

	Original Budget	Budget Adjs	Latest Budget	Outturn	Variance		Carry Fwd	Variance adj for Carry Fwd	Comments
	£000	£000	£000	£000	£000	%	£000	£000	
RESOURCES									
Customer Services	14,914	-92	14,822	13,609	-1,213	-8.2%	587	-626	Revenue & Benefit-Low take up of the Emergency Relief scheme (£347k) and impact of the Taxi Card policy implemented in October 2013 (£100k). Housing Benefits overpayment bad debt provision £113k overspend. BTP-£262k payments not required due to delay in Mobile and flex project, £240k request for carry forward due to delay in projects, £150k additional service credits, £200k Capita small projects not progressed, £45k PSN services charges had already been paid in the previous year and £30k other operational savings and unbudgeted income. Access harrow- £128k under spend on operational activity offset by £163k overspend on staffing due to increased activity at the turn of the year for Access Harrow.
Director of Resources	1,101	306	1,407	1,371	-36	-2.6%	0	-36	Rebate on agency cost from Pertemps
Finance & Assurance	6,516	-721	5,795	5,384	-411	-7.1%	70	-341	Reduction in Pension Augmentation Payment (£217k), Delay in finance transformation project (£141k) & clearance of goods receipt and invoice receipt (£26k)
HRD & Shared Services	-409	877	468	25	-443	-94.7%	100	-343	£198k saving on operational activity for payroll, £145k reduction or delay on training programmes, £67k additional income from HR services i.e. health and safety and refund of missing of occupational health appointments and £21k vacancy management
Legal & Governance	3,594	147	3,741	3,501	-240	-6.4%	100	-140	Over recovery of Land charges income £193k, £100k carried forward for IER project offset by £44k mayoralty additional spend. The outturn variances for the political groups / councillors are; Independent Labour Group £39k over spend, Labour Group £30k under spend, Conservative Group £0k variance, UKIP (Cllr Sheinwald) £0 variance, Independent (Cllr Bond) £0k variance, Independent (Cllr Akhtar) £2k under spend, Independent (Cllr Gawn) £0k variance and Liberal Democrat £0k variance.
Procurement	-5	224	219	200	-19	-8.7%	20	1	Carry forward for Funding from LGA to support national category procurement work for ICT
Strategic Commissioning	1,652	714	2,366	2,083	-283	-12.0%	202	-81	£192k LAA Grant not spent, requested to be carried forward and £65k over recovery income for SIMS services.
Directorate Total	27,363	1,455	28,818	26,173	-2,645	-9.2%	1,079	-1,566	

Revenue Outturn 2013-14

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	£000	£000	£000	£000	£000	%	£000	£000	
ENVIRONMENT & ENTERPRISE									
Directorate Management	708	486	1,194	558	-636	-53.3%	498	-138	The favourable variance results mainly from an underspend on Towards Excellence costs due to a delay in the project £423k. One off savings contributing to the underspend include a write back of the bad debt provision of £82k and a rebate in relation to agency staff costs of £46k. A carry forward of £498k has been recommended to fund remaining costs associated with the Towards Excellence project which are anticipated to materialise in 14/15.
Community Safety	-2,479	208	-2,271	-3,445	-1,174	51.7%	89	-1,085	The favourable variance results mainly from additional income from parking service of £1,202k.
Property & Infrastructure	15,502	862	16,364	15,183	-1,181	-7.2%	622	-559	The favourable variance results mainly from an underspend on highways of £600k and street lighting of £129k arising from issues with the highways contractor. A carry forward request for £622k has been recommended. Other underspends include £178k on climate change and underspends on asset management salaries of £305k. £100k MTFS in relation to minimum standard cleaning is not achieved due to anticipated savings not materialising following re-tender and is showing as an overspend. The income shortfall in relation to Civic Centre car park not achieved £135k is offset by £212k additional income from Streetworks.
Public Realm Services	21,321	692	22,013	22,752	739	3.4%	417	1,156	The overspend relates mainly to unachieved income associated with the Dry Recyclables contract £336k, overspent salaries £291k relating to the delayed implementation of the Towards Excellence restructure, unachieved part year MTFS savings associated with route optimisation £217k, unachieved MTFS savings on the new vehicle hire contract £86k and overspend on arboriculture £167k as a result of storm damage during 13/14. The overspends are partially offset by underspends on waste disposal costs £233k, computer repairs £75k and other miscellaneous costs £50k.
Enterprise	2,039	378	2,417	2,295	-122	-5.0%		-122	The underspend relates to an over recovery of Corporate Estate income of £317k and under spend on salaries across Enterprise of £87k This has been offset by a £268k shortfall on building control fee income & £12k on planning income.
Directorate Total	37,091	2,626	39,717	37,343	-2,374	-6.0%	1,626	-748	

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COMMUNITY, HEALTH & WELLBEING									
Adult Services	61,960	1,100	63,060	63,001	-59	-0.1%	59	0	The underspend in general relates to the delivery of Supporting People savings early to offset pressures in the Inhouse Residential savings.
Community & Culture Total	7,839	183	8,022	8,210	188	2.3%	105	293	Overspend mainly relates to late signing of Libraries and Leisure contract which was compensated to a degree by Public Health funding in relation to leisure services. Other unachievable MTFS savings against employee budgets across the Directorate have not been fully achieved. Ongoing pressures associated with Music Services unachievable income targets have been identified.
Housing General Fund	7,099	572	6,527	6,050	-477	-7.3%	400	-77	Underspend relates mainly to delays in implementation of Government's Welfare Reforms resulting in lower than expected utilisation £1m growth approved for Homelessness. Although savings targets have been met, these have been offset by extraordinary growth in families seeking temporary accommodation. The improvement from period 11 to reported outturn relates mainly exercise of prudence in estimation of Discretionary Housing Payment (DHP) claims.
Public Health	652	-692	-40	-390	-350	875%		-350	Underspend relates to additional council support of £250k that was not required and additional underspend against MTFS savings (£100k)
Public Health Integration	100	75	175	67	-108	-61.7%		-108	The underspend is largely due to the N3 IT connection project not yet being implemented.
Transformation	71	-53	18	199	181	1006%		181	Overspend largely due to unachieved Procurement savings - delivered £28k Pertemps
Directorate Total	77,721	1,185	77,762	77,137	-625	-0.8%	564	-61	

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CHILDRENS & FAMILIES									
Commissioning & Schools	3,145	240	3,385	2,806	-579	-17.1%	672	93	The under spend results mainly from unspent Troubled Families funding of £672k. This is offset by net pressures within the Service totalling £111k mainly relating to the Teachers Centre and the continuation of the Head of Education Strategy and Schools Organisation Post. In addition there was an £18k one off contribution from Public Health for related expenditure.
Early Intervention Service	5,802	208	6,010	5,595	-415	-6.9%		-415	The under spend results mainly from an unspent carry forward of £63k in relation to Childrens Centres ICT and a transfer of staff costs of £125k from the Hillview Childrens Centres Hub to the Hillview Nursery within the Schools budget. In addition there was a £221k one off contribution from Public Health for related expenditure.
Targeted Services	18,892	437	19,329	19,938	609	3.2%		609	The over spend results mainly from pressures in the Placements Service of £455k and staffing of £270k. This is offset by underspends mainly within the Children Looked After Service.
Management & Business Support	2,469	443	2,912	3,051	139	4.8%		139	The over spend results mainly from pressures of £93k resulting from unachieved procurement savings and £40k relating to unachieved vacancy management and agency savings.
Special Needs	9,841	-38	9,803	9,719	-84	-0.9%	68	-16	The under spend results mainly from unspent SEN Reform Grant for which a carry forward is being requested.
Schools	4,929	-233	4,696	4,661	-35	-0.7%		-35	
Directorate Total	45,078	1,057	46,135	45,770	-365	-0.8%	740	375	