

Appendix A - Revenue Forecast 2019/20

	Original Budget	Revised Budget	Actuals to 30/11/2019	Month 8 forecast	Variation to revised budget	Reserve Use	Month 8 forecast after reserve movements	Variation to revised budget	Month 7 forecast after reserve movements	Variation to Month 7 forecast	Commentary -
Adults and Health	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Integrated Care - LD	28,156	30,629	17,066	27,769	(2,860)		27,769	(2,860)	27,769		0 The underspend is due to use of Ordinary Residence Provision (£2.455m), management mitigating actions and other (£0.405m). The current number of service users receiving services paid by this budget is 678, some have multiple care elements. The forecast includes : financial commitments of 29 service users transitioning from Families Services with a current forecasted costs of £0.943m and £0.984m of MTFS savings. The budget variance explained by service type is due to underspends on several client care services: Residential Care (£0.848m) Direct payments (£0.338m); Day Care (£0.099m); Extra Care (£0.057m); Respite (£0.054m); Other services (£0.007k); offset by overspends in Supported Living (£0.317m), Nursing Care (£0.054m); Homecare (£0.023m) and lower forecasts on Fairer Contributions (£0.604m). The final position is improved by withdrawal of Ordinary Residence provision of £2.455m used to cover costs for these service users.
Integrated care - MH	7,331	8,699	5,390	9,165	466		9,165	466	9,165	(0)	The budget pressure is mostly due to unfunded demographic growth which includes 21 new clients at an average yearly cost of £30k; 7 exiting clients forecasted to have increased complexity needs costing on average £20k more per case. The pressure is offset by mitigating actions of (£0.418m) . The current number of service users receiving services paid by this budget is 367, some have multiple care elements. The forecast includes £0.416m of MTFS savings. The budget variance explained by service type is due to net overspends on several client care services: Supported Living (£0.377m);Nursing (£0.023m); Home Care (£0.010m); Extra Care (£0.008m); Direct payments (£0.005m); Other services (£0.041m), adverse budget variance on Fairer Contributions income (£0.151mk); ; offset by underspends in ; Residential Care (£0.122m); Day Care (£0.012m) and Respite and other (£0.015m).
Integrated Care - OA	31,073	30,616	20,766	34,627	4,011		34,627	4,011	34,627	(0)	The budget pressure is mostly because of unfunded growth due to increased demand for new placements and increase in care needs. The forecast is offset by £0.463m of mitigating actions. The current number of service users receiving services paid by this budget is 2,247, some have multiple care elements. The forecast includes £2.708m of MTFS savings. The budget variance explained by service type is due to net overspends on several client care services: Residential (£2.463m); Homecare (1.253m); Direct Payments (£1.075m); Nursing (£0.444m); Supported Living (£0.316m); Extra Care (£0.253m); Other Services (£0.085), offset by favourable client contribution income forecast (£1.827m); underspends in Day Care (£0.048m) and Enablement and other (£0.003m). The monthly forecast movement is due to reduction in non client income forecast.
Integrated Care - PD	8,134	9,049	5,232	9,081	32		9,081	32	9,081	0	The budget overspend is mostly due to placements cost. The forecast includes £0.019m of mitigating actions and £0.186m of MTFS savings. The current number of service users receiving services paid by this budget is 558, some have multiple care services . The budget variance explained by service types is due to net overspends on several client care services: Home Care (£0.628m); Supported Living (£0.028m); Extra Care and Other (£0.022m); adverse budget variance on Client Contribution (£0.031m); offset by underspends in: Residential (£0.212m); Direct Payment (£0.159m); Nursing (£0.088m); Day care (£0.072m), Enablement (£0.017m); Other Services (£0.129m).
Prevention Services	4,830	3,770	5,381	3,791	21		3,791	21	3,791	(0)	There are overspend in the DOLs and Voluntary Organisations service with underspend in Telecare, resulting in a net overspend of £0.021m. The £0.040m movement from month 6 is due to recognising the Pre-Paid Card online solution costs.
Workforce	14,376	14,902	6,599	15,455	554		15,455	554	15,454	1	The overspend is due to a combination of budget reductions: £0.305m of double counted Senior Management MTFS savings; £0.179m contribution to corporate pot to reduce the agency deficit; £0.059m wrongly declared saving on a post covered by Public Health Funding; Mosaic Revenue costs (£0.230m), offset by underspends in various areas (£0.221m). The pressure would have been much higher if the service would have filled c32 posts currently being held vacant or part time, which are contributing to c£0.593m savings on top of the MTFS savings of £932k.
Leis, Sports and Phys Activity	509	521	312	1,265	745		1,265	745	1,257	8	The current budget variance and monthly forecast movement is because of income loss due to closure of Finchley Lido Leisure centre. The centre has been closed from March 2019 due to structural issues with the roof and the closure is forecasted to remain in place until December 2019. The actual income loss will increase if the centre remains closed behind December 2019.
Public Health	16,707	16,703	7,027	16,993	290	-290	16,703	0	16,703	0	
Adults transformation programm	0	0	368	0	0		0	0	0	0	
Total Adults and Health	111,117	114,888	68,143	118,146	3,258	(290)	117,856	2,968	117,847	9	

Assurance											
	Original Budget	Revised Budget	Actuals to 30/11/2019	Month 8 forecast	Variation to revised budget	Reserve Use	Month 8 forecast after reserve movements	Variation to revised budget	Month 7 forecast after reserve movements	Variation to Month 7 forecast	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Electoral Service	665	804	579	653	(151)	150	803	(1)	803	0	
Legal Advice and Monitoring	2,688	0	1,078	0	0		0	0	0	0	
Assurance & Business Dev	794	860	521	869	9		869	9	869	(0)	
Counter Fraud Operations	350	437	1,171	1,366	929	-929	437	0	437	(0)	
Governance	2,185	2,266	1,341	2,266	(0)		2,266	(0)	2,266	0	
Information Management	1,025	541	327	553	12		553	12	563	(10)	Overspend due to shredding costs, copyright software licensing and file storage. The movement from Month 7 is due to a revised file storage forecast.
Internal Audit	371	376	188	376	0		376	0	376	(0)	
Organisational Resilience	367	407	581	399	(8)		399	(8)	409	(10)	Underspend due to delayed recruitment of emergency responders (27k) net against an overspend in civil protection 19k due to airwave radio licence renewal. The movement from Month 7 is due to the recharging of 10k additional temporary staffing costs.
Total Assurance	8,444	5,690	5,786	6,482	791	(779)	5,703	12	5,723	(20)	
Children's Family Services											
	Original Budget	Revised Budget	Actuals to 30/11/2019	Month 8 forecast	Variation to revised budget	Reserve Use	Month 8 forecast after reserve movements	Variation to revised budget	Month 7 forecast after reserve movements	Variation to Month 7 forecast	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Family Services Management	5,414	(868)	711	(1,099)	(230)		(1,099)	(230)	(1,099)	(0)	additional DSG income
Social Care Management	631	1,214	555	872	(342)		872	(342)	917	(44)	Forecast underspend - £0.255m staffing and £0.043m in supplies & services. This Comprises £0.355m agency budget held centrally,(partially offsets agency pressures in CSC 0-25). Non-staffing of £0.043m forecasted underspend due to reduction in mentoring spend estimate. The movement of £0.065m is due to maternity cover for one member of staff.
CSC 0-25	7,885	7,896	5,623	9,443	1,547		9,443	1,547	9,146	297	Forecast overspend relates to: staffing £0.388m. There are currently 15 agency staff in the service. In addition pressure of £0.861m relates to non-staff, increase in case complexity hence package costs. Current budget average unit cost per year is £0.027m whereas forecasted unit cost per year is £0.031m The movement of £0.211m was due mainly to increase of shortbreak/ direct payments and respite and home support.
Permanence Trns & CorParenting	4,089	4,363	3,930	5,241	878		5,241	878	5,123	118	Forecast overspend relates to: staffing £0.044m. agency costs covering vacancies and staff on long term sick leave across service. Non-staffing pressure of £0.716m. All attributable to Leaving Care accommodation pressures. There are 68 clients with accommodation support . Monthly movement - The monthly movement has increase in Onwards and Upwards client costs. This was due to 3 new clients, 12 clients ended and changes in accommodation cost and increases in other client allowances. EU nationals not eligible to Housing benefit.
Placements	17,944	21,489	13,133	21,839	350		21,839	350	20,979	861	Forecast underspend relates to: Non-staffing £0.515m. This is mainly made up of £0.379m in fostering support as there was a decrease in fostering support as 89 reported in mth 6 to 86. There was also a decrease of £0.194 in external preparation for independence due to 3 new placements at a cheaper cost and a savings of £0.058m because of 2 clients ended. Underspend partially offset by £0.100m pressure on External Fostering and additional residential support costs. staffing: increase of staff and agency cost across the service . Movements - Decreases in staffing and agency cost across the service. Decreases in fostering support budget £0.201m and the Independent fostering agency cost £0.0125m. Also additional residential cost.
Assessmnt,Intervntion & Planning	7,818	10,796	6,361	11,298	502		11,298	502	11,298	0	Legal Cost £0.300m and no recourse to public funds £0.223m pressures
Clinical Services	1,387	1,391	946	1,394	3		1,394	3	1,391	3	
Early Help 0-19	4,366	4,463	3,870	4,237	(226)		4,237	(226)	4,394	(157)	
YOT,Risk & Vulnerability	477	484	401	394	(90)		394	(90)	476	(82)	
Safeguarding,QA & Workforce Development	2,674	2,714	1,584	2,604	(110)		2,604	(110)	2,604	0	£0.051m increase in projections due to extension of agency staff. Forecasted underspend mainly due to management actions undertaken to reduce agency spend on the back of good Ofsted rating
Commissioning	1,066	1,166	403	1,074	(92)		1,074	(92)	1,074	0	Forecasted underspend due to held vacancies
Comm,Complaint & BusinessSupport	1,080	1,372	841	1,265	(108)		1,265	(108)	1,358	(93)	
Libraries & Comm.Engagement	3,474	3,538	2,575	3,611	73		3,611	73	3,611	0	Projecting an overspend of £0.045m which mainly relates to rate increases at Colindale and Church End Library which collectively add up to £0.090m.
Performance Imporvement & Customer Engagement	1,337	1,226	606	1,195	(31)		1,195	(31)	1,195	0	Forecast underspend due to revision of IT Projections
Partnership and VofChild	390	416	229	416	0		416	0	416	0	
Central Education	26	(305)	(404)	(328)	(23)		(328)	(23)	(328)	0	
Education Skills	6,175	6,122	8,074	6,121	(0)		6,121	(0)	6,119	2	
Total Children's and Families Services	66,234	67,479	49,438	69,580	2,101	0	69,580	2,101	68,674	905	

Growth and Corporate Services											See Columns Q to S for further info to assist writing commentary
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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Programmes, Performance & Risk Generation											
Commercial Management	1,110	1,145	512	1,022	(123)		1,022	(123)	1,068	(46)	Underspend on Staff costs net against overspend in Performance. The Movement from Month 7 is due to an adjustment in the legal recharge forecast.
CSG Managed Budget	2,847	3,819	2,449	6,264	2,444		6,264	2,444	6,210	54	The month 8 variance of £2.444m consists of; 150k MTFS savings shortfall on the move from Barnet House, 138k additional security (inc stab vests for Blue9), 38k of increased utilities costs in Barnet House due to the delayed move, 248k of unanticipated Colindale building rates, 105k 'Costa' missed income, 89k of Colindale vending machine contract charges, 21k of extra Morrisons car park requirements, 109 Moxon St statutory compensation, 159k PRPB group 1 disposal feasibility SPIR costs, 10k LBB financial modelling 1st trial, 100k Fly tipping, 71k extra Freemantle contract building remedial works, 10k Datscha subscription, 80k increase in reactive repairs costs, 180k Depot and Salt Barns, 396k rates and service charges for NLBP, 469k document solutions income shortfall, 368k Brent X income shortfall, 122k Capitol Way print room costs net of a reduction in Tarling Way YMCA costs, (406k) Freemantle contract reductions and (7k) increased income for Libraries and Town Hall rentals. The movement from Month 7 of 54k consists of Colindale materials purchases 64k, Colinhurst utilities (24k), (8k) lettings and room hires, (94k) Tarling road costs now pro-rata for 1 Qtr, (24k) reduction in Oakleigh Rd Depot security costs. Misc property costs movements of; Christmas Trees (642), Valuation fees 5k. Advertising 10k. Salt Barn Relocation 2.2k. Gainshare 974. Coptall LV Cable
CSG Management Fee	19,311	20,738	13,687	20,569	-169		20,569	(169)	20,716	(147)	CSG Management fee is forecasting an underspend of (£44k) at Month 8 mainly due to; <ul style="list-style-type: none"> +£289k Customer Services saving (reducing demand through increased online contact, process automation and reduction in failure demand). Delay in the new Service Model being implemented due to delays to Colindale and the website launch has impacted the ability to reduce resources earlier. The service are reviewing options to plug this gap including not backfilling posts. +£90k A change in the contract was agreed to support public health procurements as they now incorporated into the council. The agreed figure with CSG is 90k plus indexation for future years. +£69k of SPIR and Legal costs which are under investigation as should be recharged Net a -£454k underspend on Change Requests (CR) relating to the Capita Contract including £189k deleted CR for Finance Heads of Service. A 90k virement is due from Finance which has not been included as it requires P&R committee approval The movement from Month 7 is due to (64k) Doc solutions costs transferred to Estates, 39.8k increase in Revenues and Benefits volumes, 6k increase in Revenues and Benefits legal costs, (4k) additional change requests. +69k cost centre adjustments, 161k Cambridge Education contract settlement, -350k KPI service credit.
Customer Services & Digital	359	683	(270)	723	40		723	40	723	0	The £40k overspend in Month 8 is due to £30k on out of hours telephony costs due to a contract change and 78k of web team staffing costs previously charged to Capital and other customer strategy staff costs net the (64k) improved Registrars income. The movement from month 7 is due to an increase in customer strategy staff costs.
Deputy Chief Executive	509	505	397	578	73		578	73	574	4	Overspend relating to £29.6k SPIR cost relating to the Senior Management Restructure and £24.7k Key Worker permits for the Barnet Group move to Colindale, £13k SPIR cost for absence reporting net of a £10k underspend on staffing due to Month 3 projected Graduate Trainee post being covered but Central Govt. Brexit funding. The movement from Month 6 is mainly due to the absence reporting SPIR cost
Employment Skills & Ec Dev	200	200	15	200	0		200	0	200	0	Care Leavers Salary costs funded, Other Care Leaver Participation to be incurred
Estates	180	502	207	530	28		530	28	530	(0)	Projecting an overspend due to increased staffing costs.
Growth and Housing	235	234	386	234	0		234	0	234	0	Spend to budget currently forecast pending restructure/recruitment
Housing Strategy	6,178	7,366	10,595	7,435	69		7,435	69	7,547	(112)	The net overspend position of £0.068m this reflects a £0.112 improvement in the position from month 7 due to better than anticipated Cheyne letting and the on-going delivery of lower cost Temporary Accommodation units.
Human Resources & OD	927	1,073	800	1,205	132		1,205	132	1,205	(0)	The overspend is mainly due to £142k in relation to staff recharges for time spent on Trade Union activities net of an (18k) underspend in HR. The TU budget is only £33k and recharges of £176k are being projected for 5 members of staff from Adults, Schools and libraries.
Programmes, Performance & Risk	338	642	384	706	64		706	64	656	50	Overspend on Staff costs net against underspend in Commercial Mgt. The movement from Month 7 is due to an additional £0.05m agency staff spend forecast.
Strategy & Communications	916	1,189	785	1,253	64	-60	1,193	4	1,193	0	
Transformation Programme - DCE	0	0	209	221	221	-221	0	0	0	0	
Transformation Prog Scene	0	0	461	0	0	0	0	0	0	0	Boost ? Needs to be looked into should be a reserve to cover CP/JL to look into. Funding to be confirmed from external and internal sources
Total (excl Re)	33,111	38,097	30,618	40,941	2,844	(281)	40,659	2,562	40,856	(197)	
Guaranteed Income	(16,549)	(16,815)	(7,680)	(16,655)	160	0	(16,655)	160	(16,689)	34	Projected legal costs offset by LBB client costs budget. other potential costs included as a risk, as these are currently under discussion within the GI review meetings. Guaranteed income expected to be fully achieved. Contract Y5 income shortfall invoice agreed and raised, and shortfalls between this and the YE debtor will be offset against S106 which is still to be quantified and transferred. Projected overspend of £0.037m is in relation to PDA income, where the HRA income is expected to exceed the £0.806m target therefore creating a pressure in the general fund and a benefit to the HRA.
RE Projects	0	1	(7,040)	1	0	0	1	0	1	0	
Management Fee	17,466	18,811	14,637	19,688	877	-1,000	18,688	(123)	18,688	0	£1m original pressure in the management fee due to the income target deferral from 2017/18 to 2019/20 to be funded by reserves. Underspend against LBB client costs offsetting expenditure coded to guaranteed income
Growth and Corporate Services Incl Re	34,028	40,094	30,535	43,974	3,881	(1,281)	42,693	2,599	42,856	(163)	

Environment	Original Budget	Revised Budget	Actuals to 30/11/2019	Month 8 forecast	Variation to revised budget	Reserve Use	Month 8 forecast after reserve movements	Variation to revised budget	Month 7 forecast after reserve movements	Variation to Month 7 forecast	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Commercial Services Streetscene	(2,086)	(2,003)	(2,653)	(2,007)	(3)		(2,007)	(3)		-3	Forecasting to budget based on current income levels, projected business growth and churn, and anticipated levels of bad debt. This level includes income and savings from the ongoing review of customers based on weight of bins. £0.300m adjustment has been factored into the projections to take into account the reduction in cancelled customers' accounts due to overweight bins, and offsetting losses against the equivalent savings in disposal costs. A virement of £0.150m from the NWLA Levy has already been actioned.
Fleet and Transport	560	823	3,322	814	-8		814	(8)		18	Forecasting very close to budget based 2018/19 outturn. The movement from M.6 to M.7 is due to additional staffing costs.
Ground Maintenance(Front line)	2,343	2,408	1,256	2,181	(226)		2,181	(226)		-0	The underspend is due to the service reviewing all costs including agency spend, as they move into Autumn Winter months. The Manager has been proactive and has made changes to the service, including savings in overtime, agency and vehicle running costs, now reflected within the revised year end projections.
Green Spaces & Leisure	874	1,015	1,191	1,677	663	-414	1,263	249		4	Overspend due to Parks and Open Spaces and the MTFS savings of £0.450m deliverability. This has been partially mitigated by additional income from S.106 funding and reserves. Projections include £ 0.346m projected spend for The Tree Planting project, to be funded from reserves.
Management and Service Support	1,215	1,109	814	975	(134)		975	(134)		257	The movement from M.7 to M.8 is the reallocation of the Agency Top Slice budget to services. The underspend of £0.134m relates to staff vacancies
Street Cleansing (Front Line)	2,533	3,155	1,879	3,227	72	-71	3,156	1		2	Forecasting on budget.
Waste (Front Line)	6,825	6,846	5,260	8,556	1,710		8,556	1,710		-303	This pressure is primarily resulting from projected overspend of (£1.4m) in staffing and (£0.310m) for vehicle related cost within Recycling & Waste service. The Staffing cost increase is a direct result of split operation, round reorganisation, historic under funding, overall shortage of skilled drivers in the market, Brexit and Depot works related risk, that Service are trying to mitigate by retaining agency capacity for a foreseeable period. The vehicle related cost have increased in last two financial years due the age profile of the current vehicle and need for additional vehicles to cover the operations. Projected vehicle related cost has marginally reduced in month 8 due to the move to Oakleigh depot where they will be maintained by Council workshop The movement between M.7 and M.8 is mainly due to the decrease of budget and actuals to reflect Agency Top Slice apportionment to the service, also the reduction in vehicle maintenance costs.
Environment Management	15,504	3,637	10,836	3,917	279	-73	3,844	206		-130	Environment Management is projecting an overspend of £0.156m, a £0.130m reduction compared to month 7. This is due to the assumed reversal of the £0.150m virement that was processed earlier in the year as agreed by Jamie Blake at month 7. In September P&R it was agreed that £11.863m would transfer out of Environment to central expenses for the main NLWA levy. Historically an underspend against the main Levy was expected and was projected to offset overspends within this area. As the underspend is now against central expenses any costs previously expected to be offset against this are now contributing to a pressure.
Highway Inspection/Maintenance	273	298	778	745	447	-447	298	0		0	Highways service is currently predicting an underlying overspend £447 for Winter Highways Maintenance. There is also a accepted risk, that projections are based on a mild winter and council contingency funds will need to be called upon where more severe conditions occur.
Highways and Transport Managem	0	358	166	358	0		358	0		0	Projecting on budget including agency spend.
Parking	(558)	(745)	(336)	(679)	66	-66	(745)	0		20	Off Street Parking is expected to achieve it's income target this year. The budget has been increased by £0.200m, this reflects the correct 2019-20 MTFS savings as previously the savings were all allocated to the SPA. The movement between M.7 and M.8 is due to unfunded NDR costs.
Special Parking Account	(13,694)	(13,494)	730	(13,074)	420	-420	(13,494)	0		0	There are risks with income generated in this area, for 19/20 projecting an under achievement in income of £0.420m, to be off-set by the use of reserves for this year. Going forward expected changes causing reductions in income are being balanced with actions to help mitigate these issues and meet MTFS savings.
Street Scene Management	1,121	1,132	659	1,170	38		1,170	38		-22	The projected small over spend is due to costs of staff cover for long term sick and cost increases for weed spraying and haulage costs. The movement between M.7 and M.8 is due to the reduction in budget and actuals to reflect Agency Top Slice apportionment to the service.
Street Lighting	5,919	6,528	3,294	6,529	1		6,529	1		0	Revised electricity rates have helped to bring this area close to budget.
Advertising	0	(390)	0	(165)	225	-225	(390)	0		0	Projecting an underlying overspend of £225k for Advertising, as the service is unable to fully achieve the MTFS saving for Advertising, due to a part year effect with the contract now commencing October. Budget pressures on this line are shown as fully mitigated by use of reserves.
Electric Vehicle Charging	1	0	17	0	0		0	0		0	
Environment Sub total	20,829	10,676	27,212	14,225	3,550	(1,716)	12,509	1,834	12,666	(157)	
Re managed budget	437	472	505	476	4	0	476	4	421	56	Projected overspend due to food sampling increases due to a large suspected food poisoning case, movement due to agreed LIP fees between LBB and Re
Part Theme Total	21,266	11,148	27,717	14,702	3,554	(1,716)	12,986	1,838	13,087	(101)	

