

REVENUE BUDGET SUMMARY 2014-2015

	2013-14	2014-15				Net Budget £000
	Net Budget	Gross Controllable Expenditure	Gross Income	Net Controllable Expenditure	Uncontrollable Expenditure	
	£000	£000	£000	£000	£000	
Local Demand - Borough Services						
Community, Health and Wellbeing	77,722	107,048	-48,300	58,748	15,909	74,657
Children and Families	45,078	173,301	-138,152	35,149	9,727	44,876
Environment and Enterprise	37,091	41,310	-18,942	22,368	16,905	39,273
Resources	27,363	183,337	-142,500	40,837	-13,802	27,035
Total Directorate Budgets	187,254	504,996	-347,894	157,102	28,739	185,841
Inflation and Corporate Items	1,537					1,780
Contingency - Welfare Reform	2,000					0
Contingency - General	1,171					1,171
Provision for redundancies	1,000					0
Capital Financing adjustments	-5,335					-6,803
Provisions for debt/litigation	375					375
Interest on Balances	-1,572					-1,052
Council Tax Freeze Grant	0					-1,068
Education Services Grant	-2,500					-2,751
New Homes Bonus	-2,867					-3,067
Total Budget Requirement	181,063					174,426
BUDGET REQUIREMENT FUNDED BY						
Contribution re Collection Fund						
Deficit/Surplus(-) b/f	-1,045					-1,676
Formula Grant	-52,100					-42,628
Top-up	-20,154					-20,546
Retained Business Rates	-14,725					-14,509
Council Tax Income	-93,039					-95,067
Total Funding	-181,063					-174,426
Council Tax for Band D Equivalent						
Harrow (£)	1,210.28					1,210.28
GLA (£)	303.00					299.00
	1,513.28					1,509.28
<u>Increase</u>						
Harrow (%)	0.00%					0.00%
GLA (%)	0.00%					-1.32%
Total (%)	0.00%					-0.26%
Taxbase	76,874					78,550
Collection Rate	97.50%					97.50%
Funds / Balances						
Balances Brought Forward	7,649					8,646
Adjustment to Balances	0					0
Balances Carried Forward	7,649					8,646

Objective Analysis 2014-2015

	Adults Social Care	Commissioning & Partnership	Provider Services	Quality Assurance	Strategic Management	Adults Sub Total	Adults & Housing Transformation	Public Health	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employees	4,480	1,120	6,017	187	757	12,561	177	2,559	15,297
Premises	247	0	381	0	0	628		22	650
Transport	55	6	1,496	0	1	1,558	42	9	1,609
Supplies & Services	2,919	297	242	25	737	4,220	9	4,841	9,070
third party payments	30,459	8,196	1,791	18	0	40,464		15,298	55,762
Transfer Payments	8,416	5	238	1	0	8,660			8,660
Total Controllable expenditure	46,576	9,624	10,165	231	1,495	68,091	228	22,729	91,048
Government Grants	-406	0	-1,064	0	-3,035	-4,505		-9,452	-13,957
Other Grants, Reimbursements & Contributions	-2,289	-94	-168	0	0	-2,551		-14,335	-16,886
Customer & Client Receipts	-5,438	-43	-676	0	0	-6,157			-6,157
Internal Recharges	0	0	0	0	-112	-112		-1,677	-1,789
Total Income	-8,133	-137	-1,908	0	-3,147	-13,325	0	-25,464	-38,789
Net Controllable Expenditure	38,443	9,487	8,257	231	-1,652	54,766	228	-2,735	52,259
Capital Charges	60	297	297	0	20	674			674
Support Services	2,062	2,641	195	0	527	5,425		3,201	8,626
Total SSC expenditure	2,122	2,938	492	0	547	6,099	0	3,201	9,300
Net Budget	40,565	12,425	8,749	231	-1,105	60,865	228	466	61,559

Movements from 2013-14 to 2014-15

	Adults Social Care	Commissioning & Partnership	Provider Services	Quality Assurance	Strategic Management	Adults Sub Total	Adults & Housing Transformation	Public Health	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
2013-14 Net budget	40,160	14,296	10,788	125	-3,409	61,960	71	752	62,783
Inflation	18	22	28	1	3	72			72
Terms & Conditions Savings	0	0	-123	0	0	-123			-123
Virement/restructuring	101	223	-1,604	105	1,142	-33	-76	-26	-135
Investment	3,200	0	0	0	0	3,200		-200	3,000
Efficiencies	-2,961	-2,021	-230	0	542	-4,670	230		-4,440
Inflation	0	0	0	0	567	567	3	-60	510
Other	28	-78	0	0	50	0			0
Capital financing	19	-17	-110	0	0	-108			-108
	40,565	12,425	8,749	231	-1,105	60,865	228	466	61,559

Objective Analysis 2014-2015

	Arts & Heritage	Community & Culture Strategic Management	Community Learning	Community Sector Support	Libraries, sports & leisure	Total
	£000	£000	£000	£000	£000	£000
Employees	2,059	136	296	299	282	3,072
Premises related expenditure	258	0	22	68	303	651
Transport related expenditure	17	0	1	1	8	27
Supplies and services	436	-273	134	641	437	1,375
Third Party Payments	0	0	290	0	2,334	2,624
Transfer payments						
Total Controllable expenditure	2,770	-137	743	1,009	3,364	7,749
Government grants	-244		-688			-932
Other grants, reimbursements and contributions						0
External Fees, Charges and Receipts	-1,805	-30	-61	-143	-951	-2,990
Internal Recharges (Income)						0
Total income	-2,049	-30	-749	-143	-951	-3,922
Net Controllable Expenditure	721	-167	-6	866	2,413	3,827
Capital financing	211			3	1,481	1,695
Support services	276	208	136	190	1,679	2,489
Total SSC expenditure	487	208	136	193	3,160	4,184
Net Budget	1,208	41	130	1,059	5,573	8,011

Movements from 2013-14 to 2014-15

	Arts & Heritage	Community & Culture Strategic Management	Community Learning	Community Sector Support	Libraries, sports & leisure	Total
	£000	£000	£000	£000	£000	£000
2013-14 Net budget	1,140	316	180	1,061	5,142	7,839
Virement/restructuring	4				96	100
Inflation		13			23	36
Investment	132			63	258	453
Efficiencies	-73	-288	-50	-87	-247	-745
Terms and Conditions Savings						0
Other				19	41	60
SSCs						0
Capital financing	5			3	260	268
2014-15 Net budget	1,208	41	130	1,059	5,573	8,011

Objective Analysis 2014-2015

	Housing Needs	Housing Partnerships	Other services	Watkins House	Travellers' site	Total
	£000	£000	£000	£000	£000	£000
Employees	1,997	465	228	356	0	3,046
Premises related expenditure	16	0	8	2	11	37
Transport related expenditure						0
Supplies and services	4,829	216	58	62	3	5,168
Third Party Payments						0
Transfer payments						0
Total Controllable expenditure	6,842	681	294	420	14	8,251
Government grants						0
Other grants, reimbursements and contributions						0
External Fees, Charges and Receipts	-4,843	-5	0	-27	-2	-4,877
Internal Recharges (Income)	-499	-271	54	2	2	-712
Total income	-5,342	-276	54	-25	0	-5,589
Net Controllable Expenditure	1,500	405	348	395	14	2,662
Capital financing	186	0	1,570	0	0	1,756
Support services	457	172	0	39	1	669
Total SSC expenditure	643	172	1,570	39	1	2,425
Net Budget	2,143	577	1,918	434	15	5,087

Movements from 2013-14 to 2014-15

	Housing Needs	Housing Partnerships	Other services	Watkins House	Travellers' site	Total
	£000	£000	£000	£000	£000	£000
2013-14 Net budget	3,412	397	2,836	439	15	7,099
Virement/restructuring	14	4	2	4		24
Inflation	26	1	2	1		30
Investment	150					150
Efficiencies	-1,412	-27	-43			-1,482
Terms and Conditions Savings				-11		-11
Other	-47	2	43	1		-1
SSCs						0
Capital financing		200	-922			-722
2014-15 Net budget	2,143	577	1,918	434	15	5,087

Objective Analysis 2014-2015

	Management & Business Support	Early Intervention Services	Commissioning & Schools	Schools	Special Needs	Targeted Services	Total
	£000	£000	£000	£000	£000	£000	£000
Employees	3,577	3,452	3,014	75	5,793	8,908	24,819
Premises related expenditure		347	24	9	6	370	756
Transport related expenditure	5	28	35		1,682	112	1,862
Supplies and services	742	257	464		364	749	2,576
Third Party Payments	34	867	11,288		7,615	5,626	25,430
Transfer payments		90	351	105,408	10,065	1,944	117,858
Total Controllable expenditure	4,358	5,041	15,176	105,492	25,525	17,709	173,301
Government grants		-187	-11,402	-105,424	-15,659	-676	-133,348
Other grants, reimbursements and contributions			-778	-23	-266	-53	-1,120
External Fees, Charges and Receipts		-220	-534	-8	-491	-192	-1,445
Internal Recharges (Income)	-314		-350		-1,575		-2,239
Total income	-314	-407	-13,064	-105,455	-17,991	-921	-138,152
Net Controllable Expenditure	4,044	4,634	2,112	37	7,534	16,788	35,149
Capital financing	322	80	83	4,056	252	29	4,822
Support services	-1,057	659	657	585	1,626	2,435	4,905
Total SSC expenditure	-735	739	740	4,641	1,878	2,464	9,727
Net Budget	3,309	5,373	2,852	4,678	9,412	19,252	44,876

Movements from 2013-14 to 2014-15

	Management & Business Support	Early Intervention Services	Commissioning & Schools	Schools	Special Needs	Targeted Services	Total
	£000	£000	£000	£000	£000	£000	£000
2013-14 Net budget	616	5,722	6,091	4,929	9,841	17,879	45,078
Virement/restructuring	2,178	128	-2,932		-38	1,060	396
Inflation	264	14	4		14	31	327
Investment	255				330	911	1,496
Efficiencies		-454	-299		-735	-580	-2,068
Terms and Conditions Savings						-33	-33
Other							0
SSCs							0
Capital financing	-4	-37	-12	-251		-16	-320
2014-15 Net budget	3,309	5,373	2,852	4,678	9,412	19,252	44,876

Objective Analysis 2014-2015

	Director of Environment & Enterprise	Enterprise	Property & Infrastructure	Commissioning Services	Business & Service Development	Environmental Service Delivery	Total
	£000	£000	£000	£000	£000	£000	£000
Employees	407	2,857	2,151	2,116	1,038	11,784	20,354
Premises related expenditure	0	92	2,279	902	0	991	4,264
Transport related expenditure	1	36	34	23	1	2,487	2,580
Supplies and services	330	358	101	709	105	9,696	11,300
Third Party Payments	-63	13	167	2,497	0	198	2,812
Transfer payments							
Total Controllable expenditure	676	3,356	4,731	6,246	1,144	25,156	41,310
Government grants			-50	-175			-226
Other grants, reimbursements and contributions							0
External Fees, Charges and Receipts	0	-2,906	-1,848	-761	0	-13,025	-18,540
Internal Recharges (Income)	-67	-53	-35	0	0	-21	-176
Total income	-67	-2,959	-1,933	-936	0	-13,047	-18,942
Net Controllable Expenditure	610	397	2,798	5,310	1,144	12,109	22,368
Capital financing	0	285	9,568	1,123	0	2,941	13,917
Support services	215	1,532	-3,464	1,260	0	3,444	2,988
Total SSC expenditure	215	1,817	6,103	2,384	0	6,385	16,905
Net Budget	825	2,214	8,901	7,694	1,144	18,494	39,273

Movements from 2013-14 to 2014-15

	Director of Environment & Enterprise	Enterprise	Property & Infrastructure	Commissioning Services	Business & Service Development	Environmental Service Delivery	Total
	£000	£000	£000	£000	£000	£000	£000
2013-14 Net budget	708	2,039	10,101	6,226	148	17,870	37,091
Virement/restructuring	-135	100	128	-148	2	331	277
Inflation	124	11	8	9	4	41	197
Investment	130	100	-38	-88	100	533	737
Efficiencies	-354	0	188	-383	0	-337	-886
Terms and Conditions Savings	0	0	-14	0	0	-89	-104
Other	352	-34	-2,349	1,936	890	-795	0
SSCs							0
Capital financing	0	-1	878	144	0	940	1,960
2014-15 Net budget	825	2,214	8,901	7,694	1,144	18,494	39,273

Objective Analysis 2014-2015

	Customer Services	Director of Resources	Finance & Assurance	HRD & Shared Services	Legal & Governance	Procurement	Strategic Commissioning	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Employees	8,256	313	6,202	3,305	4,794	859	1,788	25,517
Premises related expenditure	69	0	0	1	17	0	0	87
Transport related expenditure	14	2	25	4	13	4	5	67
Supplies and services	11,840	333	4,477	698	1,341	629	1,043	20,361
Third Party Payments	7,205	0	20	320	4	0	98	7,647
Transfer payments	129,638	0	0	20	0	0	0	129,658
Total Controllable expenditure	157,022	648	10,724	4,348	6,169	1,492	2,934	183,337
Government grants	-132,742	0	-5	0	-1	0	0	-132,748
Other grants, reimbursements and contributions	-759	0	-127	-100	0	0	0	-986
External Fees, Charges and Receipts	-484	0	-66	-32	-909	0	-192	-1,683
Internal Recharges (Income)	-336	0	-1,299	-1,416	-3,013	-577	-442	-7,083
Total income	-134,321	0	-1,497	-1,548	-3,923	-577	-634	-142,500
Net Controllable Expenditure	22,701	648	9,227	2,800	2,246	915	2,300	40,837
Capital financing	4,555	0	42	658	7	83	60	5,405
Support services	-11,900	400	-3,353	-3,970	1,280	-923	-741	-19,207
Total SSC expenditure	-7,345	400	-3,311	-3,312	1,287	-840	-681	-13,802
Net Budget	15,356	1,048	5,916	-512	3,533	75	1,619	27,035

Movements from 2013-14 to 2014-15

	Customer Services	Director of Resources	Finance & Assurance	HRD & Shared Services	Legal & Governance	Procurement	Strategic Commissioning	Total
	£000	£000	£000	£000	£000	£000	£000	£000
2013-14 Net budget	14,914	1,101	6,516	-409	3,594	-5	1,652	27,363
Virement/restructuring	256	6	52	31	45	7	83	480
Inflation	36	221	14	12	19	3	8	313
Investment	366		-173	15	-100		12	120
Efficiencies	-400	-280	-538	-175	-20		-236	-1,649
Terms and Conditions Savings	-26				-5			-31
Other	-59		33	14		75	50	113
SSCs								0
Capital financing	269	0	12			-5	50	326
2014-15 Net budget	15,356	1,048	5,916	-512	3,533	75	1,619	27,035