

REVENUE BUDGET SUMMARY 2015-2016

| | 2014-15 | 2015-16 | | | | |
|--|-----------------|--------------------------------|-----------------|------------------------------|----------------------------|-----------------|
| | Net Budget | Gross Controllable Expenditure | Gross Income | Net Controllable Expenditure | Uncontrollable Expenditure | Net Budget |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Local Demand - Borough Services | | | | | | |
| Environment and Enterprise | 39,897 | 39,543 | -21,036 | 18,507 | 14,550 | 33,057 |
| Community, Health and Wellbeing | 75,204 | 114,531 | -51,827 | 62,704 | 13,410 | 76,114 |
| Children and Families | 46,258 | 166,450 | -135,070 | 31,380 | 10,996 | 42,376 |
| Resources | 24,866 | 202,033 | -160,321 | 41,712 | -17,741 | 23,971 |
| Total Directorate Budgets | 186,225 | 522,557 | -368,254 | 154,303 | 21,215 | 175,518 |
| Inflation and Corporate Items | 1,521 | | | | | 1,044 |
| Contingency - General | 921 | | | | | 1,248 |
| Capital Financing adjustments | -6,678 | | | | | -4,155 |
| Provisions for debt/litigation | 375 | | | | | 375 |
| Interest on Balances | -1,052 | | | | | -1,588 |
| Council Tax Freeze Grant | -1,068 | | | | | 0 |
| Education Services Grant | -2,751 | | | | | -2,371 |
| New Homes Bonus | -3,067 | | | | | -2,690 |
| Total Budget Requirement | 174,426 | | | | | 167,381 |
| BUDGET REQUIREMENT FUNDED BY | | | | | | |
| Contribution re Collection Fund | | | | | | |
| Deficit/Surplus(-) b/f | -1,676 | | | | | -1,900 |
| Revenue support Grant | -42,628 | | | | | -32,034 |
| Top-up | -20,546 | | | | | -20,939 |
| Retained Business Rates | -14,509 | | | | | -14,012 |
| Council Tax Income | -95,067 | | | | | -98,496 |
| Total Funding | -174,426 | | | | | -167,381 |
| Council Tax for Band D Equivalent | | | | | | |
| Harrow (£) | 1,210.28 | | | | | 1,234.36 |
| GLA (£) | 299.00 | | | | | 295.00 |
| | 1,509.28 | | | | | 1,529.36 |
| <u>Increase</u> | | | | | | |
| Harrow (%) | 0.00% | | | | | 1.99% |
| GLA (%) | -1.32% | | | | | -1.34% |
| Total (%) | -0.26% | | | | | 1.33% |
| Taxbase | 78,550 | | | | | 79,795 |
| Collection Rate | 97.50% | | | | | 97.50% |
| Funds / Balances | | | | | | |
| Balances Brought Forward | 8,646 | | | | | 10,000 |
| Adjustment to Balances | 0 | | | | | 0 |
| Balances Carried Forward | 8,646 | | | | | 10,000 |

Objective Analysis 2015-2016

| | Director of Environment & Enterprise | Enterprise | Commissioning Services | Environmental Service Delivery | Corporate Estate | Planning | Property & Infrastructure | Total |
|---|--|------------|---------------------------|--------------------------------------|---------------------|---------------|------------------------------|----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Employees | 191 | 558 | 4,251 | 11,199 | 416 | 2,058 | | 18,673 |
| Premises related expenditure | 0 | 0 | 2,967 | 1,041 | 77 | 3 | | 4,088 |
| Transport related expenditure | 1 | 2 | 32 | 3,033 | 1 | 26 | | 3,095 |
| Supplies and services | 312 | 48 | 1,008 | 9,439 | 31 | 289 | | 11,127 |
| Third Party Payments | 47 | 0 | 2,206 | 303 | 0 | 4 | | 2,560 |
| Transfer payments | | | | | | | | |
| Total Controllable Expenditure | 551 | 608 | 10,464 | 25,015 | 525 | 2,380 | 0 | 39,543 |
| Government grants | 0 | 0 | -51 | 0 | 0 | 0 | | -51 |
| Other grants, reimbursements and contributions | | | | | | | | 0 |
| External Fees, Charges and Receipts | 0 | 0 | -3,113 | -14,677 | -964 | -2,055 | | -20,809 |
| Internal Recharges (Income) | -89 | -8 | -13 | -21 | -9 | -36 | | -176 |
| Total Income | -89 | -8 | -3,177 | -14,698 | -973 | -2,091 | 0 | -21,036 |
| Net Controllable Expenditure | 462 | 600 | 7,287 | 10,317 | -448 | 289 | 0 | 18,507 |
| Capital financing | 0 | 28 | 8,750 | 2,770 | 18 | 42 | | 11,608 |
| Support services | 29 | 182 | -2,296 | 4,386 | -208 | 849 | | 2,942 |
| Total Uncontrollable | 29 | 210 | 6,454 | 7,156 | -190 | 891 | 0 | 14,550 |
| Net Budget | 491 | 810 | 13,741 | 17,473 | -638 | 1,180 | 0 | 33,057 |

Movements from 2014-15 to 2015-16

| | Director of Environment & Enterprise | Enterprise | Commissioning Services | Environmental Service Delivery | Corporate Estate | Planning | Property & Infrastructure | Total |
|------------------------------|--|------------|---------------------------|--------------------------------------|---------------------|--------------|------------------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 862 | 753 | 16,350 | 20,483 | -603 | 1,517 | 535 | 39,897 |
| Virement/restructuring | -266 | 11 | 97 | -101 | 4 | -120 | -535 | -910 |
| Inflation | 183 | 17 | 121 | 312 | 10 | 60 | 0 | 703 |
| Investment | 0 | 0 | 0 | 847 | 0 | 0 | 0 | 847 |
| Efficiencies | -223 | 0 | -1,246 | -3,163 | 0 | -50 | 0 | -4,682 |
| Terms and Conditions Savings | 0 | 0 | -11 | -33 | 0 | 0 | 0 | -44 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SSCs | -65 | 33 | 240 | -700 | -49 | -33 | 0 | -574 |
| Capital financing | 0 | -4 | -1,810 | -172 | 0 | -194 | 0 | -2,180 |
| 2015-16 Net budget | 491 | 810 | 13,741 | 17,473 | -638 | 1,180 | 0 | 33,057 |

Objective Analysis 2015-2016

| | Adults Social Care | Provider Services | Quality Assurance | Strategic Management | Adults Sub Total | Adults & Housing Transformation | Public Health | Business Support | Total |
|--|--------------------|-------------------|-------------------|----------------------|------------------|---------------------------------|----------------|------------------|----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Employees | 5,586 | 5,312 | 2,166 | 932 | 13,996 | | 2,977 | 2,756 | 19,729 |
| Premises | 249 | 329 | 0 | 0 | 578 | | | | 578 |
| Transport | 61 | 843 | 6 | 1 | 911 | | | 1 | 912 |
| Supplies & Services | 7,453 | 4,354 | 1,185 | 859 | 13,851 | | 4,521 | 341 | 18,713 |
| third party payments | 28,377 | 1,338 | 2,552 | 0 | 32,267 | | 15,168 | 144 | 47,579 |
| Transfer Payments | 10,141 | 176 | 6 | 0 | 10,323 | | | | 10,323 |
| Total Controllable expenditure | 51,867 | 12,352 | 5,915 | 1,792 | 71,926 | 0 | 22,666 | 3,242 | 97,834 |
| Government Grants | -367 | -966 | -1,223 | 0 | -2,556 | | -23,626 | | -26,182 |
| Other Grants, Reimbursements & Contributions | -6,789 | -121 | -1 | 0 | -6,911 | | | | -6,911 |
| Customer & Client Receipts | -5,376 | -884 | -173 | 0 | -6,433 | | | | -6,433 |
| Internal Recharges | -1,921 | -49 | 0 | -140 | -2,110 | | -44 | -283 | -2,437 |
| Total Income | -14,453 | -2,020 | -1,397 | -140 | -18,010 | 0 | -23,670 | -283 | -41,963 |
| Net Controllable Expenditure | 37,414 | 10,332 | 4,518 | 1,652 | 53,916 | 0 | | 2,959 | 56,875 |
| Capital Charges | 42 | 128 | 359 | 20 | 549 | | | 322 | 871 |
| Support Services | 4,516 | 1,889 | 566 | 143 | 7,114 | | 1,379 | -1,189 | 7,304 |
| Total Uncontrollable | 4,558 | 2,017 | 925 | 163 | 7,663 | 0 | 1,379 | -867 | 8,175 |
| Net Budget | 41,972 | 12,349 | 5,443 | 1,815 | 61,579 | 0 | 375 | 2,092 | 65,050 |

Movements from 2014-15 to 2015-16

| | Adults Social Care | Provider Services | Quality Assurance | Strategic Management | Adults Sub Total | Adults & Housing Transformation | Public Health | Business Support | Total |
|----------------------------|--------------------|-------------------|-------------------|----------------------|------------------|---------------------------------|---------------|------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 40,094 | 13,245 | 6,738 | 1,923 | 62,000 | 286 | 1,004 | 0 | 63,290 |
| Inflation | 165 | 219 | 44 | 91 | 519 | | | 107 | 519 |
| Terms & Conditions Savings | 0 | -93 | 0 | 0 | -93 | | | | -93 |
| Virement/restructuring | 364 | 540 | -1,105 | -840 | -1,041 | 7 | 41 | 2,347 | -993 |
| Investment | 2,838 | 0 | 507 | 0 | 3,345 | | | | 3,345 |
| Efficiencies | -1,701 | -950 | -722 | 0 | -3,373 | -226 | -627 | -820 | -4,226 |
| Inflation | 0 | 42 | 0 | 500 | 542 | | | | 542 |
| Other | -63 | -38 | 0 | 101 | 0 | | | 31 | 0 |
| SSC's | 293 | -447 | -81 | 40 | -195 | -67 | -43 | 427 | -305 |
| Capital financing | -18 | -169 | 62 | 0 | -125 | | | | -125 |
| 2015-16 Net budget | 41,972 | 12,349 | 5,443 | 1,815 | 61,579 | 0 | 375 | 2,092 | 61,954 |

Objective Analysis 2015-2016

| | Arts & Heritage | Community & Culture Strategic Management | Community Learning | Community Sector Support | Libraries, sports & leisure | Total |
|--|-----------------|--|--------------------|--------------------------|-----------------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Employees | 2,074 | 141 | 304 | 222 | 141 | 2,882 |
| Premises related expenditure | 258 | | 22 | 68 | 142 | 490 |
| Transport related expenditure | | | 1 | | | 1 |
| Supplies and services | 402 | 47 | 423 | 353 | 12 | 1,237 |
| Third Party Payments | 0 | | | | 2,151 | 2,151 |
| Transfer payments | | | | | | |
| Total Controllable expenditure | 2,734 | 188 | 750 | 643 | 2,446 | 6,761 |
| Government grants | -237 | | -688 | | | -925 |
| Other grants, reimbursements and contributions | -73 | | | | | -73 |
| External Fees, Charges and Receipts | -1,820 | | -61 | -134 | -59 | -2,074 |
| Internal Recharges (Income) | | -30 | | -9 | -750 | -789 |
| Total income | -2,130 | -30 | -749 | -143 | -809 | -3,861 |
| Net Controllable Expenditure | 604 | 158 | 1 | 500 | 1,637 | 2,900 |
| Capital financing | 208 | | | 1 | 1,000 | 1,209 |
| Support services | 422 | 16 | 59 | 64 | 247 | 808 |
| Total Uncontrollable | 630 | 16 | 59 | 65 | 1,247 | 2,017 |
| Net Budget | 1,234 | 174 | 60 | 565 | 2,884 | 4,917 |

Movements from 2014-15 to 2015-16

| | Arts & Heritage | Community & Culture Strategic Management | Community Learning | Community Sector Support | Libraries, sports & leisure | Total |
|------------------------------|-----------------|--|--------------------|--------------------------|-----------------------------|--------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 1,532 | 54 | 112 | 952 | 3,979 | 6,629 |
| Virement/restructuring | 54 | | | 19 | -207 | -134 |
| Inflation | 67 | 47 | 7 | 2 | 5 | 128 |
| Investment | | | | | | 0 |
| Efficiencies | -222 | | | -350 | -547 | -1,119 |
| Terms and Conditions Savings | | | | | | |
| Other | 28 | 71 | -37 | -37 | -25 | 0 |
| SSCs | -221 | 2 | -22 | -19 | -75 | -335 |
| Capital financing | -4 | | | -2 | -246 | -252 |
| 2015-16 Net budget | 1,234 | 174 | 60 | 565 | 2,884 | 4,917 |

Objective Analysis 2015-2016

| | Housing Needs | Housing Partnerships | Other Services | Watkins House | Travellers' site | Supporting People | Staying Put | Total |
|--|---------------|----------------------|----------------|---------------|------------------|-------------------|-------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Employees | 2,104 | 370 | 224 | 364 | | | 554 | 3,616 |
| Premises related expenditure | 17 | | 5 | 2 | 9 | | 1 | 34 |
| Transport related expenditure | | | | | | | | 0 |
| Supplies and services | 5,684 | 7 | 35 | 63 | 3 | 440 | 54 | 6,286 |
| Third Party Payments | | | | | | | | 0 |
| Transfer payments | | | | | | | | 0 |
| Total Controllable expenditure | 7,805 | 377 | 264 | 429 | 12 | 440 | 609 | 9,936 |
| Government grants | | | | | | | | 0 |
| Other grants, reimbursements and contributions | | | | | | | -50 | -50 |
| External Fees, Charges and Receipts | -5,018 | -5 | | -27 | | | -181 | -5,231 |
| Internal Recharges (Income) | -586 | -195 | 55 | 2 | 2 | | | -722 |
| Total Income | -5,604 | -200 | 55 | -25 | 2 | 0 | -231 | -6,003 |
| Net Controllable Expenditure | 2,201 | 177 | 319 | 404 | 14 | 440 | 378 | 3,933 |
| Capital financing | 50 | 375 | 1,500 | | | | 82 | 2,007 |
| Support services | 848 | 85 | 77 | 35 | 1 | 20 | 145 | 1,211 |
| Total Uncontrollable | 898 | 460 | 1,577 | 35 | 1 | 20 | 227 | 3,218 |
| Net Budget | 3,099 | 637 | 1,896 | 439 | 15 | 460 | 605 | 7,151 |

Movements from 2014-15 to 2015-16

| | Housing Needs | Housing Partnerships | Other Services | Watkins House | Travellers' site | Supporting People | Staying Put | Total |
|------------------------------|---------------|----------------------|----------------|---------------|------------------|-------------------|-------------|--------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 2,365 | 469 | 1,999 | 440 | 15 | | | 5,288 |
| Virement/restructuring | 22 | -24 | | 2 | | 464 | 523 | 987 |
| Inflation | 104 | 5 | 11 | 9 | | 6 | 15 | 150 |
| Investment | 800 | | | | | | | 800 |
| Efficiencies | -202 | -6 | -38 | -1 | | -10 | -3 | -260 |
| Terms and Conditions Savings | | | | | | | | 0 |
| Other | 1 | 2 | -3 | | | | | 0 |
| SSCs | 145 | 21 | -3 | -11 | | | 119 | 271 |
| Capital financing | -136 | 170 | -70 | | | | -49 | -85 |
| 2015-16 Net budget | 3,099 | 637 | 1,896 | 439 | 15 | 460 | 605 | 7,151 |

Objective Analysis 2015-2016

| | Business Support | Management | Early Intervention Services | Commissioning & Schools | Schools | Special Needs | Targeted Services | Total |
|--|------------------|------------|-----------------------------|-------------------------|-----------------|----------------|-------------------|-----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Employees | | 224 | 2,653 | 2,939 | 118 | 5,946 | 9,830 | 21,710 |
| Premises related expenditure | | | 38 | 50 | 9 | 5 | 370 | 472 |
| Transport related expenditure | | 3 | 20 | 35 | | 1,639 | 112 | 1,809 |
| Supplies and services | | 412 | 348 | 149 | | 658 | 825 | 2,392 |
| Third Party Payments | | | 698 | 12,351 | | 16,872 | 6,095 | 36,016 |
| Transfer payments | | | 88 | 288 | 100,865 | 1,178 | 1,632 | 104,051 |
| Total Controllable expenditure | 0 | 639 | 3,845 | 15,812 | 100,992 | 26,298 | 18,864 | 166,450 |
| Government grants | | | -383 | -12,448 | -100,969 | -16,312 | -620 | -130,732 |
| Other grants, reimbursements and contributions | | | | -1,239 | | -306 | -53 | -1,598 |
| External Fees, Charges and Receipts | | | | -166 | -8 | -98 | -192 | -464 |
| Internal Recharges (Income) | | | | -465 | -23 | -1,788 | | -2,276 |
| Total income | 0 | 0 | -383 | -14,318 | -101,000 | -18,504 | -865 | -135,070 |
| Net Controllable Expenditure | 0 | 639 | 3,462 | 1,494 | -8 | 7,794 | 17,999 | 31,380 |
| Capital financing | | | 75 | 74 | 4,029 | 55 | 23 | 4,256 |
| Support services | | -20 | 884 | 958 | 445 | 2,131 | 2,342 | 6,740 |
| Total Uncontrollable Expenditure | 0 | -20 | 959 | 1,032 | 4,474 | 2,186 | 2,365 | 10,996 |
| Net Budget | 0 | 619 | 4,421 | 2,526 | 4,466 | 9,980 | 20,364 | 42,376 |

Movements from 2014-15 to 2015-16

| | Business Support | Management | Early Intervention Services | Commissioning & Schools | Schools | Special Needs | Targeted Services | Total |
|------------------------------|------------------|--------------|-----------------------------|-------------------------|--------------|---------------|-------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 2,347 | 2,658 | 5,982 | 3,524 | 4,645 | 10,065 | 19,384 | 48,605 |
| Virement/restructuring | -2,347 | -1,927 | -85 | 87 | 36 | 27 | -274 | -4,483 |
| Inflation | | 247 | 103 | 37 | | 117 | 258 | 762 |
| Investment | | | | | | 82 | 1,046 | 1,128 |
| Efficiencies | | -15 | -1,186 | -810 | | | -200 | -2,211 |
| Terms and Conditions Savings | | | | | | | -24 | -24 |
| Other | | -280 | | -51 | | 100 | 200 | -31 |
| SSCs | | -64 | -388 | -252 | -188 | -214 | -19 | -1,125 |
| Capital financing | | | -5 | -9 | -27 | -197 | -7 | -245 |
| 2015-16 Net budget | 0 | 619 | 4,421 | 2,526 | 4,466 | 9,980 | 20,364 | 42,376 |

Objective Analysis 2015-2016

| Sum of total | division | | | | | | | | | |
|--|-----------------------|---------------------|-----------------------|--------------------|--------------|-------------------------|---------------|---------------|--------------------|-----------------|
| | Director of Resources | Finance & Assurance | HRD & Shared Services | Legal & Governance | Procurement | Strategic Commissioning | IT & BTP | Access Harrow | Revenue & Benefits | Grand Total |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Employee | 517 | 6,081 | 2,485 | 4,548 | 860 | 1,748 | 716 | 4,049 | 3,091 | 24,095 |
| Premises | 0 | 0 | 1 | 16 | 0 | 0 | 0 | 38 | 31 | 86 |
| Transport | 2 | 25 | 2 | 13 | 4 | 3 | 0 | 11 | 3 | 63 |
| Supplies & Services | 516 | 4,231 | 348 | 1,478 | 629 | 948 | 818 | 414 | 11,401 | 20,783 |
| third party payments | 0 | 20 | 147 | 4 | 0 | 3 | 6,753 | 85 | 30 | 7,042 |
| Transfer Payments | 0 | 0 | 32 | 0 | 0 | 0 | 0 | 0 | 149,932 | 149,964 |
| Total Controllable expenditure | 1,035 | 10,357 | 3,015 | 6,059 | 1,493 | 2,702 | 8,287 | 4,597 | 164,488 | 202,033 |
| Government Grants | 0 | -5 | 0 | -1 | 0 | 0 | 0 | 0 | -152,751 | -152,757 |
| Other Grants, Reimbursements & Contributions | 0 | -127 | 0 | 0 | 0 | 0 | 0 | -59 | -500 | -686 |
| Customer & Client Receipts | 0 | -96 | -10 | -909 | 0 | -192 | 0 | -479 | -40 | -1,726 |
| Recharges | 0 | -694 | -1,223 | -1,981 | -601 | -442 | -211 | 0 | 0 | -5,152 |
| Total Income | 0 | -922 | -1,233 | -2,891 | -601 | -634 | -211 | -538 | -153,291 | -160,321 |
| Expenditure | 1,035 | 9,435 | 1,782 | 3,168 | 892 | 2,068 | 8,076 | 4,059 | 11,197 | 41,712 |
| Capital Charges | 0 | 31 | 210 | 11 | 83 | 11 | 3,342 | 754 | 180 | 4,622 |
| Support services | 401 | -4,018 | -2,084 | -666 | -975 | -1,770 | -11,418 | -4,257 | 2,424 | -22,363 |
| Total Uncontrollable | 401 | -3,987 | -1,874 | -655 | -892 | -1,759 | -8,076 | -3,503 | 2,604 | -17,741 |
| Net Budget | 1,436 | 5,448 | -92 | 2,513 | 0 | 309 | 0 | 556 | 13,801 | 23,971 |

Movements from 2014-15 to 2015-16

| | Director of Resources | Finance & Assurance | HRD & Shared Services | Legal & Governance | Procurement | Strategic Commissioning | IT & BTP | Access Harrow | Revenue & Benefits | Grand Total |
|----------------------------|-----------------------|---------------------|-----------------------|--------------------|-------------|-------------------------|----------|---------------|--------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2014-15 Net budget | 744 | 5,802 | 2 | 2,615 | 35 | 1,653 | 50 | 705 | 13,261 | 24,867 |
| Inflation | 10 | 94 | 76 | 165 | 28 | 54 | 22 | 124 | 102 | 675 |
| Virement/restructuring | 2 | -176 | -45 | -29 | -55 | -10 | -371 | 70 | 32 | -582 |
| Terms & Conditions Savings | 0 | 0 | 0 | -4 | 0 | 0 | 0 | -22 | 0 | -26 |
| Investment | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 450 | 950 |
| Efficiencies | -251 | -500 | -864 | -230 | -50 | -377 | -563 | -300 | -599 | -3,734 |
| Inflation | 216 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 216 |
| Other | 182 | 0 | 0 | 4 | 0 | 7 | 0 | 0 | 705 | 898 |
| Capital financing | 0 | -10 | -447 | 6 | 0 | -50 | 165 | -99 | -345 | -780 |
| SSCs | 33 | 238 | 1,186 | -14 | 42 | -968 | 697 | 78 | 195 | 1,487 |
| 2015-16 Net budget | 1,436 | 5,448 | -92 | 2,513 | 0 | 309 | 0 | 556 | 13,801 | 23,971 |