

**Appendix B - Revenue forecast 2017/18**

**Adults and Communities**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Performance & Improvement	1,411	1,457	629	1,418	(39)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-2.7%
Safeguarding	682	656	367	802	146	The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure in 2017/18, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.	22.2%
Care Quality	3,675	3,100	1,992	3,068	(32)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-1.0%
Community Well-being	541	604	(6,728)	607	3		0.4%
Customer Care	254	246	169	221	(25)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-10.3%
Customer Finance	840	851	359	849	(3)		-0.3%
Dir Adult Soc Serv & Health	518	115	45	115	0		0.0%
Integrated care - LD & MH	35,972	39,479	17,508	39,623	144	Adult social care has experienced increasing complexity and demand for services since 2014/15. Following intensive work within the service in relation to a new operating model focused on a strengths based approach and substantial corporate investment by the Council, as well as allocation of funding from the BCF/iBCF to mitigate this increased complexity and demand, care costs are currently being forecast to come in on budget. As social care is a demand led service, the position may change if demand or complexity increases during the year above forecast levels. The current overspend position is in relation to expenditure on staffing and the cost pressure of needing to employ agency staff to cover front line roles while recruitment has been underway, alongside recruitment costs. Some of these costs are being mitigated though underspends on other staffing budgets.	0.4%
Integrated care - OP & DP	41,946	39,488	17,455	39,636	148	Adult social care has experienced increasing complexity and demand for services since 2014/15. Following intensive work within the service in relation to a new operating model focused on a strengths based approach and substantial corporate investment by the Council, as well as allocation of funding from the BCF/iBCF to mitigate this increased complexity and demand, care costs are currently being forecast to come in on budget. As social care is a demand led service, the position may change if demand or complexity increases during the year above forecast levels. The current overspend position is in relation to expenditure on staffing and the cost pressure of needing to employ agency staff to cover front line roles while recruitment has been underway, alongside recruitment costs. Some of these costs are being mitigated though underspends on other staffing budgets.	0.4%
Prevention & Well Being	565	490	267	310	(180)	Underspend due to part year vacancies whilst recruitment was underway and not using agency staff unless business critical.	-36.7%
Social Care Management	741	696	410	731	35	Overspend due to additional staffing costs in relation to interims covering key posts.	5.0%
<b>Total</b>	<b>87,145</b>	<b>87,184</b>	<b>32,472</b>	<b>87,379</b>	<b>196</b>		<b>0.2%</b>

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

a) cost centres over £100,000	28
b) cost centres over £50,000 where the cost centre's gross budget is less than £1m	19
c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.	

**Assurance**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Elections	358	549	139	547	0		0.0%
Assurance Management	579	560	219	560	0		0.0%
Governance	2,158	2,168	1,052	2,168	0		0.0%
Internal Audit & CAFT	752	783	169	783	1		0.1%
HB Law	2,011	2,036	736	2,317	281	An underachievement in forecast income versus budget income of £457k from Harrow. The income target set is challenging to achieve by the service. This is partially offset by a £176k underspend in core hours.	13.8%
<b>Total</b>	<b>5,859</b>	<b>6,096</b>	<b>2,314</b>	<b>6,375</b>	<b>279</b>		<b>4.6%</b>

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**Central Expenses**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Capital Financing	16,780	16,780	187	16,780	0		0.0%
Car Leasing	2	0	0	0	0		0.0%
Central Contingency	12,403	3,186	0	1,886	(1,300)	Central contingency has not yet been fully allocated	-40.8%
Corporate Fees & Charges	234	234	(18)	234	0		0.0%
Corporate Subscriptions	194	194	152	194	0		0.0%
Early Retirement	3,577	3,577	85	3,577	0		0.0%
Local Area Agreement	105	105	75	105	0		0.0%
Levies	18,688	18,688	8,471	18,688	0		0.0%
Miscellaneous Finance	740	742	2,451	742	0		0.0%
<b>Total</b>	<b>52,723</b>	<b>43,507</b>	<b>11,404</b>	<b>42,207</b>	<b>(1,300)</b>		<b>-3.0%</b>

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**Commissioning Group**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Strategic Commissioning Board	560	567	349	590	23	Unfunded amount of salary costs £23k - funding stream to be reviewed for Q3	4.1%
Resources	930	736	11,262	705	(31)	Underspend to be offset against HR	-4.2%
Information Management	878	988	496	1,051	62	Consultants fees of £126k not funded or capitalised (to be reviewed) and £28k unfunded agency costs	6.3%
Programme & Resources	786	845	294	749	(96)	Underspend in salaries to meet overspend in Commercial Management.	-11.3%
- Commercial management	902	859	641	1,013	154	No budget for out of hours service. Additional staff to undertake RE and CSG review and no budget for non-salary costs	17.9%
Communications	639	646	506	702	55	Overspend due to communications budget income target (£100k) not expected to be realised with forecast income expectation of only £45k	8.6%
Commissioning Strategy	655	506	63	483	(23)	Currently forecasting an under spend due to posts being held vacant to help offset pressures elsewhere	-4.5%
Human Resources	33	203	132	219	16	Forecast over spend due to additional resource on Trade Union and interim HR post.	7.9%
Adults and Health	1,271	1,286	1,043	1,259	(27)	Staffing underspend in Joint Commissioning Unit	-2.1%
Children & Young People	256	331	547	373	42	Staffing overspend on Joint Commissioning Unit.	12.6%
Growth & Development	218	224	295	224	(0)		0.0%
Registrar service	(61)	(61)	(23)	257	318	Births, deaths and marriages is forecasting an overspend of £268k due mainly to the historic income budget not being achieved as a result of lower levels of marriage ceremonies. The mortuary is forecasting an overspend of £50k.	521.3%
Public Health	17,610	17,610	7,223	17,610	0		0.0%
<b>Environment, Parking and Infrastructure</b>							
- Environment	13,430	13,516	6,334	13,521	5		0.0%
- Highway Inspection/Maintenance	255	260	545	260	0		0.0%
- Parking	(538)	(538)	(325)	(538)	0		0.0%
- Special Parking Account	(10,210)	(10,210)	(250)	(10,210)	0		0.0%
- Street Lighting	6,218	6,339	3,140	6,339	0		0.0%
<b>Total</b>	<b>33,834</b>	<b>34,109</b>	<b>32,270</b>	<b>34,607</b>	<b>498</b>		<b>1.5%</b>

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**Customer Support Group**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
CSG Managed Budget	4,600	3,924	2,491	3,925	0		0.0%
CSG Management Fee	28,582	28,795	22,964	28,795	0		0.0%
CSG Income	(12,021)	(10,884)	(2,117)	(10,684)	200	Schools traded income shortfall	-1.8%
<b>Total</b>	<b>21,161</b>	<b>21,836</b>	<b>23,338</b>	<b>22,036</b>	<b>200</b>		<b>0.9%</b>

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**Education and Skills**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Education & Skills Management	6,525	6,715	5,091	6,718	3		0.0%
Edu Partnership & Commercial	0	0	(1,219)	55	55		100.0%
Post 16 Education & Skills	0	0	(53)	0	0		0.0%
School Improvement	0	0	(7)	0	0		0.0%
SEND & Inclusion	0	0	118	0	0	Actuals relate to costs that will be transferred to Cambridge Education	0.0%
<b>Total (excluding SDM)</b>	<b>6,525</b>	<b>6,715</b>	<b>3,930</b>	<b>6,774</b>	<b>59</b>		<b>0.9%</b>

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**Family Services**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Family Services Management	351	3,348	247	2,949	(399)	Budgets held centrally, not yet allocated and may be needed to be diverted to offset pressures across Family Services.	-11.9%
Commissioning & Business Imp.	2,970	2,885	1,203	3,030	145	Additional specialist project staffing and software for the Early Help Module	5.0%
Early Years	4,160	4,198	1,810	3,988	(210)	Early Years costs of £330k now charged to DSG Early Years Centrally Retained Funding.	-5.0%
Youth & Family Support	1,872	1,884	681	1,883	(0)		0.0%
Libraries & Comm.Engagemnt	4,222	4,532	2,595	4,532	0		0.0%
Social Care Management	1,745	1,673	1,302	1,121	(552)	Budget held here to cover spend on agency staff.	-33.0%
Intake and Assessment	7,168	7,856	3,763	8,726	870	3 months additional services of 3 x DATS Managers (£74k) and 8 x DATS Social Workers (£165k). The teams are reliant on agency & Barnet Group staff. Staffing is budgeted at the mid-point of the relevant pay scale across all services, to take into account staff turnover. However, in order to attract and retain staff, market rates are being paid, creating an estimated £463k. ECASS & Family Conferences pressure £155k.	11.1%
Permanence Trns & CorParenting	3,419	3,706	2,261	4,038	333	Staffing - agency offset by centrally held budget	9.0%
Placements	16,768	17,552	9,703	18,670	1,118	£1.118m relates mainly to external placements and associated services. The contingencies within the forecast have been set at pessimistic level and are being reviewed.	6.4%
Safeguarding	1,635	1,646	839	1,639	(7)		-0.4%
Workforce & Quality	1,041	1,044	315	1,051	7		0.7%
CSC 0-25	7,093	8,147	3,141	8,189	42	Transitions team staffing pressure	0.5%
<b>Total</b>	<b>52,445</b>	<b>58,471</b>	<b>27,858</b>	<b>59,816</b>	<b>1,345</b>		<b>2.3%</b>

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**Housing Needs and Resources**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Housing Needs Resources	5,560	5,560	758	6,971	1,411	Overspend reflects the differential between housing benefit levels and the actual costs the council incurs in leasing temporary accommodation from landlords.	25.4%
<b>Total</b>	<b>5,560</b>	<b>5,560</b>	<b>758</b>	<b>6,971</b>	<b>1,411</b>		<b>25.4%</b>

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**Regional Enterprise**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Guaranteed Income	(14,661)	(16,249)	(2,158)	(16,249)	0		0.0%
LBB Client Costs	-	-	-	27	27	LBB legal costs	100.0%
Re Management fee	14,739	16,639	25,077	16,431	(208)		-1.2%
Re Managed Budgets	(901)	(63)	(3,138)	220	284	Overspend mainly due to a shortfall in income for Highways	446.6%
<b>Total</b>	<b>(824)</b>	<b>326</b>	<b>19,781</b>	<b>429</b>	<b>103</b>		<b>31.8%</b>

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**Street Scene**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Business Improvement	327	696	274	538	(158)	Forecast underspend due to staff vacancies pending the restructure.	-22.8%
Green Spaces	3,956	4,136	2,056	4,146	10	Overspend due to the maintenance costs for King George Playing Fields.	0.2%
Recycling	364	0	14	2	2		100.0%
Waste	6,861	6,891	4,063	7,631	741	The overspend relates to increased costs of staffing and equipment; a project to reduce these costs has commenced. The service is also reviewing income targets.	10.7%
Street Cleansing	2,835	3,055	1,925	3,078	23		0.8%
Street Scene Management	542	294	200	496	202	The overspend is due to the inclusion of £200k ADM savings, to achieve which a restructure is pending.	68.7%
Trade Waste	(1,960)	(1,958)	(2,310)	(2,361)	(403)	The income target is projected to over achieve by £0.213m resulting in an overall over achievement of £0.403m as additional recharges to operations teams have not been reflected in this budget or the operations budgets.	-20.6%
Transport	(45)	281	1,389	279	(2)		-0.8%
<b>Total</b>	<b>12,881</b>	<b>13,395</b>	<b>7,610</b>	<b>13,809</b>	<b>414</b>		<b>3.1%</b>

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**Dedicated Schools' Grant**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
Individual school budgets	139,265	139,265	131,327	139,856	591	NNDR pressure and reduced funding available to support the schools block	-0.4%
Growth Fund	1,300	1,300	889	1,300	0		0.0%
Central schools expenditure	1,652	1,652	440	1,652	0		0.0%
ESG retained funding	798	798	0	798	0		0.0%
Early years block	25,060	25,060	7,170	25,485	425		-1.7%
High needs block	43,578	43,578	23,453	43,920	342		-0.8%
DSG income	(209,821)	(209,821)	(110,043)	(209,821)	0		0.0%
DSG carry forward	(1,832)	(1,832)	(1,832)	(3,190)	(1,358)		-74.1%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>51,404</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	

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

- a) cost centres over £100,000 26
- b) cost centres over £50,000 where the cost centre's gross budget is less than £1m 24
- c) Actions proposed to ensure that these overspends or underspends are not realised are reflected in the commentary above.

**Housing Revenue Account**

Description	Variations					Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals to 30/09/2017 £000	Month 6 £000	Variation £000		
HRA Other Income & Expenditure	(2,706)	(3,389)	(11,518)	(2,610)	779	Increased expenditure on housing management costs	23.0%
HRA Regeneration	669	1,351	238	810	(542)	Recovery of costs from developers for regeneration projects	-40.1%
HRA Surplus/Deficit for the year	2,185	2,185	0	1,865	(319)	Reduced contribution to HRA balances	-14.6%
Interest on Balances	(147)	(147)	0	(65)	82	Reduced interest receipts	-55.8%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(11,280)</b>	<b>0</b>	<b>0</b>		<b>0.0%</b>

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