

**Appendix A - Revenue Forecast
2019/20**

Adults and Health	Revised £000	Actuals to £000	Month 10 £000	Variation to £000	Reserve £000	Month 10 £000	Variation to £000	Commentary -
Integrated Care - LD	30,629	21,269	27,565	(3,064)		27,565	(3,064)	The underspend is mostly due to use of Ordinary Residence Provision (£2.897m) combined with management mitigating actions and other (£0.167m). As of month 10 the number of service users receiving services paid by this budget is 680, some have multiple care elements. The forecast includes : financial commitments of 33 service users transitioning from Families Services with a current forecasted costs of £0.981m and £0.984m of MTFS savings. The budget variance prior to applying the provision drawdown (£2.897m) is an underspend of £0.167m with overspends on Supported Living (£0.958m) and nursing (£0.078m) offset by underspends in Residential and Other Services (£1.203m). No change to last month's forecast. Compared against Zero Based Forecast completed at start of May 2019 the forecast in this budget has remained almost static which is an indication that growth , savings and mitigation forecast are overall holding true.
Integrated care - MH	8,699	6,051	9,392	693		9,392	693	The budget pressure is mostly due to unfunded demographic growth. The pressure is offset by mitigating actions of £0.331m and £0.416m of MTFS savings . The current number of service users receiving services paid by this budget is 374, some have multiple care elements. . The budget variance explained by service type is due to net overspends on several client care services: Supported Living (£0.440m);Nursing (£0.109m); Extra Care (£0.051m); Other services (£0.052m) ; offset by underspends in a number of areas (£0.32m). Since start of the year the forecast has increased by £0.831m mostly because of the financial impact of net increase of 20 in client numbers and is in line with the expectation at Zero Based Forecast (May 2019). No change from last month's forecast.
Integrated Care - OA	31,616	24,417	36,247	4,631		36,247	4,631	This budget area has seen the highest increase in client numbers and costs since Zero Based Forecast (May 2019). Net 139 new clients have received services since the start of the year. New clients and increases in provision and unit pricing for existing clients have costed c£4.129m which is £3.229m higher than anticipated at the start of year. The forecast is offset by £0.472m of mitigating actions and £2.708m of MTFS savings. The current number of service users receiving services paid by this budget is 2,339,some have multiple care elements. The budget variance explained by service type is due to net overspends on several client care services: Residential (£2.327m); Homecare (1.458m); Direct Payments (£0.542m); Nursing (£0.472m); Supported Living (£0.351m); Extra Care and Other (£0.331m); offset by favourable client contribution income forecast and other (£0.850m). No change from last month's forecast.
Integrated Care - PD	9,049	6,519	8,794	(256)		8,794	(256)	The forecast includes £0.186m of MTFS savings. The current number of service users receiving services paid by this budget is 570, some have multiple care services . The budget variance explained by service types is due to net underspends on several client care services: Direct Payment (£0.241m) ; Residential (£0.226m); Nursing (£0.205m), Supported Living and Other (£0.208m); offset by overspends in: HomeCare and Other Services (£0.624m). Since Zero Based Forecast (May 2019) the forecast has decreased by c£0.702m mostly due to reduction in costs of existing clients.
ASC Prevention Services	2,770	4,192	2,791	21		2,791	21	There are overspend in the DOLs and Voluntary Organisations service with underspend in Telecare, resulting in a net overspend of £0.021m.
ASC Workforce	15,752	10,780	15,945	193		15,945	193	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 net underspends across various teams due to vacancies (£0.580m). There has been a budget increase because of the Adults Workforce Investment (£0.850m) which after including relevant expenditure (£0.521m) has resulted in an underspend of £0.329m, further mitigating the pressure. The pressure would have been much higher if the service were to fill vacant posts (currently 48.51 FTE) which were being held fully 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	521	286	916	395		916	395	The current budget variance of £0.395m 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.
Public Health	16,703	12,759	16,981	278	(278)	16,703	0	The overspend prior to reserve drawdown is due to Young People's Public Health (£0.212m) from planned expenditure, Health Visiting (£0.081m), School Nursing (£0.027m) and Sexual Health and Other (£0.057m) . There are underspends in Staffing Support and Legal (£0.075m), Health In All Policies and Other (£0.024m), partly mitigating the pressures.
Adults transformation programm	0	404	370	370	(370)	0	0	ASC Transformation project spend to be met by reserve drawdown from the Transformation Reserve. Actual to date is higher than forecast because of costs belonging to staffing base budget included in this budget, but will be coded out next month.
Corporate Equalities & Inteligence and Health & Safety	211	139	171	(40)		171	(40)	The underspend is because of staffing budget due to part year vacancies.

Total Adults and Health	115,949	86,815	119,171	3,222	(648)	118,523	2,574
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Assurance	Revised Budget £000	Actuals to 31/01/2020 £000	Month 10 forecast before reserves movements £000	Variation to revised budget £000	Reserve Movements £000	Month 10 forecast after reserve movements £000	Variation to revised budget £000	Commentary
Electoral Service	804	417	655	(148)	150	805	2	
Legal Advice and Monitoring	0	1,410	0	0		0	0	
Assurance & Business Dev	860	650	869	9		869	9	
Counter Fraud Operations	437	1,211	1,366	929	(929)	437	0	
Governance	2,266	1,651	2,266	(0)		2,266	(0)	
Information Management	541	415	548	7		548	7	Overspend due to shredding costs, copyright software licensing and file storage. The movement from Month 9 is due to a reducing in projected staff costs.
Internal Audit	376	284	375	(0)		375	(0)	
Organisational Resilience	407	701	457	50		457	50	Overspend is due to 19k airwave radio licence renewal and one-off staff redundancy costs in Civil Protection net an underspend of (27k) due to delayed recruitment of emergency responders.
Total Assurance	5,690	6,740	6,537	847	(779)	5,758	68	

Children's & Family Services	Revised Budget £000	Actuals to 31/01/2020 £000	Month 10 forecast before reserves movements £000	Variation to revised budget £000	Reserve Movements £000	Month 10 forecast after reserve movements £000	Variation to revised budget £000	Commentary
Family Services Management	(868)	(1,393)	(1,326)	(458)		(1,326)	(458)	Underspend forecast is due additional DSG income
Social Care Management	1,214	693	867	(347)		867	(347)	Forecast underspend - £0.305m staffing and £0.042m in supplies & services. This Comprises £0.355m agency budget held centrally, partially offsets agency pressures in CSC 0-25 and £0.261m to the Regional Adoption Agency. Non-staffing of £0.042m forecasted underspend due to reduction in mentoring spend estimate. The movement in salary of £0.0012m due to Agency cover being less than previously anticipated.
CSC 0-25	7,896	7,439	9,116	1,219		9,116	1,219	Forecast underspend - £0.305m staffing and £0.042m in supplies & services. This Comprises £0.355m agency budget held centrally, partially offsets agency pressures in CSC 0-25 and £0.261m to the Regional Adoption Agency. Non-staffing of £0.042m forecasted underspend due to reduction in mentoring spend estimate. The movement in salary of £0.0012m due to Agency cover being less than previously anticipated.
Permanence Trns & CorParenting	4,363	4,070	5,192	829		5,192	829	Forecast overspend relates to: staffing £0.041m. agency costs covering vacancies and staff on long term sick leave across service. Non-staffing pressure of £0.788m. All attributable to Leaving Care accommodation pressures in the onwads and upwards service
Placements	21,489	16,409	21,828	339		21,828	339	Forecast overspend relates to: staffing underspend of £0.195m. This will be offset against the part payment to the Regional Adoption agency. Non staffing: £0.534m overspend was mainly due to both external and internal residential as vulnerable children accessing the council services has increase in external residential, remand and residential family assessment. Movements - Decreases in staffing and agency cost across the service and the fostering service as a result of the under utilisation of foster carers on the council books.
Assessmnt, Intervntion & Planning	10,796	8,024	11,298	501		11,298	501	Overspend mainly relating to legal Cost £0.300m and no recourse to public funds £0.223m pressures
Clinical Services	1,391	1,049	1,272	(119)		1,272	(119)	Underspend due to vacancies held in the team
Early Help 0-19	4,463	2,909	3,651	(812)		3,651	(812)	Forecast underspend relates to delays in recruiting to vacancies and staff on maternity leave for which no cover has been arranged for.
YOT, Risk and Vulnerability	484	535	445	(39)		445	(39)	This is an underspend against (Children and Young People) CYP grant carried forward from 2018/19.
Safeguarding, QA & Workfrce Dvlpmnt	2,714	2,051	2,604	(110)		2,604	(110)	Projecting an underspend of £0.0110m achieved mainly due to management actions undertaken to reduce agency spend on the back of good Ofsted rating
Commissioning	1,166	991	1,069	(98)		1,069	(98)	Forecasted underspend due to held vacancies
Comm, Complaint & Business Support	1,372	1,014	1,256	(116)		1,256	(116)	Forecasted underspend relates to a reduction in work force recruitment activities originally planned to take place this financial year. This might change and is dependent on HR activity(Corporate strategic input)
Libraries	3,538	2,912	3,618	80		3,618	80	Projecting an overspend which mainly relates to rate increases at Colindale and Church End Library which collectively add up to £0.090m. This has been partially offset by savings against the media fund of £0.010m
Perfrmnc Imprvmt & Cstmr Enggmt	1,226	799	1,255	29		1,255	29	Forecast underspend due to revision of IT Projections
Partnership and VofChild	416	303	401	(15)		401	(15)	
Central Education (Commissioni	(305)	(490)	(324)	(19)		(324)	(19)	
Education Skills	6,122	5,318	6,247	125		6,247	125	

Growth and Corporate Services	Revised Budget £000	Actuals to 31/01/2020 £000	Month 10 forecast before reserves movements £000	Variation to revised budget £000	Reserve Movements £000	Month 10 forecast after reserve movements £000	Variation to revised budget £000	Commentary
Commercial Management	1,384	818	1,235	(149)		1,235	(149)	The forecast underspend of (£0.149m) is due to underspend on Staff costs net against overspend in Performance. The Movement from Month 9 is due to an adjustment in the staff costs projection.
CSG Managed Budget	4,252	3,989	6,561	2,309		6,561	2,309	Changes this month were largely driven by income capitalisation of Brent Cross Income totalling £0.390m, as it is now recorded as a capital receipt following renegotiation of the lease requiring for it to be treated as such. + £142k SPIR costs on Barnet House.
CSG Management Fee	20,815	17,523	20,579	(236)		20,579	(236)	The movement from Month 9 is primarily due to finalisation of customer services change request and receipt of monies in respect of HR and Finance insourcing – (a conservative projection had previously been used), and removal of a duplicate legal cost for Revs and Bens
Customer Services & Digital	683	9	868	185		868	185	The £0.185m overspend in Month 9 is mainly due to Office 365 costs following receipt of a detailed billing schedule and gaining a better understanding of outstanding costs from prior years. The improvement in the position from Month 9 is due to an increase in registrar's income owing to higher than anticipated demand for European settlement appointments and private citizenship ceremonies both of which are short term and related to Brexit.
Deputy Chief Executive	505	610	502	(3)		502	(3)	
Employment Skills & Ec Dev	387	214	387	0		387	0	Care Leavers Salary costs funded, Other Care Leaver Participation to be incurred. Movement from Month 9 is the inclusion of SEED
Estates	502	262	774	273		774	273	The overspend of £273k is due to higher than expected legal costs, despite of re-charges out to other departments. Projecting an overspend due to increased staffing costs. The Movement from Month 9 is due to the addition of staff costs previously projected in CSG Estates. A budget virement will be required from Estates to cover the short-fall.
Growth and Housing	234	341	234	0		234	0	Spend to budget currently forecast pending restructure/recruitment
Housing Strategy	7,366	7,162	7,435	68		7,435	68	The Housing Strategy reports a forecast of £7.434m against a budget of £7.366m resulting in a projected overspend of £0.068m.
Human Resources & OD	975	992	1,183	209		1,183	209	The overspend is mainly due to staff recharges for time spent on Trade Union activities and SPIR/SPRR costs 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	403	325	453	50		453	50	Overspend on Staff costs net against underspend in Commercial Mgt. The movement from Month 9 is due to a slight reduction in projected staffing costs.
Strategy & Communications	1,189	914	1,243	54	(60)	1,183	(6)	The underspend at month 10 and the movement from Month 9 is due to a revised staff costs projection arising from short term vacancies against a slight decrease in anticipated income.
Transformation Programme - DCE	0	309	221	221	(221)	0	0	
Transformation Prog Scene	0	461	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
RE Guaranteed Income	(16,746)	(9,917)	(16,781)	(35)	0	(16,781)	(35)	Underspend of £35k in relation to; Contract Y5 and Y6 invoices being agree. The Y5 debtor raised was based on estimated income as per what was in integra at the end of 18/19; there was a shortfall between this and the agreed invoice which was in relation to historic S106 amounts not claimed to the end of contract year 5 for which RE have agreed to pay as agreements are ongoing. They will therefore drawdown this funding in the contract year that it is agreed. This has resulted in a benefit of £138k in this financial year against the debtor raised. Y6 was not anticipated to be agreed in this financial year, and has resulted in a benefit of £50k to the bottom line as a result of detailed analysis across the contract year. This is partly offset by additional legal costs of £127k which are offset by the management fee and £26k pressures against 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 The movement of £221k is as a result of the agreed invoices and reduction in projected PDA income

RE Projects	0	(12,038)	1	1	0	1	1	.
Management Fee	18,556	18,335	19,142	587	(1,000)	18,142	(413)	Overspend of £587k is expected to be offset by £1m reserves due to the income target deferral from 2017/18 to 2019/20 to be funded by reserves. £413k underspend in relation to; £179k reduction to Core LIP fees as a result of the negotiated cost as well as £20k reduction against TUPE and £90k agreed S106 funding above what was originally projected for other core contract outputs. There is also an underspend against LBB client costs which is for additional legal costs and therefore offsetting the pressure which is included within the GI net position. The underspend has increased due to the transfer of the director of place and SEED, for which the budget has also been adjusted.
Growth and Corporate Services Incl Re	40,505	30,311	44,038	3,533	(1,281)	42,757	2,251	

Environment	Revised Budget	Actuals to 31/01/2020	Month 10 forecast before reserves movements	Variation to revised budget	Reserve Movements	Month 10 forecast after reserve movements	Variation to revised budget	Commentary
	£000	£000	£000	£000	£000	£000	£000	
Commercial Services Streetscene	(2,150)	(2,616)	(2,027)	123		(2,027)	123	Underachievement of income target, based on current income levels, projected business growth and churn, and also 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, offsetting losses against the equivalent savings in disposal costs.
Fleet and Transport	545	1,139	517	(28)		517	(28)	Forecasting an underspend, as the manager has managed to defer an increase in spot hire rates, also an agreement has been settled for outstanding costs for Cambridge Education. The service is also holding a vacant apprentice position The movement from M.9 to M.10 is due to the reallocation of a £0.040m budget to the service user.
Ground Maintenance (Front line)	2,475	1,581	2,206	(270)		2,206	(270)	The underspend is due to continuous improvements to the service, including savings in overtime, agency, vehicle running costs. The service is also holding several vacant posts, also reflected within the projections.
Green Spaces & Leisure	1,015	1,333	1,837	822	(573)	1,263	249	Overspend due to Parks and Open Spaces servcie and the MTFs savings of £0.450m deliverability. This has been partially mitigated by additional income from S.106 funding and reserves. Projections include £ 0.505m projected spend for The Tree Planting project, to be funded from reserves.
Management and Service Support	1,120	966	853	(268)		853	(268)	The underspend of £0.268m mainly relates to staff vacancies, The projection has also been adjusted to reflect the salary costs for 1 member of staff seconded to year end to the Oakleigh Road depot project and also part salary costs of 2 senior members of staff, also working on the same project.
Street Cleansing (Front Line)	3,247	2,569	3,302	56	(71)	3,231	(15)	The underspend of £0.015m is due to the ongoing recruitment of permanent staff taking place.
Waste (Front Line)	7,230	7,760	8,680	1,450		8,680	1,450	This pressure is primarily resulting from projected overspend in staffing and vehicle related cost within Recycling & Waste service. The Staffing cost increase is a result of round reorganisation, overall shortage of skilled drivers in the market, Brexit and Depot works related risk. The service are trying to mitigate . The vehicle related costs have increased in last two financial years due the age profile of current vehicles and need for additional vehicles to cover the operations. Projected vehicle related cost has marginally reduced in month 10 due to the move to Oakleigh depot, where they will be maintained by Council workshop
Environment Management	3,787	13,895	4,125	338	(73)	4,052	265	£0.058m overspend in relation to ongoing Mortuaries pressure for which funding has been under discussion. £11.863m has transferred out of Environment to central expenses as agreed at P&R. Historically an underspend against the main Levy was expected and was projected to offset overspends within environment. As the underspend is now against central expenses any costs previously expected to be offset against this are now showing as a pressure. Movement due to £150k previously projected assumed reversal of virement. As this has now been agreed and posted the budget and projection have been adjusted therefore bottom line variance has not been effected
Highway Inspection/Maintenance	303	972	745	442	(447)	298	(5)	Highways service is currently predicting an underlying overspend £0.447m 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	358	166	358	0		358	0	Projecting on budget, including agency spend.
Parking	(745)	(407)	(672)	73	(73)	(745)	0	Off Street Parking is projecting to underachieve it's income target this year,there is also an expected overspen, which relates to unfunded business rates. Any overspends will be off set by the use of the SPA reserve.
Special Parking Account	(13,494)	(1,767)	(12,347)	1,147	(1,147)	(13,494)	0	For 2019/20 the SPA is projecting an underachievement in income of £0.698m, to be off-set by the use of the SPA reserves for this year, Project costs of £0.280m and additional Management Fee costs of £0.169m are also to be met from the SPA reserve. 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	1,137	794	1,124	(12)		1,124	(12)	The projected small underspend is due to savings in protective clothing and also no expected costs for vehicles.
Street Lighting	6,778	5,404	6,781	3		6,781	3	Revised electricity rates have helped to bring this area close to budget.
Advertising	(390)	0	(165)	225	(225)	(390)	0	Projecting an underlying overspend of £0.225m for the underachievement of income for Advertising, as the service is unable to fully achieve the MTFS saving for Advertising, due to a part year effect, with the contract commencing October. Budget pressures on this line are shown as fully mitigated by use of the SPA reserve.
Electric Vehicle Charging	0	8	0	0		0	0	
Environment Sub total	11,217	31,796	15,317	4,100	(2,609)	12,708	1,491	
Re managed budget	472	1,097	503	31	0	503	31	Overspend due to food sampling increases as a result of a large suspected food poisoning case, and expected legal costs. These costs are higher than originally anticipated and are in the process of being reviewed
Part Theme Total	11,689	32,892	15,820	4,131	(2,609)	13,211	1,522	

Finance	Revised Budget	Actuals to 31/01/2020	Month 10 forecast before reserves movements	Variation to revised budget	Reserve Movements	Month 10 forecast after reserve movements	Variation to revised budget	Commentary
	£000	£000	£000	£000	£000	£000	£000	
Central Expenses	52,672	30,067	47,907	(4,765)		47,907	(4,765)	The Month 10 variance is made up of the following underspends; 462k on Levies, 7k on External Audit costs, 2k on subscriptions, 40k on WLA subscriptions, 446k on early retirement/ pension strain payments and 3,680k on Capital financing resulting from a reduction of borrowing costs and increase in interest receivable and an unallocated contingency budget of 128k .
Finance	3,353	4,142	3,557	204		3,557	204	Month 10 forecast adjusted to account for increased agency staff expenditure.
Grants	104	12	15	(89)		15	(89)	Month 10 forecast revised to reflect on-going funding of community events only
Revs & Bens	3,656	(1,541)	2,206	(1,450)	(250)	1,956	(1,700)	Expecting to overachieve housing benefit overpayment recovery.
Total Finance	59,785	32,680	53,685	(6,100)	(250)	53,435	(6,350)	
TOTAL	301,098	242,070	307,721	6,623	(5,567)	302,153	1,055	