

	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	14,014	2,670	16,684	16,359	-325	-8.2%	117	-208	(249k) underspend is due to BTP payment not require due to delay in Mobile and Flex project, (£168k) savings on new print contract and the budget that was carry forward for the old print contract, (£66k) BTP staffing and operational budget not needed, this was mitigated by Housing Benefit overpayment bad debt provision of £100k and Access Harrow staffing and reduced reduction to expected income £58k contribute an underspend of £325k.
Director of Resources	744	10	754	735	-19	-2.6%	0	-19	
Finance & Assurance	5,802	-79	5,723	5,455	-268	-7.1%	0	-268	Increase in SLA income from Schools (£45k), an under spend on the finance transformation project and previously anticipated contribution to Insurance provision (£144k.). Staff management and delay to delivery of the new anti-fraud system (£79k) contribute to an under spend of £268k.
HRD & Shared Services	3	141	144	-8	-152	-94.7%	31	-121	Savings on staffing and operational activity (£63k), delay to delivery of Management training (£30k), delay to change for SAP account receivable invoice /credit note (£28k), other staffing underspend from Trade Union (£20k) and (£12k) additional income from HR services contribute to an under spend of £153k.
Legal & Governance	2,615	433	3,048	2,959	-89	-6.4%	86	-3	Legal & Governance – HBPL Public Law deliver a contribution, of (£70k) of which £67k has been moved to Legal the Expansion Reserve and the uncompleted UAT system testing (£86k) contribute to an underspend of £89k.
Procurement	35	-16	19	-5	-24	-8.7%	0	-24	
Strategic Commissioning	1,653	-1,014	639	386	-253	-12.0%	54	-199	Strategic Commissioning – Over recovery of SIMS income (£29k), Operation activity and staffing underspend in Performance Management Team, Strategy & Performance and Policy and Partnership (£180k), Local Area Agreement (LAA) Grant (£44k) contribute to an under spend of £252k.
Directorate Total	24,866	2,145	27,011	25,881	-1,130	-4.2%	288	-842	

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ENVIRONMENT & ENTERPRISE									
Commissioning Services	15,322	-50	15,272	15,377	105	0.7%		105	Principal overspends include Arboriculture £112k, Street Lighting £143k, Trading Standards £260k and unachieved procurements MTFS £43k. These have been offset by the under spend on Facilities of £460k. Overspend on Arboriculture relates to payment schedule on new contract; overspend on street lighting relates to under accrual from prior year; overspend on Trading Standards of £261k due to Proceeds of Crime Act (POCA) income £160k transferred to earmarked reserves due to the requirement of any POCA surplus be reinvested only in related activities. Underspend on facilities relates to depot savings coupled with higher than anticipated saving due to consolidation of premises.
Directorate Management	862	45	907	666	-241	-26.6%	275	34	Underspends of £91k on Regeneration consultancy work, £230k on Towards Excellence project and £47k on on-going Capita costs of Towards Excellence. These underspends have been offset in part by an increase in the bad debt provision of £131k. Carry forward requests of £91k for Regeneration and £184k in relation to Towards Excellence have been made.
Corporate Estate	0	-643	-643	-787	-144	22.4%		-144	Over recovery of commercial income £164k offset by under recovery of capital recharges £20k.
Economic Development	1,725	-640	1,085	1,051	-34	-3.1%	13	-21	Underspend relates to savings on salaries costs.
Environmental Service Delivery	19,967	-362	19,605	19,018	-587	-3.0%	50	-537	Parking Enforcement £764k, offset by £300k shortfall on Leisure Centre income and £399k overspend on salaries. There has been a £213k saving on public protection, environmental health and technical services salaries due to vacancies being held and £70k over recovery of income on Animal services and licencing. Harrow Pride underspends include £55k salaries, premises related costs £184k, vehicle costs £73k and over recovery of cemeteries income £110k. Under spends have been offset by overspends on waste services mainly in relation to under recovery of Trade waste income £281k.

Revenue Outturn 2014/15

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NIS	0	10	10	228	218	2180.0%		218	Neighbourhood Investment Schemes reclassified as revenue and being funded from E&E's budgets.
Planning	0	1,188	1,188	1,363	175	14.7%		175	This relates to the under recovery of building control income £179k.
Business & Service Development	1,482	-1,482	0					-	
Property & Infrastructure	539	-539	0					-	
Directorate Total	39,897	-2,473	37,424	36,916	-508	-1.4%	338	-170	

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COMMUNITY, HEALTH & WELLBEING									
Adult Services	61,997	-317	61,680	61,623	-57	-0.1%	3	-54	An underspend of £24k is reported after accounting for carry forward requests. This position reflects overspends across the directorate including those associated with unfunded legislative requirements around Deprivation of Liberty Safeguards (DoLs) and Mental Health in part as a result of Harrow Clinical Commissioning Groups decision to close Roxbourne (resulting in increased costs for social care), however these pressures were mitigated by fully utilising the risk reserve set aside for the purpose of continuing health care cases, use of the public health grant to fund wider determinants of health and other health funding.
Community & Culture Total	6,629	-248	6,381	6,157	-224	2.3%	122	-102	The underspend of £103k largely relates to a lower level of repairs and maintenance costs on libraries and leisure (£90k) and senior management vacancy for 3months in Community Sector Support (£26k). The underspend includes a potential carry forward of £121k relating to sports grant allocations (£93k - £60k of this is for CSPAN) Museum Resilience Grant (£19k) and Edward Harvist grant allocation (£9k). If carry forwards are not agreed, underspend will increase by £103k to £224k.
Housing General Fund	5,288	1,944	7,232	8,503	1,271	17.6%	0	1,271	Overspend relates mainly to costs of Bed & Breakfast ("B&B") accommodation for homeless families. Demand has increased significantly as a result of rapidly increasing rents in the private rented sector, combined with reductions in housing benefit as a result of the Government's continuing Welfare Reforms. An increased provision for bad debts together with a lower than anticipated allocation from the Council's Discretionary Housing Payments ("DHP") fund has also contributed to the reported pressure.
Public Health	1,004	-280	724	724	0	875%	0	0	A nil variance is reported at year end, however this is a result of adjustments as detailed below. The outturn underspend of £593k against Public Health Grant was reported at quarter 3 and remains unchanged. Of the underspend, £351k is reflected within Adult Social Care representing the wider public health responsibilities being delivered. The balance of £241k will be transferred into the specific Public Health Reserve to fund, taking the total to £907k at 31st March 2015.
Transformation	286	286	572	571	-1		4	3	The underspend before carry forward relates an underspend of £3.5k for London Health and Wellbeing Board Improvement Programme grant which has been offset by other running costs pressures. The grant underspend of £3.5k has been requested as a carry forward.

Revenue Outturn 2014/15

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Directorate Total	75,204	1,385	76,589	77,578	989	1.3%	129	1,118	

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CHILDRENS & FAMILIES									
Commissioning & Schools	3,524	-1,374	2,160	1,300	-860	-40.0%	591	-269	£573k and £18k of the underspend relates to the Troubled Families and Early Years Pupil Premium and Integrated Review Grants for which carry forwards have been requested. The remainder of the underspend relates to the closure of the Teachers Centre in July (£70k), a recharge to Whitchurch Infant School for the Early Years Professional Lead's cover for the Head Teacher (£33k), Service Manager and Senior Commissioner posts being held vacant for part of the year (£104k) and 0.5 FTE Health Post at Ealing Hospital NHS Trust not being filled (£44k).
Early Intervention Service	5,982	-133	5,849	5,573	-276	-4.7%		-276	The underspend results from the Divisional Director and Service Manager posts being held vacant for part of the year (£98k), a Team Manager's post being held vacant for part of the year and a Counsellor post being funded by Troubled Families Grant (£79k) and an underspend on Children's Centres running costs (£98k).
Targeted Services	19,384	-282	19,107	20,197	1,090	5.7%	47	1,137	The overspend results from agency staffing being used to cover vacancies, sickness and additional caseloads (£437k) and non staffing mainly in children's placements and other client spend (£700k). A £47k Social Care Innovation Grant has been requested for carry forward.
Management & Business Support	2,658	356	3,014	1,897	-1,117	-37.1%		-1,117	Uncommitted budgets and un ring fenced Adoption Reform and SEND Implementation Grants totalling £578k were held as management actions to offset pressures across the Directorate. Early savings of £365k for 2015/16 were identified and held as a one off in year action to offset pressure on the placements budget. There was also a £180k underspend in Business Support resulting from 3 posts being held vacant for the year and an underspend on postage and printing.
Special Needs	10,065	-40	10,025	10,551	526	5.2%	205	731	The overspend is in two main areas. £409k in Special Needs Transport from delays in delivering MTFS savings and growth in demand and £313k relating to Children with Disability Client costs. A carry forward of £205k of SEN Reform grant has been requested.
Schools	4,645	-882	3,763	3,721	-42	-1.1%		-42	
Directorate Total	46,258	-2,355	43,918	43,239	-679	-1.5%	843	164	