

Appendix C - Revenue Monitoring by Delivery Unit

Adults and Communities					
Description	Variations				Comments
	Original Budget	Revised Budget	Actuals	Outturn Variation	
	£000	£000	£000	£000	
Care Quality	1,062	1,074	994	(80)	Underspend mainly due to contract savings
Community Safety	-	-	0	0	
Community Wellbeing	(1,064)	392	374	(18)	Underspend in relation to supplies and services
Customer Care	748	346	271	(75)	Underspend due to part year vacant posts
Customer Finance	786	825	791	(34)	Over-achievement of income for receivership and appointeeship services
Director - Adult Services & Health	185	188	165	(23)	Underspend in relation to staffing
Integrated care - Learning Disabilities & Mental Health	38,535	41,021	42,175	1,154	The care budgets overspent in 2014/15 as a result of rising demand for services. This meant that the budgets started the 2015/16 year in an overspent position, with a full year impact of increased demand heightening the problem. In 2015/16, demand continued to grow. The main pressure for learning disabilities continued to be in relation to clients transitioning from children's services with increasingly complex needs and correspondingly expensive packages of care. Mental health saw significant growth in client numbers requiring residential placements in 2014/15 but in 2015/16 there has been a significant diversion to supported living placements that offer better outcomes and better value for money. The position was offset by significant underspends in relation to staffing.
Integrated Care - Older People & Physical Disabilities	35,610	36,553	39,166	2,613	The care budgets overspent in 2014/15 as a result of rising demand for services. This meant that the budgets started the year in an overspent position, with a full year impact of increased demand heightening the problem. In 2015/16, demand continued to grow for older adults placements with a particular growth in clients with dementia requiring complex packages of care. There is also pressure on this budget due to clients who were self-funders whose funds have depleted and who are now the responsibility of the Local Authority. The position was offset by significant underspends in relation to staffing.
Performance & Improvement	1,024	764	711	(53)	Underspend in relation to part year vacant posts
Prevention & Wellbeing	3,603	5,447	4,603	(844)	Underspend due to savings in third party contracts and part year vacant posts
Safeguarding	731	735	950	215	This overspend is due to an increase in activity in the Deprivation of Liberty Safeguards (DOLS) service as a result of Supreme Court judgements in 2014/15.

Social Care Management	596	411	391	(20)	Underspend in relation to staffing
Total	81,816	87,756	90,591	2,835	
Assurance					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Assurance Management	527	564	505	(59)	Staff vacancies
Elections	423	392	392	-	
Governance	2,311	2,372	2,369	(3)	
Internal Audit & CAFT	850	865	866	1	
Total	4,111	4,193	4,132	(61)	
Central Expenses					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Capital Financing	22,817	22,760	21,760	(1,000)	Lower than budgeted Minimum Revenue Provision (MRP)
Car Leasing	2	2	-	(2)	
Central Contingency	12,412	249	249	-	
Corporate Fees & Charges	399	399	207	(192)	Reduced external audit fees due to a change of auditor
Corporate Subscriptions	314	314	221	(93)	General reduction in subscription costs
Early Retirement	5,427	5,427	5,152	(275)	Early retirement costs for teachers and non-teachers lower than budgeted
Levies	30,717	19,075	18,604	(471)	Levies costs generally lower than budgeted
Local Area Agreement	105	105	75	(30)	Underspend on anticipated West London Alliance costs
Miscellaneous Finance	426	948	948	-	
Total	72,619	49,279	47,216	(2,063)	

Education and Skills					
Description	Variations				Comments
	Original Budget	Revised Budget	Actuals	Outturn Variation	
	£000	£000	£000	£000	
Education Partnership & Commercial	265	463	353	(110)	Underspend due to stricter control on pupil travel plus an underspend on salaries due to vacancies.
Education & Skills Management	(180)	(530)	(553)	(23)	Lower agency costs than anticipated
Post 16 Education & Skills	354	305	304	(1)	
School Improvement	819	832	673	(159)	General staff underspends and income generated from traded services such as Barnet Partnership for School Improvement (BPSI) and data management.
SEND & Inclusion	4,894	6,178	6,471	293	Overspend in the Referral and Assessment Team due to the use of consultants and agency staff and restructuring in order to implement the Special Educational Needs (SEN) reforms. This overspend is offset by underspends in other areas and from the use of SEND Reform grant and reserve.
Total (excluding SDM)	6,152	7,248	7,248	-	

Family Services					
Description	Variations				Comments
	Original Budget	Revised Budget	Actuals	Outturn Variation	
	£000	£000	£000	£000	
Commissioning & Business Improvement	2,917	3,354	2,973	(381)	Underspend as a result of early delivery of savings identified for 2016/17
CSC 0-25	1,979	2,211	2,100	(111)	Low take up on Respite & Home support and short breaks.
Early Years	3,887	4,004	4,089	85	Overspend in Children centres as a result of residual costs incurred from the mid-year restructure
Family Services Management	2,237	731	181	(550)	Monies held against placements overspends
Intake and Assessment	1,955	2,054	2,225	171	Overspend as a result of the use of agency staff due to shortage of permanent social workers.
Intervention and Planning	1,938	3,054	3,316	262	Overspend as a result of the use of agency staff due to a shortage of permanent social workers.
Libraries, Workforce Development & Community Engagement	5,587	6,100	5,942	(158)	In-year savings identified to support the recovery plan, including holding a small number of vacancies
Permanence, Transitions & Corporate Parenting	3,346	3,174	3,809	635	Overspend due to use of agency staff covering permanent posts. Onwards and Upwards and Asylum Seekers are also overspent due to an increase in the number of placements.
Placements	18,590	17,996	17,963	(33)	Overspend on costs to support care leavers as well as pressures within Special Guardianship Orders (SGOs) and the Remand Service. This is offset by funding from health and SEN on joint placements.
Safeguarding & Quality	1,087	1,305	1,311	6	
Social Care Management	960	1,174	1,409	235	Staffing overspends including a number of supernumeraries to cover demand on front door services (increase in volume of contacts and referrals to the Multi Agency Safeguarding Hub (MASH) by 10%)
Youth & Family Support	3,234	3,258	3,148	(110)	In-year savings to support the recovery plan.
Total	47,717	48,415	48,466	51	

Commissioning Group					
Description	Variations				Comments
	Original Budget	Revised Budget	Actuals	Outturn Variation	
	£000	£000	£000	£000	
Adults and Health	1,001	1,252	1,179	(73)	Underspend relates to salaries
Children & Young people	76	385	391	6	
Commercial	1,224	1,161	1,129	(32)	Ongoing recruitment to fill vacant posts during the year.
Commissioning Group	636	2	5	3	
Commissioning Strategy	405	240	300	60	Overspend on salaries
Communications	638	673	668	(5)	
Environment	1,923	13,451	13,451	-	
Finance	1,710	1,124	1,005	(119)	Resource Management budget included here used to receive income from Housing Revenue Account (HRA) and Schools etc.
Growth & Development	-	306	349	43	Overspend due to salaries and special project costs
Information Management	797	878	923	45	Salary cost for post transferred from another service
Programme & Resources	691	781	926	145	Overspend relates to salaries. Planned restructure of services in 2016-17
SMART WK	-	-	-	-	
Strategic Commissioning Board	705	766	693	(73)	Staff vacancies arising during the year
Total	9,806	21,019	21,019	-	

Customer and Support Group					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
CSG Managed Budget	3,986	3,626	3,587	(39)	
CSG Management Fee	16,836	18,481	19,020	539	
Total	20,822	22,107	22,607	500	
HB Public Law					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
HB Public Law	1,752	2,011	2,329	318	Work will be undertaken with HB law to ensure more robust financial controls are in place.
Total	1,752	2,011	2,329	318	
Housing Needs and Resources					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Housing Needs and Resources	3,954	5,560	5,772	212	Overspend due to increased prices within the temporary accommodation market. Additional funding of £584k from the Council and a grant from DCLG helped to reduced the overall costs.
Total	3,954	5,560	5,772	212	

Parking and Infrastructure					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Highway Inspection/Maintenance	382	352	388	36	The adverse variance is due to a shortfall in sign shop income, due to limited opportunities to generate income from external customers.
Parking	(458)	(458)	(526)	(68)	Overachievement of income due to increased volumes of car park users.
Special Parking Account	(7,420)	(7,122)	(7,122)	-	The SPA budgeted contribution to the General Fund was achieved.
Street Lighting	6,294	6,511	6,508	(3)	Any savings were taken to reserves to be used in future years in line with the PFI funding model.
Total	(1,202)	(717)	(752)	(35)	
Public Health					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Public Health	14,335	15,835	15,835	-	
Total	14,335	15,835	15,835	-	
Regional Enterprise (Re)					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Re Managed Budgets	1,145	1,145	1,702	557	The overspend relates to increased reactive maintenance being undertaken on highways.
Management Fee	(415)	(15)	10	25	The small overspend relates to an increased provision made for legal costs related to the repayment of land charges.
Total	730	1,130	1,712	582	

Registrar Service					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Registrar Service	(161)	(161)	(34)	127	Legislative changes since the budget was set have resulted in the demand for ceremonies decreasing significantly. Work is continuing with the service to maximise existing resources and overcome financial constraints.
Total	(161)	(161)	(34)	127	
Street Scene					
Description	Variations				Comments
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000	
Business Improvement	335	264	316	52	Additional expenditure on one off staff to help with service improvements.
Green Spaces	4,712	4,642	4,614	(28)	Saving as a result of a reduction in the number of weed spraying cycles undertaken.
Mortuary	141	144	47	(97)	An accrual was made for redundancy costs in 2014/15 which have now been funded centrally.
Recycling	70	353	307	(46)	The Civic Amenities Centre transferred to North London Waste Authority (NLWA) in October. The small underspend for the first six months is due to staff savings.
Waste	6,157	6,519	6,510	(9)	Underspend resulting from tight control of staff and transport costs.
Street Cleansing	3,751	3,592	3,630	38	Overspend driven by increased use of agency staff that are needed to ensure business continuity.
Street Scene Management	650	651	668	17	One off overspend due to additional senior management requirements in 2015/16.
Trade Waste	(1,623)	(1,727)	(1,789)	(62)	Overachievement of income due to an increased volume of customers.
Transport	(179)	(148)	(151)	(3)	Service recharged out to service users in full.
Total	14,014	14,290	14,152	(138)	