

Appendix 4

**HARROW COUNCIL  
REPORT TO CABINET: 23 JUNE 2005  
PROVISIONAL 2004-2005 REVENUE OUTTURN**

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>CORPORATE</u></b>				
Corporate Single Status	610	25	-585	Costs from implementation of single status not fully required in 2004-2005.
Sickness Absence Strategy	-200	-23	177	Sickness absence reduced significantly in 2004-2005 by 7% compared to the prior year. The savings are reflected in directorate underspends in staffing budgets rather than in the corporate budget. This budget will be allocated to service areas in 2005-2006.
Printing Services Unit	-250	0	250	The review of the Print Unit service has commenced but is not yet complete.
New Harrow Project - Restructure	-370	0	370	The savings planned for this budget are a combination of departmental restructures and the Middle Management Review. Currently savings are reflected in departmental underspends, and an exercise is being undertaken to redistribute the budgeted savings accordingly.
Procurement Savings (Purchase Card)	-700	-200	500	Reduced achievement of purchase card savings were reported in the quarter three Revenue Monitoring Statement

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
Procurement Savings (contracts etc)	-3,677	-2,654	1,023	Reduced achievement of procurement savings were reported in the quarter three Revenue Monitoring Statement.
Procurement Savings (non-general fund)	0	338	338	Procurement savings included in the above which do not relate to the general fund (Schools, HRA etc)
Other variations under £100k	5,781	5,827	46	Minor variations
	<b>1,194</b>	<b>3,313</b>	<b>2,119</b>	

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Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>BUSINESS CONNECTIONS</u></b>				
<b><u>Business Services</u></b>				
Revenues Services	963	1,117	154	This outturn variation has arisen due to a combination of factors including lower than anticipated court cost fees and higher employee and general supply service costs.
Payments & Income Collection	-151	14	165	The work of Debt Management team is ongoing and the envisaged savings on bad debt management (£100k) has yet to be fully achieved. In addition there are other variations on employee and other minor related items.
Council Tax & Housing Benefits	7	-852	-859	Additional Housing & Council Tax grant generated by the change in subsidy regime to 100% funding. The full grant entitlement is not available until the year end.

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations	
(1)	(2) £000	(3) £000	(4) £000	(5)	
Insurance Services	161	-92	-253	The main reasons for this underspend is due to lower cost of interest charge payable on insurance funds and additional income arising from purchase of optional insurance cover by schools.	
ICT Service	1,359	1,139	-220		Underspend on IT Strategic Partnership.
Other variations under £100k	2,353	2,235	-118		Minor variations
<b>Business Services total</b>	<b>4,692</b>	<b>3,561</b>	<b>-1,131</b>		
<b><u>Business Strategy</u></b>					
Other variations under £100k	<b>3,807</b>	<b>3,955</b>	<b>148</b>	Minor variations	
<b>Business Connections - total</b>	<b>8,499</b>	<b>7,516</b>	<b>-983</b>		

Appendix 6

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Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b>ORGANISATIONAL DEVELOPMENT</b>				
Personnel Management	132	260	128	Increased employee related costs, agency staff costs and supplies and services offset by additional income
Payroll & Pension Facilities	-1	-118	-117	Increased income within Payroll offset by a corporate payment to the Inland Revenue and an underspend in the Pensions Unit .
Other variations under £100k	3,177	3,235	58	Minor variations
	<b>3,308</b>	<b>3,377</b>	<b>69</b>	

## Appendix 7

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Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(3) £000	(4) £000	(5) £000	(6)
<b><u>CHIEF EXECUTIVE</u></b>				
Corporate & Democratic Core Costs	<b>3,289</b>	<b>3,310</b>	<b>21</b>	Minor variations
Chief Executive's Office	<b>321</b>	<b>400</b>	<b>79</b>	Minor variations
Communications	<b>330</b>	<b>358</b>	<b>28</b>	Minor variations
<u>Borough Secretariat</u>				
Registrar Births Marriages & Deaths	97	-15	-112	Over recovery of fees & charges including citizenship ceremonies.
Legal & Committee Division	320	453	133	Under recovery of legal expenditure
Local Land Charges	-898	-762	136	Under recovery in land charges income due to the downturn in the housing market as previously reported
Other variations under £100k	556	605	49	Minor variations
	<b>75</b>	<b>281</b>	<b>206</b>	
<b>Chief Executive's Office - total</b>	<b>4,015</b>	<b>4,349</b>	<b>334</b>	

## Appendix 8

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Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>PEOPLE FIRST</u></b>				
<b><u>Children's Services</u></b>				
Early Years & Childcare	2,993	2,129	-864	Fewer 3 year only nursery places are being funded than was anticipated in the budget. Even so, by DFES definition, provision is universal, with 85%+ of 3 yr olds having a place but just not for 5 days per week.
Crisis Intervention Unit	672	503	-169	Savings from closure of Haslam House
Community Homes	694	817	123	Long term sickness costs at Silverdale
Family Placement Unit	3,226	3,533	307	Base budget pressures identified following detailed review
Children's Care Management	6,632	8,344	1,712	Base budget pressures identified following detailed review
Other variations under £100k	13,954	13,999	45	Minor variations
	<b>28,171</b>	<b>29,325</b>	<b>1,154</b>	

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>Learning &amp; Community Development</u></b>				
Local Public Service Agreements	596	340	-256	Delay in roll out of the Community Schools Pilot across the Borough
Other variations under £100k	10,603	10,666	63	Minor variations
	<b>11,199</b>	<b>11,006</b>	<b>-193</b>	
<b><u>Community Care Provided Services</u></b>				
Residential care home placements	727	408	-319	Relates to single status costs on LD and MH
Other variations under £100k	4,203	4,277	74	Minor variations
<b><u>Learning Disability Services</u></b>				
Other variations under £100k	7,389	7,509	120	Minor variations
<b><u>Mental Health Services</u></b>				
Residential care home placements	2,184	1,750	-434	Underspend relates to 2003/04 income from PCT. And lower residential care costs for 18-64 age bracket and the rest from Kenton Road unbudgeted subsidy income



Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
Supported and other accommodation	218	67	-151	Housing Benefit income in Harrow Adult Placement, Field End Road and Greenhill not budgeted for, underspend in residential care in HAPs and underspend in salaries across the services.
Other variations under £100k	2,782	2,818	36	Minor variations
<b><u>Older People Services</u></b>				
Assessment & Care Management	2,981	2,757	-224	Vacancy savings
Nursing home placements	2,969	2,770	-199	Building Care Capacity Grant from 2002/03, Performance Fund Grant from 2003/04 and effects of Free Nursing Care income collection
Residential care home placements	2,603	2,993	390	Residential care spots include the over 65 transfers from Mental Health and Learning Disabilities, Direct Payment budget pressure and Block Contracts

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
Home care	7,349	8,433	1,084	There is growing pressure on domicilliary care spots budget. This is due to growing need for people preferring to be cared in their own homes rather than residential homes. A significant proportion of these costs are PCT recharges.
Other services	352	-44	-396	Access & Systems and Delayed Discharges slippage
Other variations under £100k	1,377	1,415	38	Minor variations
<b><u>Physical Disability Services</u></b>				
Assessment & Care Management	1,597	1,394	-203	Vacancy savings
Home care	1,134	920	-214	Home care recharges to PCT has helped bring down the pressure of spots purchases
Other variations under £100k	2,305	2,420	115	Minor variations
<b><u>Other Adult Services</u></b>				
Other variations under £100k	205	194	-11	Minor variations

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(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>Asylum Seekers</u></b>				
Assessment and care management	-1,566	-1,465	101	Impact of completion of 2002/2003 and 2003/2004 grant claims following data matching exercise by Home Office
Unaccompanied children	809	422	-387	Impact of completion of 2002/2003 and 2003/2004 grant claims following data matching exercise by Home Office
Lone adults	586	454	-132	Impact of completion of 2002/2003 and 2003/2004 grant claims following data matching exercise by Home Office
Other variations under £100k	291	234	-57	Minor variations
	<b>40,495</b>	<b>39,726</b>	<b>-769</b>	
<b><u>Strategy</u></b>				
Training Unit	272	161	-111	Training allocations not spent
Other variations under £100k	9,389	10,013	624	Minor variations
	<b>9,661</b>	<b>10,174</b>	<b>513</b>	

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>Schools</u></b>				
Other variations under £100k	<b>113,997</b>	<b>113,901</b>	<b>-96</b>	Minor variations
<b>Total People First</b>	<b>203,523</b>	<b>204,132</b>	<b>609</b>	

## Appendix 9

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Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<b><u>URBAN LIVING Strategy</u></b>				
Other variations under £100k	<b>3,195</b>	<b>3,370</b>	<b>175</b>	Minor variations
<b><u>Area, Community Safety &amp; Mtce Servs.</u></b>				
<u>Community &amp; Env Safety Services</u>				
Other variations under £100k	3,395	3,333	-62	Minor variations
<u>Public Realm Maintenance Services</u>				
Recycling	676	512	-164	Recycling income in excess of budget from WLWA and delays in purchasing Clinical waste
Parks, Open Spaces & Allotments	2,217	2,062	-155	Offset by Grounds mtce overspend
Grounds Maintenance	6	140	134	Offset by Parks Grounds mtce underspend

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
Civic Amenity Site	671	827	156	Lost income while site closed due to Works being carried out.
Other variations under £100k	18,279	18,230	-49	Minor variations
	<b>21,849</b>	<b>21,771</b>	<b>-78</b>	
<b><u>Support Services</u></b>				
Catering	116	15	-101	Reduced payments to contractors, savings on leasing costs and additional external works income
Divisional Services	390	211	-179	Internal recharges and support service charges.
Other variations under £100k	126	191	65	Minor variations
	<b>632</b>	<b>417</b>	<b>-215</b>	
Area, Community Safety & Mtce Servs.	<b>25,876</b>	<b>25,521</b>	<b>-355</b>	
<b><u>Professional Services</u></b>				
Planning				
Other variations under £100k	2,004	2,021	17	Minor variations

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(1)	(2) £000	(3) £000	(4) £000	(5)
<u>Transport &amp; Engineering</u>				
Parking	-2,161	-2,665	-504	Underspend due vacancies in Schools crossing Patrols, cash in transit. Additional income from CCTV bus lane enforcement, additional car parking income
Engineering	266	-30	-296	Extra income generated from charges to capital Public Realm and TFL funded schemes
Highways & Footpaths Planned Mtce	6,323	6,438	115	Payments to contractors and additional tree work costs on highways
Other variations under £100k	5,258	5,242	-16	Minor variations
	9,686	8,985	-701	
<u>Building Services</u>				
Other variations under £100k	-41	-117	-76	Minor variations
Concessionary Fares	6,884	6,897	13	Minor variations

Directorate	Approved Budget	Actuals	Variations to Approved	Reasons for variations
(1)	(2) £000	(3) £000	(4) £000	(5)
<u>Housing Services - General Fund</u>				
Housing Homeless Persons	3,312	2,982	-330	Underspends offset by overspend in other housing services.
Improvement Grants	2,179	1,882	-297	Reduction in capital financing charges
Other Housing Services	502	807	305	Overspend offset by underspend in Homeless persons and additional charges from HRA
Other variations under £100k	213	143	-70	Minor variations
	6,206	5,814	-392	
Professional Services total	24,739	23,600	-1,139	
<b>Total Urban Living</b>	<b>53,810</b>	<b>52,491</b>	<b>-1,319</b>	
<b>Housing Revenue Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	