

Appendix A - Revenue Forecast 2020/21

Adults and Health	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Integrated Care - LD	32,619	1,514	33,117	0	33,117	498	498	0	Covid related risk around support to Supported Living Care Market
Integrated care - MH	9,280	(93)	9,280	0	9,280	0	0	0	
Integrated Care - OA	31,814	3,998	37,731	0	37,731	5,917	5,917	0	Covid related risk around support to the Care Market for Residential, Nursing and Homecare providers
Integrated Care - PD	9,654	1,232	9,654	0	9,654	0	0	0	
ASC Prevention Services	2,613	499	2,613	0	2,613	0	0	0	
ASC Workforce	15,758	1,472	17,577	0	17,577	1,819	1,819	0	Covid estimated cost of the Help Hub and PPE support to the community
Leis, Sports and Phys Activity	521	(890)	2,398	0	2,398	1,877	1,877	0	Impact of Covid upon the ledger industry and the ability to achieve additional income targets as specified in the MTFS
Public Health	17,577	1,196	18,922	0	18,922	1,345	1,345	0	Covid estimated costs of PPE, Bereavement and Contraception services, plus additional staff costs.
Adults transformation programme	0	52	0	0	0	0	0	0	
Corporate Equalities & Intelligence and Health & Safety	201	52	201	0	201	0	0	0	
Total Adults and Health	120,036	9,032	131,492	0	131,492	11,456	11,456	0	

Children's Family Services	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Family Services Management	406	184	606	0	606	200	0	200	Risk around achieving the £200k MTFS saving on agency staffing. This is being looked at as part of the MTFS board
Social Care Management	1,231	414	2,555	0	2,555	1,324	1,324	0	This is where the COVID cost centre sits for CFS. Covid impact forecast here for CSC 0-25, Placements, Corporate parenting. Main reasons: - £160k block booking at champion house to provide capacity for anticipated increased demand Apr-Jun - £100k increased placement cost - £150k for individuals who will stay in current placement due to COVID - £150k increased subsistence for those out of school/college - £400k cost for young adults identified as requiring more expensive support due to breakdown of current arrangements - £150k for increased use of IFA's and potential risk of placement breakdown due to illness - Various others make up the difference
CSC 0-25	2,888	435	2,888	0	2,888	0	0	0	
Permanence Trns & CorParenting	4,413	645	4,563	0	4,563	150	0	150	MTFS saving of £300k in budget for anticipated UASC grant. At time of finalising figures, data suggested £150k of that would be at risk. Analysis now shows this should be achieved so this MTFS variance will be amended in M3
Placements	21,605	2,518	22,055	0	22,055	450	0	450	MTFS placement saving- plan was to increase recruitment of our own foster carers to reduce need for more expensive independent fostering. This saving was for a full year, but progress has been slowed due to COVID and general market conditions. The saving looks unlikely to be realised in full this year hence its inclusion here. However, the placements programme board is meeting regularly to drive progress about all initiatives with the intention of delivering the required savings.
Assessment, Intervention & Planning	11,500	1,128	11,620	0	11,620	121	200	(79)	COVID impact due to additional spend on agency staff on MASH and REACH and also anticipated increase in legal fees going forward. Offset by some BAU savings on legal fees identified when looking at 12-month trend analysis
Clinical Services	1,418	301	1,418	0	1,418	0	0	0	

Early Help 0-19	4,400	165	4,448	(1)	4,447	47	47	(0)	Predominantly due to lost income on Duke of Edinburgh Summer Programme that looks unlikely to go ahead
YOT, Risk and Vulnerability	497	92	497	0	497	0	0	0	
Safeguarding, QA & Workforce Development	2,630	395	2,800	0	2,800	170	40	130	COVID impact for additional staff costs related to the roll out of new ways of working (eg online training delivery). £130k was earmarked as a training saving through utilising the apprenticeship levy. However, it has been confirmed that the training in question cannot be funded from the apprenticeship levy so this will not be recognised. The MTFS are looking at how this can be mitigated
Commissioning	1,135	92	1,135	0	1,135	0	0	0	
Comm, Complaint & Business Support	1,396	188	1,396	0	1,396	0	0	0	
Libraries	3,750	693	3,824	0	3,824	74	74	0	Loss of fee and charge income due to COVID
Performance Improvement & Customer Engagement	1,315	175	1,332	0	1,332	17	17	0	Additional purchase of phones and laptops to support home working
Partnership and VofChild	223	39	223	0	223	0	0	0	
Central Education (Commissioning)	(332)	(208)	(332)	0	(332)	0	0	0	
Education Skills	5,882	2,484	7,048	0	7,048	1,166	1,166	0	£730k supplier relief to Cambridge Education for lost income from not selling traded services and additional spend on SEN tuition and transport and £450k supplier relief for lost parent income on school meals
Sub-Total	64,360	9,739	68,078	(1)	68,077	3,718	2,867	851	
18-25	5,019	564	5,019	0	5,019	0	0	0	
Total Children's and Families Services	69,379	10,303	73,097	(1)	73,096	3,718	2,867	851	

Environment	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Commercial Services Streetscene	(2,139)	(2,563)	(855)	0	(855)	1,284	1,220	64	There is an estimated loss of commercial waste income of £1.220m, following government measures in response to Covid-19 pandemic. The underlying budget position is an overspend of £0.064m. The service is undertaking detailed analysis and profiling its existing customer base across high, moderate or low Covid 19 impact groups. This will help the service determine further exposure and implement a recovery plan for the remaining nine months of this financial year.
Fleet and Transport	865	1,432	866	0	866	1	0	1	Reporting to budget for Month 2, the assumption is that the chargeable income to Cambridge Education and Adult & Health for the passenger transport service is not affected due to Covid-19. A marginal reduction in the cost is expected due to schools and day centers not operating for the last eight weeks. This reduction is projected to be passed on to the clients, neutralizing any positive impact.
Ground Maintenance (Front line)	2,659	408	2,610	0	2,610	(50)	0	(50)	Forecast an underspend of £0.050m, taking in to account a reduction in agency staff for Q1. The budget manager is confident of further cost reduction but is unable to fully quantify this at this stage due to seasonal nature of the service.
Green Spaces & Leisure	1,024	(85)	2,370	(581)	1,789	765	230	535	The overspend of £0.535m relates directly to MFTS income targets. These targets are contingent upon securing capital investment, achieving approvals and addressing dependencies in order to successfully deliver the £600,000 target. The service recovery plan has identified that in a 'best case scenario' accompanied by a revised assessment, the MFTS target is 2 years from being delivered. Pressures are being partly mitigated through access to S106 funding and Commuted Sums in relation to greenspaces and trees. To date there is an estimated COVID loss of income of £0.230m in relation to sports bookings, events and rents (leases).
Management and Service Support	2,781	208	2,716	0	2,716	(65)	0	(65)	
Street Cleansing (Front Line)	3,510	447	3,600	0	3,600	90	86	3	There is estimated additional agency costs of £0.086m due to Covid-19, excluding this there is an underlying overspend of £0.003m. The service managers are transforming the service with sustained funding and are preparing an options appraisal for members to consider for further improvement of street cleansing in Barnet.

Waste (Front Line)	6,835	(1,188)	6,331	0	6,331	(504)	488	(992)	Waste: Excluding the estimated additional costs of £0.488m (£0.360m vehicle hire costs and £0.128m staffing) required due to Covid-19 there is an underlying underspend of £0.012m. Service budgets are being realigned for month 3 to ensure staffing and vehicle cost are budgeted for the service requirement. Garden Waste: forecast is an overachievement of income of £0.980m. Street Scene implemented the chargeable garden waste service from 9th May 2020, for subscribed customers.
Environment Management	1,852	374	1,917	0	1,917	65	0	65	Mortuary: forecast is £0.65m overspend, this is due to the overspend projected within Mortuary Shared Service which is being delivered by a partnering borough. Initial estimate provided by the service lead is £0.059m over budget. A further £0.06m pressure is due to a net under-accrual of the 18-19 and 19-20 fees.
Highway Inspection/Maintenance	499	168	687	0	687	188	0	188	The Winter Service is projecting an overspend of £0.150m. The current projection is based on last year's autumn and hence a mild winter season. Emergency Response/Standby is projecting an overspend of £0.034m. The number of call outs have significantly dropped over the years; therefore, the budgeted income target is no longer realistic and hence unachievable. The service has identified all costs associated with operating the service.
Highways and Transport Managem	358	0	544	0	544	186	0	186	Forecast overspend of £0.186m is due to additional salary costs.
Parking	(730)	(14)	(192)	0	(192)	538	415	123	There is an estimated loss of parking income due to Covid-19 of £0.415m excluding this there is an underlying budget position of an overspend of £0.123m. This is made up of unfunded maintenance works of £0.110m and £0.063m for Non-Domestic Rates charged on car parks. Work is currently underway to investigate this additional charge to the car parks
Special Parking Account	(16,075)	9,952	(7,857)	0	(7,857)	8,217	7,877	341	There is an estimated loss of parking income due to Covid-19 of £7.877m. The underlying budget position is an overspend of £0.341m due to savings that are unlikely to be achieved. Works and plans for new sites for moving camera's and CPZ sites are still under review and are in consultation stage, as at Month 2 an estimated £1.2m of the savings target are expected to be achieved.
Street Scene Management	1,154	136	1,164	0	1,164	10	0	10	
Street Lighting	6,355	3	6,360	0	6,360	4	0	4	Forecast a slight overspend. The LED Project installation works were suspended for two months due to COVID-19 and therefore progress has been delayed, however actions are being taken to mitigate this delay and to ensure that the programme is completed before the winter months when the maximum energy savings are derived.

Advertising	(490)	0	0	0	0	490	490	0	There is an estimated loss of advertising income of £0.490m. The impact of COVID-19 has been devastating to the Advertising market therefore all new projects are unable to progress to a point where it will be very unlikely to derive any income during this financial year.
Electric Vehicle Charging	(50)	5	0	0	0	50	0	50	Forecast overspend of £0.050m – It is anticipated that it will be a challenge to achieve the budget expectation in respect to income during this financial year as the costs of operating the EV infrastructure have been higher than anticipated.
Re managed budget	472	(78)	1,070	0	1,070	598	598	0	The Re Managed Budgets revenue forecast outturn for 2020/21 is an overall overspend of £0.598m. All of this overspend is due to Covid-19, therefore excluding covid-19 this area is forecasted on budget.
Environment Sub total	8,880	9,206	21,329	(581)	20,748	11,867	11,403	464	

Growth and Corporate Services	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Commercial Management	1,253	150	1,240	0	1,240	(12)	0	(12)	£0.012m underspend as at P2, currently forecast to budget with a small staffing underspend in executive support.
CSG Managed Budget	3,843	1,493	5,439	0	5,439	1,596	1,113	483	£1.597m forecast overspend as at P2, with the largest overspend within CSG property services (property review board programme manager, COVID-19 hardship policy income support to tenants, increased miscellaneous costs on freemantle, fly tipping and care home condition surveys). Barnet house and Colindale are contributing to the overspend with increased rent, lost income and increased costs on security and cleaning contracts). Another large contributor to the overspend is Oakleigh Road Depot, with increased rent and brogans lease premium along with additional measures during the subsidence inspections.
CSG Management Fee	20,318	2,656	20,421	0	20,421	103	0	103	The 2020/21 budget includes the loss of £433k of one-off budget growth in 2019/20 (£158k relating to feasibility studies for disposals, £275k review of commercial portfolio) whereas spend is still being incurred in the current year due to COVID-19 delays.
Customer Services & Digital	1,004	(180)	943	0	943	(61)	0	(61)	The 2020/21 budget includes a £337k saving on commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, however the forecast for CSG Property Services assumes this will not be achieved in 2020/21.
Deputy Chief Executive	515	268	585	0	585	70	0	70	£0.103m forecast overspend as at P2 as a result of reduced schools traded income and a shortfall in the pension fund recharge, partially offset by additional recovery from change requests and an underspend on the core service due to a reduction in the pensions deficit payment.
Employment Skills & Ec Dev	951	25	938	0	938	(14)	0	(14)	£0.061m forecast underspend as at P2 largely as a result of increased income in B, D & M and partially offset by increased IT costs.
Estates	855	362	855	0	855	0	0	0	£0.070m forecast overspend as at P2 due to forecast spend on associated staff costs being higher than budget, majority of overspend is due to management trainee un-budgeted salary.
Growth and Housing	497	240	326	0	326	(171)	0	(171)	Largely forecast to budget with small underspend in Care Leaver Participation.
Housing Strategy	7,187	7,400	7,570	(250)	7,320	133	500	(367)	Estates management is forecasting to budget

Human Resources & OD	1,337	781	1,741	0	1,741	404	0	404	£0.172m forecast underspend as at P2 due to delayed recruitment
Programmes, Performance & Risk	411	62	411	0	411	0	0	0	£0.133m forecast overspend as a result of increased management fee and TA payments, offset by grant payments. Additional increased TA costs as a result of COVID-19 are driving the overspend in this service area.
Strategy & Communications	1,107	114	1,107	0	1,107	0	0	0	£0.404m forecast overspend as at P2, with £0.050m being due to trade union salaries forecast being higher than budget, and £0.354m being due to the final 2019.20 Matrix agency invoice not being accrued last year despite being recharged out to services. A checks and balances policy has now been put in place to ensure that both the council-wide recharge and invoice payment are happening in the right order, so this doesn't occur again.
Transformation Programme - DCE	0	1,093	229	(229)	0	0	0	0	Forecast to budget
Regeneration	0	35	50	(50)	0	0	0	0	Forecast to budget; intra-departmental budget re-organisation to occur before P3 and reflected in next month's monitoring
RE Guaranteed Income	(16,044)	2,848	(15,404)	0	(15,404)	639	639	0	Forecast to budget
RE Projects	0	9,583	0	0	0	0	0	0	Forecast to budget
Management Fee	17,666	4,045	17,735	(130)	17,605	(62)	206	(268)	As at P2, Re is forecast to overspend by £0.577m within the corporate services element of the budget. This is predominantly due to a £0.639m assumed relief claim against GI (guaranteed income) as a result of COVID-19. This overspend is partially offset by an underspend in the Re management fee, which would have otherwise been projecting an underspend of £0.267m but instead is now pricing in a £0.206m pressure due to the difference between expected CPI indexation on guaranteed income (0.8%) and the confirmed LGPA indexation on an element of the management fee (2.75%). Without the indexation pressure and supplier relief (COVID-19 effects), RE would be forecasting a £0.267m underspend in 2020/21.
Growth and Corporate Services Incl Re elements	40,901	30,975	44,187	(659)	43,528	2,626	2,458	168	

Assurance	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Electoral Service	819	284	674	150	824	5	0	5	Electoral Services £0.005m overspend: due to 45k staffing pressure in the Electoral Services cost centre which are netted off against Print and other service efficiencies.
Legal Advice and Monitoring	11	16	11	0	11	0	0	0	Forecast to budget
Assurance & Business Developme	606	92	614	0	614	8	0	8	Assurance and Business Development £0.008m overspend: due to reduced subscriptions, equipment purchases and printing costs in records and information management offset by Customer Complaints salary cost pressures.
Community Safety	1,657	349	1,784	0	1,784	128	0	128	Community Safety £0.128m overspend: due to a £0.050m overspend in MOPAC as a result of an unachievable MTFs saving being applied to the budget as part of the transfer of agency staff to Matrix taking a top-slice approach. A £0.036m overspend in CCTV is due to on-going cost pressures and a £0.072m overspend in Community Safety Environment Enforcement is mainly due to a projected short-fall in Empowering-Communities Inclusion & Neighbourhood management System, Fixed Penalty Notice and Single Justice Procedure notice income. This is all partially offset by a £0.029m underspend in domestic violence commissioning is due to efficiency savings in the contract costs.
Counter Fraud Operations	347	17	347	0	347	0	0	0	Forecast to budget
Governance	2,240	319	2,240	0	2,240	0	0	0	Forecast to budget
Assurance Management	829	107	829	0	829	0	0	0	Forecast to budget
Internal Audit	383	105	383	0	383	0	0	0	Forecast to budget
Organisational Resilience	420	117	419	0	419	(1)	150	(151)	£0.150m represents the estimated additional costs associated with emergency responders as a result of the pandemic response.
Total Assurance	7,312	1,406	7,302	150	7,452	140	150	(10)	

Finance	2020/21 Budget	Actuals to 31/05/2020	Forecast Outturn (before reserves)	Reserve Movements	Month 2 Forecast Outturn after reserve movements	Month 2 variation to revised budget	COVID Impact	Variance to budget excluding COVID impact	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Central Expenses	56,485	11,897	55,462	0	55,462	(1,023)	0	(1,023)	Underspend is due to capital financing interest income (borrowings assumed to be at full borrowing requirement) and reducing demand for early teachers' retirement.
Finance	3,589	(79,455)	3,740	0	3,740	151	0	151	Overspend of £0.151m is mainly due to Finance Team costs: agency cost pressure (£0.495), staffing costs (£0.100m), and CSG change request AP Business Partner and AP forensic scheme (£0.060m). It is offset by a HRA recharge for resource management (£1.8m as per FY 2019/20). The majority of actuals as at P2 relate to central government grant transfers that are forecasted to be fully utilised.
Grants	29	0	29	0	29	0	0	0	
Revs & Bens	2,924	(7,152)	2,897	0	2,897	(27)	0	(27)	
Total Finance	63,027	(74,709)	62,128	0	62,128	(899)	0	(899)	
TOTAL	309,535	(13,788)	339,534	(1,090)	338,444	28,909	28,334	574	