							
NNDR Credits		0		(785)		(785)	
TfL money		0		(400)		(400)	
			(3,461)		(4,514)		(1,053)
Forecast Balances @ 31.3.2005		(3,368)	(3,368)	(4,856)	(4,856)	(1,488)	(1,488)

Reconciliation to Savings Implementation Monitors

	£000
Items included on savings implementation monitoring (Appendix B)	3,182
Items included on efficiency savings implementation monitoring (Appendix C)	(548)

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	(500,000)	750,000	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 Enepeyz 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	1,669,590	(434,590)	Excluding expenditure on the joint IS system with Community Care (SWIFT) the Department's budget is projecting an underspend of £434k. Costs of external placements and adoption are significantly higher than projected but offset partially by the savings in the running costs of New Park House and in-house fostering. The savings requirement will be substituted by other Departmental budgets eg social workers staffing, asylum seekers and grant substitution of £500k (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 reprovision of The Leys centre	200,000	200,000	0	Centre will close, saving dependent on reprovisioning 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.

APPENDIX B

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
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.
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	45,000	55,000	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	10,000	Decision taken to stop helpline and outsource day-time interpretation delayed. Finally approved at Council Sept 04
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	35,670	220,000	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 £175k 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	

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
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	
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. Agency savings also now identified
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	(54,000)	154,000	Single status award included, estimated at £132K out of a total projected overspend of £154K. No contingency provision allocated for this award.
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	(8,000)	33,000	Profiled to achieve gross income target. Projected collection rate requires increase in bad debt provision reflected in monitoring position.
72	Street Enforcement Service - efficiency savings & revised shift pattern	573,000	573,000	0	Achieved

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Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
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
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	0	15,000	Members have decided not to implement.
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	(41,700)	141,700	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

Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
92	Parks - locking - revised operational arrangements	25,000	(65,000)	90,000	Increased tender bid received from contractor. Alternative options currently being implemented. Compensatory savings identified through zero based budget process.
93	Leisure & Youth restructure savings - impact on Greenspaces	38,330	38,330	0	Achieved
94					
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	Achieved
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	100,000	1,341,000	Review of parking income being undertaken. PCN issue rate remains low.
101	Pay & Display Fees - increased income	599,000	199,000	400,000	Review of parking income being undertaken
103	Infrastructure Team - increased income	120,000	120,000	0	Increased net income identified
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>				

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Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
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
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	208,000	92,000	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	Achieved
131	Section 106 - additional income	15,000	15,000	0	DPR Report on increased Section 106 fees

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Line reference	Revised Proposal	Budget 2004/05	Forecast Outturn	Variance	Progress & Risks of not achieving by 1 April
132	Planning fees - additional income	10,000	10,000	0	Dependant on demand - reactive to property market and national economic conditions
133					
134	Valuation				
135	Valuation- external income from developers	40,000	40,000	0	Expected to be achieved.
137					
138	Public Offices				
139	Rates Reduction at NLBP	287,000	287,000	0	Rates reduction expected to be achieved - awaiting formal notification/decision
140	Maintenance cut to Public Offices (West)	35,000	35,000	0	Achieved
141					
142	Directors Group				
143	Regrouping	210,000	210,000	0	Achieved
144					
145					
146	TOTALS	14,367,500	11,186,390	3,181,110	
147					
148	Summary				
149		7,936,830	7,936,830	0	
150		3,288,000	3,505,590	(217,590)	
151		3,142,670	(256,030)	3,398,700	
152	Totals	14,367,500	11,186,390	3,181,110	

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	Phase 2 restructure
	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	115,000	01.04.2005	0	-	0	Redundancy notices issued. Interviews carried out.
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	805,000	01.01.2005	201,250	150,000	51,250	Restructure approved by General Functions (November 2004).
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	Grounds Maintenance	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	SES/Street Cleansing	870	01.04.2005	0	-	0	
JS19	Environment	Printing	SES	166	01.04.2005	0	-	0	
JS19	Environment	Stationery	Refuse	350	01.04.2005	0	-	0	
JS20	Environment	Equipment and Materials	SES	1,216	01.04.2005	0	-	0	
JS21	Environment	IT	Residential Services/Catering	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	Staffing	32,000	01.01.2005	8,000	- 2,000	10,000	
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	Expenditure to be contained within budget
KS09	Highways	Services	Street Lighting - maintenance	300,000	01.04.2005	0	-	0	Close work planning and management of work necessary
KS10	Highways	Misc	Misc - Routine Works	40,000	01.04.2005	0	-	0	Close work planning and management of work necessary
KS11	Highways	Fees & Charges	Private Works Reinstatement - Developers Income	10,000	01.04.2005	0	-	0	Fees and charges increased
KS11	Highways	Fees & Charges	Rechargeables	20,000	01.04.2005	0	-	0	Fees and charges increased
KS12	Highways	Equipment and Materials	Car Parks - repairs/maintenance	8,000	01.04.2005	0	-	0	Expenditure to be contained within budget
KS12	Highways	Equipment and Materials	Disabled Crossing Facilities	5,000	01.04.2005	0	-	0	Expenditure to be contained within budget
KS12	Highways	Staff	Schools Crossing Patrols	5,000	01.04.2005	0	-	0	Expenditure to be contained within budget
KS13	Highways	Equipment and Materials	Home Zones - works budget	30,000	01.04.2005	0	-	0	Expenditure to be contained within budget
KS14	Highways	Fees & Charges	Parking Income	50,000	01.01.2005	12,500	-	12,500	Fees and charges increased - income subject to demand

Ref	Service Area	Description	Details	Total Saving £	Start Date	Saving 2004-05 £	Forecast Outturn £	Variance £	Progress & Risks of not achieving by 1 April
	Housing -General Fund							0	
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		1,039,208	547,550	491,658	