

**BUSINESS SUPPORT  
OVERVIEW & SCRUTINY COMMITTEE  
14 APRIL 2016  
REVENUE BUDGET MONITORING 2015/16**

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**Summary**

This report details the revenue budget monitoring forecasts at Round 3 considering expenditure as at the end of December 2015.

**1. Budget and Policy Framework**

1.1. It is the responsibility of Cabinet to ensure that income and expenditure remains within the budget approved by Council. This report to the Business Services Overview and Scrutiny Committee meeting gives the opportunity for its members to consider and scrutinise the detail and content following the report seen by Cabinet on 9 February.

**2. Background**

- 2.1. At its meeting on 26 February 2015, the Council set a budget requirement of £318.4m for 2015/16, whilst Council Tax was increased by 1.995%, just below the referendum limit imposed by Central Government. This budget has since risen to £324.4m as a result of various dedicated schools grant (DSG) adjustments.
- 2.2. This report represents the revenue budget monitoring for the third quarter of the financial year, summarising reports that have been considered by directorate management teams, based on returns submitted by individual budget managers. In preparing their returns, budget managers have been asked to take account of last years outturn, actual income and expenditure for the year to date and, most importantly, their knowledge of commitments and service requirements anticipated for the remainder of the financial year.
- 2.3. Table 1 contains a summary of the forecast position reflecting the individual directorate monitoring summaries attached as Appendices 1 - 5. The narrative below seeks to explain the pressures being faced and the corrective management action proposed by directorate management teams.

### 3. Summary Revenue Budget Position 2015/16

- 3.1 It can be seen from Table 1 that, after agreed management action, the forecast overspend for 2015/16 is estimated at £3.1m. This represents a more favourable position than the £5.9m over-spend position reported to Cabinet on 24 November. Whilst the pressure on children's social care has continued to escalate, a review of treasury management budgets, together with a proposed change to the Council's policy in relation to the minimum revenue provision for repayment of debt, has significantly reduced the forecast overspend.
- 3.2 A moratorium on controllable expenditure was imposed on 23 October 2015. From analysis undertaken in December the impact of this decision is a saving of approximately £430k in respect of furniture, equipment, printing and stationery budgets which represent a large proportion of the controllable budget lines. Finance staff have challenged expenditure forecasts where it was felt that they did not accurately reflect the impact of the moratorium.

**Table 1: Quarter 3 Monitoring Summary**

Directorate	Budget 2015/16 £000s	Forecast variance £000s	Proposed action £000s	Round 3 Adjusted variance £000s	Previous Round variance £000s
Children and Adult Services:					
- Children's	33,292	3,529	(300)	3,229	2,123
- Adults	64,692	1,462	0	1,462	1,580
- Inclusion & Schools related budgets	135,378	872	0	872	1,071
Regeneration, Community and Culture	57,603	303	(80)	223	466
Business Support Department	7,254	(234)		(234)	205
Public Health	13,714	0	0	0	0
Interest & Financing	13,244	(971)	(2,944)	(3,915)	0
Levies	1,039	58	0	58	45
Digital Transformation	(450)	350	0	350	281
Medway Norse Joint Venture	(263)	80	0	80	8
Category Management Savings	(1,070)	1,025	0	1,025	114
<b>Budget Requirement</b>	<b>324,433</b>	<b>6,474</b>	<b>(3,324)</b>	<b>3,150</b>	<b>5,893</b>
<i>Funded by:</i>					
Dedicated Schools Grant	(111,697)	0	0	0	0
Revenue Support Grant	(38,784)	0	0	0	0
Business Rate Share	(45,866)	0	0	0	0
Council Tax	(95,250)	0	0	0	0
Public Health Grant	(16,802)	0	0	0	0
Specific Grants	(14,885)	0	0	0	0
Use of Reserves	(1,150)	0	0	0	0
<b>Total Available Funding</b>	<b>(324,433)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Forecast Variance</b>	<b>(0)</b>	<b>6,474</b>	<b>(3,324)</b>	<b>3,150</b>	<b>5,893</b>

### 4. Children and Adult Services (Appendix 1)

- 4.1 In spite of reporting that most of the agreed management action has been delivered, the directorate still predicts a significantly increased overspend of around £5.6m against its

general fund budgets. This position is net of an additional £300k, which has been identified from within the DSG budgets to assist with eligible social care costs.

- 4.2 The forecast overspend in Children's Care has increased by ££1.1m since round 2. The service is now reporting an overspend of £3.2m. The main components driving this pressure are as follows:
- External Placements are forecast to overspend by £1.8m after management action, the biggest driver being Independent Fostering Agency placements (£1.56m);
  - Internal placements are forecast to overspend by £683k after management action; where there are 255 current placements although only 216 were budgeted;
  - There is a forecast overspend on Special Guardianship of £314k, where there are 129 current placements although only 98 were budgeted. This is an increase of 8 placements when compared to the Round 2 forecast;
  - In recent months the service has seen an increase in the cost of legal charges due to the commissioning of expert assessments, counsel fees and court fees (forecast overspend of £273k)
  - There is a forecast overspend of £128k on the Children's Care Improvement Fund.
- 4.3 The forecast overspend against the Deputy Director's division is £110k lower than the Round 2 reported pressure. The current pressure amounts to £1.47m. The key cost drivers remain the intense pressure on residential and nursing care services mainly for clients with disabilities and also, to a lesser degree, with mental health needs.
- 4.4 The remainder of the Children and Adults directorate is forecasting an over-spend of £1.37m, however after accounting for DSG eligible expenditure, this pressure is mitigated to £872k. This is essentially the result of increased demand for SEN transport. Table 2 below summarises the forecast position showing where the DSG can be utilised to mitigate pressures.

**Table 2: Disaggregation of General Fund and DSG Forecasts**

	<u>Current Budget</u> <u>£000's</u>	<u>Forecast Outturn</u> <u>£000's</u>	<u>Forecast Over/(Under)</u> <u>£000's</u>	<u>Contributions (from)/to the DSG reserve</u> <u>£000's</u>	<u>General Fund Over/(Under)</u> <u>£000's</u>
<b>DIRECTORATE MANAGEMENT TEAM :</b>					
DIRECTORATE MANAGEMENT TEAM	643	762	119	(119)	0
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>643</b>	<b>762</b>	<b>119</b>	<b>(119)</b>	<b>0</b>
<b>PARTNERSHIP COMMISSIONING :</b>					
COMMISSIONING MANAGEMENT TEAM	297	208	(89)	0	(89)
BUSINESS SUPPORT & COMMISSIONING	2,668	2,673	5	0	5
SCH ORGANISATION & STUDENT SERVICES	1,747	1,836	89	(8)	81
SCH SERV, QUALITY & COMMISSION	251	211	(40)	0	(40)
<b>Total PARTNERSHIP COMMISSIONING</b>	<b>4,963</b>	<b>4,928</b>	<b>(35)</b>	<b>(8)</b>	<b>(43)</b>
<b>INCLUSION &amp; SCHOOL IMPROVEMENT :</b>					
EARLY YEARS	19,401	20,055	654	(732)	(78)
YOUTH SERVICE	2,611	2,564	(47)	0	(47)
INCLUSION MANAGEMENT TEAM	429	642	213	(326)	(113)
SCHOOL CHALLENGE & IMPROVEMENT	995	875	(120)	0	(120)
HEALTH & INCLUSIONS	819	752	(67)	7	(60)
PSYCHOLOGY & SEN	27,829	27,159	(670)	670	0
SEN TRANSPORT	3,779	4,832	1,053	0	1,053
<b>Total INCLUSION &amp; SCHOOL IMPROVEMENT</b>	<b>55,863</b>	<b>56,879</b>	<b>1,016</b>	<b>(381)</b>	<b>635</b>
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>					
FINANCE PROVISIONS	444	391	(53)	53	0
HR PROVISIONS	307	583	276	2	278
SCHOOL GRANTS	73,158	73,210	52	(50)	2
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	<b>73,909</b>	<b>74,184</b>	<b>275</b>	<b>5</b>	<b>280</b>
<b>Total</b>	<b>135,378</b>	<b>136,753</b>	<b>1,375</b>	<b>(503)</b>	<b>872</b>

## 5. Regeneration, Community and Culture (Appendix 2)

5.1 The Directorate is forecasting a budget pressure of £223k after DMT management action. The original forecasts from Divisional Service Managers had forecast an overspend of £303k. The main variances are outlined below:

- £262k pressure forecast in respect of Temporary Accommodation (B&B costs);
- CCTV pressure £70k due to delay in implementing alternative delivery model;
- Parking Services are forecasting an overspend of £129k due to a reduction in anticipated income;
- Events, Arts and Theatres pressure of £255k due to a £76k pressure at the Corn Exchange due to poor bar takings and £99k staffing pressures in Theatres;
- £50k pressure against markets due to historic under-achievement of income;
- £50k pressure in Planning due to initial costs of Lodge Hill enquiry;
- The above pressures are partly offset by £64k savings in Libraries due to the moratorium, £100k increase in Highways underspend by replacing revenue with capital funding, an £89k underspend due to staffing vacancies in Safer Communities and a net saving of £55k in Leisure & Sports by deferring a capital charge to 2016/17.

5.2 Management action by the RCC DMT anticipates savings of £50k in Parking Services due to the moratorium and £30k in housing relative to a reduction in pressure due to anticipated repayments of loans from clients seeking help in securing accommodation.

## **6. Business Support (Appendix 3)**

6.1 The Round 3 forecast submitted by budget managers represents an under spend of £234k. This represents a favourable movement of £439k from Round 2 post management action forecast of £205k over spend. The spending moratorium has had an impact along with various other factors listed below.

### 6.2 Legal, Contracts and Property

The division is now forecasting a reduced overspend of £158k, principally the result of an approved overspend to appoint four permanent lawyers and three paralegals in response to workload pressures emanating from children's care, which is mitigated by various minor underspends.

### 6.3 Chief Finance Officer

The division is forecasting a net under-spend of £76k. Revenues and benefits are still forecasting an over spend of £182k largely as a consequence of the increase in identified claimant error overpayments, attracting a 60% penalty on subsidy received. Vacancies and other underspending have reduced the divisional forecast and account for the overall divisional underspend.

### 6.4 Democracy and Customer First

The division is currently forecasting an underspend of £519k mainly due to staff vacancies and higher than budgeted income for the Bereavement service.

### 6.5 Communication, Performance and Partnership

The division was forecasting an over spend of £33k mainly due to under recovered income within the communications service, failure to meet service vacancy savings, offset by under spends in the Business Administration and Performance and Intelligence Hubs.

### 6.6 Organisational Services

The division is now forecasting an over spend of £170k, which represents a combination of the under recovery of fees, charges and course fee income within the Adult Education Service, being offset by under spends in Human Resources and ICT.

## **7. Non-distributable Budgets (Appendix 4)**

### 7.1. Digital Transformation

The project is forecasting £350k under recovery of its savings target. The £450k savings target assumed full year effect which was always a challenge for a project commencing in April 2015. Progress has been slower than planned as it has been necessary to address unanticipated legacy ICT infrastructure issues. Our existing ICT infrastructure was fit for purpose, but our requirements have now changed as we are seeking to put more services on line and deliver maximum efficiencies by digitising end to end processes, not just the initial contact elements. This has meant that the set up phase has been protracted with additional development being taken within scope of the project – buying and implementing a new online payments portal as the current one could not be modified for all audience requirements (e.g. smartphone/tablet), developing a new digital integration hub to allow integration from back-office systems to e-forms, enhancing infrastructure security. This has

had the inevitable effect of delaying focus on developing the new online transactions that will facilitate the release of savings. Our current estimate is that £100k saving will be realised in year.

7.2. Interest and Financing

A review of treasury management headings has identified around £971k of underspends in respect of reduced interest charges payable to KCC in relation to inherited debt, the decision to cease contributions to the interest rate equalisation reserve and increased interest received from the part year effect of investing in the CCLA property fund. In addition to this Council will be asked to approve some policy changes to the minimum revenue provision for repayment of debt, which if agreed would reduce the minimum revenue provision in year by £2.9m.

7.3. Category Management Savings

Category management has realised £774k (43%) of £1.8m baseline savings target and forecasting unrealised savings of £1million (overspend). The unrealised savings relate to Yellow Buses saving (£114k) within RCC and £800k relating to adult social care contracts that has been reinvested in the better care fund service.

7.4. Levies

The transfer of coroners officers from the police to the council have created more financial pressure than was originally anticipated; this is resulting in a £58k overspend forecast.

7.5. Medway Norse Profit Share

The council is forecasting to achieve the budgeted profit share in the current financial year. However, accrued profit share for 14/15 has a £8k short fall. While the early implementation of the minimum wage has created a £72k budget pressure; and this is to be funded from this year's profit share. This has resulted in depleting the profit share by £80k.

**8. Public Health (Appendix 5)**

8.1 The Public Health Grant receivable for 2015-2016 is £16.802 million, the public health outcome budget across the council is detailed below:-

<b>Directorate</b>	<b>£m</b>
Public Health	13.680
RCC	1.130
C&A	1.660
BSD	0.332
	<b>16.802</b>

As the grant is ring-fenced, any under / over spend is offset by contributions to / from the Public Health Reserve.

8.2 In accordance with the Public health ring-fence budget, Appendix 4 forecasts expenditure to budget with contributions to / from reserve added to offset any forecast under / over spend.

8.3 At this stage managers are forecasting a net contribution to reserve of £192k; this is made up of £564k contribution to reserve and, £372k drawdown from reserve to fund planned programmes.

8.4 The total in Public Health reserves stands at £2.667m.

## **9. Planned Use of Reserves**

- 9.1 The agreed budget utilises £1.1m to fund various revenue and capital projects. £1.0m is to be funded from the South Medway Development Fund and the other £100k from the Public Health Reserve.

## **10. Housing Revenue Account**

- 10.1. The Housing Revenue Account (HRA) is reporting a projected surplus of £1,383k which represents a favourable variance of £396k when compared to the budgeted surplus of £986k.
- 10.2. The service is mindful of recent government announcements to reduce rent charges by 1% year on year for four years. Work has been initiated to review the impact on the 30 year business plan.

## **11. Conclusions**

- 11.1. The continued increase in the number of children entering the care system represents the main financial pressure for the council. Although the local authority has imposed a restriction on non-essential spend much earlier than in previous years, this appears not to have had the anticipated impact on the bottom line and the forecast over-spend is still a major concern. Whilst these pressures have been reflected in budget plans for future years, if not managed during the remainder of this financial year, the predicted overspend in 2015/16 will have a significant impact on the councils reserves.

## **12. Financial and legal implications**

- 12.1. The financial implications are set out in the body of the report. There are no legal implications within this report.

## **13. Recommendations**

- 13.1. Members of the Overview and Scrutiny Committee are invited to note and comment on the forecast outturn position and proposed management actions following round 3 of the revenue budget monitoring for 2015/16.

### **Lead officer contact**

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### **Background Papers**

Revenue budget approved by Council 26 February 2015

<http://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MId=2974&Ver=4>

Regular monitoring returns submitted by budget managers used as part of the following papers:

Revenue Budget Monitoring 2015/16 – Round 1

<http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=28101>

Revenue Budget Monitoring 2015/16 – Round 2

<http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=28942>

**Appendices:**

- Appendix 1 Children and Adult Services
- Appendix 2 Regeneration, Community and Culture
- Appendix 3 Business Support
- Appendix 4 Non-distributable Budgets
- Appendix 5 Public Health



	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's	
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's				
<b>CHILDREN AND ADULTS</b>															
<b>CHILDRENS' CARE :</b>															
LOOKED AFTER CHILD AND PROCEED	24,615	20,320	28,736	4,121	(156)	(316)	(779)	(623)	24,459	20,004	27,957	3,498	(300)	3,198	
CHILDRENS ADVICE AND DUTY	2,987	1,856	2,925	(62)	(377)	(1)	(328)	49	2,611	1,855	2,597	(13)	0	(13)	
CHILD IN NEED & CHILD PROTECT	3,615	2,534	4,001	385	(70)	0	(423)	(353)	3,545	2,534	3,577	32	0	32	
CHILDRENS CARE MANAGEMENT	1,571	1,335	1,621	50	0	0	0	0	1,571	1,336	1,621	50	0	50	
EARLY HELP	3,199	1,376	2,725	(473)	(2,093)	(1,062)	(1,657)	436	1,106	315	1,068	(37)	0	(37)	
<b>Total CHILDRENS' CARE</b>	<b>35,988</b>	<b>27,421</b>	<b>40,008</b>	<b>4,020</b>	<b>(2,695)</b>	<b>(1,378)</b>	<b>(3,187)</b>	<b>(492)</b>	<b>33,292</b>	<b>26,043</b>	<b>36,821</b>	<b>3,529</b>	<b>(300)</b>	<b>3,229</b>	
<b>DEP DIRECTOR - CHILD &amp; ADULTS :</b>															
DEPUTY DIRECTOR	16,968	11,710	17,565	597	(19,167)	(13,238)	(19,129)	38	(2,199)	(1,528)	(1,564)	635	0	635	
HEAD OF ADULT SOCIAL CARE & SO	29,159	20,019	27,756	(1,402)	(9,174)	(6,149)	(8,523)	650	19,985	13,870	19,233	(752)	0	(752)	
SOCIAL CARE BUSINESS MANAGER	4,448	3,612	4,554	105	(495)	(284)	(667)	(173)	3,954	3,328	3,886	(67)	0	(67)	
DISABILITY SERVICES	39,978	30,805	42,209	2,230	(1,984)	(1,998)	(2,848)	(864)	37,994	28,806	39,361	1,366	0	1,366	
MENTAL HEALTH	5,141	4,099	5,503	362	(182)	(152)	(264)	(82)	4,958	3,947	5,239	280	0	280	
<b>Total DEP DIRECTOR - CHILD &amp; ADULTS</b>	<b>95,694</b>	<b>70,244</b>	<b>97,586</b>	<b>1,892</b>	<b>(31,002)</b>	<b>(21,822)</b>	<b>(31,432)</b>	<b>(430)</b>	<b>64,692</b>	<b>48,422</b>	<b>66,154</b>	<b>1,462</b>	<b>0</b>	<b>1,462</b>	
<b>DIRECTORATE MANAGEMENT TEAM :</b>															
DIRECTORATE MANAGEMENT TEAM	694	521	814	119	(52)	0	(52)	0	642	521	762	119	0	119	
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>694</b>	<b>521</b>	<b>814</b>	<b>119</b>	<b>(52)</b>	<b>0</b>	<b>(52)</b>	<b>0</b>	<b>642</b>	<b>521</b>	<b>762</b>	<b>119</b>	<b>0</b>	<b>119</b>	
<b>INCLUSION &amp; SCHOOL IMPROVEMENT :</b>															
EARLY YEARS	19,768	16,172	20,450	682	(367)	(305)	(395)	(28)	19,401	15,867	20,055	654	0	654	
YOUTH SERVICE	3,734	2,623	3,378	(356)	(1,123)	(488)	(814)	309	2,611	2,135	2,564	(47)	0	(47)	
INCLUSION MANAGEMENT TEAM	854	664	845	(9)	(425)	(217)	(203)	222	429	447	642	213	0	213	
SCHOOL CHALLENGE & IMPROVEMENT	1,128	757	1,188	59	(133)	(110)	(313)	(180)	995	647	875	(120)	0	(120)	
HEALTH & INCLUSIONS	899	791	917	18	(80)	(173)	(165)	(85)	819	619	752	(67)	0	(67)	
PSYCHOLOGY & SEN	32,784	24,202	33,142	358	(1,176)	(366)	(1,451)	(275)	31,608	23,837	31,691	83	300	383	
<b>Total INCLUSION &amp; SCHOOL IMPROVEMENT</b>	<b>59,167</b>	<b>45,210</b>	<b>59,919</b>	<b>752</b>	<b>(3,304)</b>	<b>(1,659)</b>	<b>(3,341)</b>	<b>(37)</b>	<b>55,863</b>	<b>43,551</b>	<b>56,578</b>	<b>716</b>	<b>300</b>	<b>1,016</b>	
<b>PARTNERSHIP COMMISSIONING :</b>															
COMMISSIONING MANAGEMENT TEAM	357	230	356	(1)	(60)	0	(148)	(88)	297	230	208	(89)	0	(89)	
BUSINESS SUPPORT & COMMISSIONI	3,510	2,694	3,364	(146)	(841)	(15)	(690)	151	2,669	2,679	2,674	5	0	5	
SCH ORGANISATION & STUDENT SER	2,028	1,542	2,118	90	(281)	(110)	(282)	(1)	1,747	1,432	1,836	89	0	89	
SCH SERV, QUALITY & COMMISSION	1,310	856	1,329	19	(1,059)	(810)	(1,118)	(59)	251	46	211	(40)	0	(40)	
<b>Total PARTNERSHIP COMMISSIONING</b>	<b>7,205</b>	<b>5,322</b>	<b>7,167</b>	<b>(38)</b>	<b>(2,240)</b>	<b>(935)</b>	<b>(2,237)</b>	<b>3</b>	<b>4,965</b>	<b>4,387</b>	<b>4,929</b>	<b>(35)</b>	<b>0</b>	<b>(35)</b>	
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>															

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's			
FINANCE PROVISIONS	444	528	391	(53)	0	(6)	0	0	444	522	391	(53)	0	(53)
HR PROVISIONS	735	729	850	114	(428)	(263)	(266)	162	308	466	584	276	0	276
SCHOOL GRANTS	73,217	54,967	75,834	2,618	(60)	(2,628)	(2,627)	(2,567)	73,157	52,339	73,207	50	0	50
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	<b>74,396</b>	<b>56,224</b>	<b>77,075</b>	<b>2,679</b>	<b>(487)</b>	<b>(2,897)</b>	<b>(2,893)</b>	<b>(2,406)</b>	<b>73,908</b>	<b>53,327</b>	<b>74,182</b>	<b>274</b>	<b>0</b>	<b>274</b>
<b>SCHOOLS :</b>														
SCHOOLS FUNDING	0	0	(9)	(9)	0	0	0	0	0	0	(9)	(9)	(492)	(501)
<b>Total SCHOOLS</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>(9)</b>	<b>(492)</b>	<b>(501)</b>
<b>Report Total</b>	<b>273,144</b>	<b>204,943</b>	<b>282,560</b>	<b>9,416</b>	<b>(39,781)</b>	<b>(28,691)</b>	<b>(43,142)</b>	<b>(3,361)</b>	<b>233,362</b>	<b>176,252</b>	<b>239,418</b>	<b>6,055</b>	<b>(492)</b>	<b>5,563</b>

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's	
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's				
<b>REGENERATION, COMMUNITY &amp; CULT</b>															
<b>DIRECTOR'S OFFICE :</b>															
DIRECTOR'S OFFICE	1,369	900	1,298	(72)	(894)	(865)	(885)	9	475	34	412	(63)	0	(63)	
<b>Total DIRECTOR'S OFFICE</b>	<b>1,369</b>	<b>900</b>	<b>1,298</b>	<b>(72)</b>	<b>(894)</b>	<b>(865)</b>	<b>(885)</b>	<b>9</b>	<b>475</b>	<b>34</b>	<b>412</b>	<b>(63)</b>	<b>0</b>	<b>(63)</b>	
<b>FRONT LINE SERVICES :</b>															
FRONT LINE SERVICES SUPPORT	934	884	902	(32)	(912)	(890)	(905)	7	22	(6)	(4)	(25)	0	(25)	
HIGHWAYS	7,783	5,021	7,706	(77)	(1,486)	(1,447)	(1,561)	(75)	6,297	3,573	6,144	(152)	0	(152)	
PARKING SERVICES	4,868	4,197	4,816	(53)	(7,815)	(6,142)	(7,633)	182	(2,947)	(1,945)	(2,818)	129	(50)	79	
WASTE SERVICES	24,612	14,762	24,675	63	(6,164)	(1,329)	(6,209)	(45)	18,448	13,433	18,466	18	0	18	
SAFER COMMUNITIES	4,522	3,648	4,441	(81)	(931)	(914)	(936)	(6)	3,592	2,734	3,505	(86)	0	(86)	
INTEGRATED TRANSPORT	9,590	7,371	9,906	316	(1,546)	(1,307)	(1,831)	(285)	8,043	6,064	8,075	32	0	32	
CCTV & LIFELINE	2,332	1,894	2,517	184	(2,056)	(1,762)	(2,187)	(131)	277	132	330	53	0	53	
PERFORM AND INTELL HUB	343	301	334	(9)	(340)	(304)	(340)	0	3	(3)	(6)	(9)	0	(9)	
<b>Total FRONT LINE SERVICES</b>	<b>54,985</b>	<b>38,077</b>	<b>55,297</b>	<b>313</b>	<b>(21,251)</b>	<b>(14,096)</b>	<b>(21,604)</b>	<b>(353)</b>	<b>33,734</b>	<b>23,982</b>	<b>33,693</b>	<b>(41)</b>	<b>(50)</b>	<b>(91)</b>	
<b>HOUSING AND REGENERATION :</b>															
HOUSING & REGENERATION SUPP	578	658	586	8	(571)	(491)	(579)	(8)	7	167	8	0	0	0	
ECONOMIC DEVELOPMENT	1,523	962	1,572	49	(902)	(584)	(901)	1	622	377	671	50	0	50	
PLANNING POLICY & DESIGN	649	469	675	26	(17)	(20)	(35)	(19)	632	449	640	8	0	8	
DEVELOPMENT MANAGEMENT	1,940	1,752	2,022	82	(1,253)	(1,051)	(1,346)	(93)	687	701	676	(10)	0	(10)	
SOCIAL REGENERATION & EUROPE	749	1,117	871	122	(165)	(246)	(295)	(129)	584	871	577	(7)	0	(7)	
BUILDING CONROL	152	154	154	2	0	0	0	0	152	154	154	2	0	2	
HOUSING	6,463	5,953	7,787	1,324	(1,152)	(2,008)	(2,213)	(1,062)	5,311	3,945	5,574	262	(30)	232	
PHYSICAL REGENERATION	313	265	325	12	(186)	(179)	(205)	(19)	127	86	120	(7)	0	(7)	
<b>Total HOUSING AND REGENERATION</b>	<b>12,367</b>	<b>11,329</b>	<b>13,993</b>	<b>1,626</b>	<b>(4,245)</b>	<b>(4,579)</b>	<b>(5,574)</b>	<b>(1,328)</b>	<b>8,122</b>	<b>6,750</b>	<b>8,419</b>	<b>297</b>	<b>(30)</b>	<b>267</b>	
<b>LEISURE &amp; CULTURE :</b>															
LEISURE & CULTURE MANAGEMENT	388	492	348	(40)	(5)	0	0	5	383	491	347	(35)	0	(35)	
LEISURE & SPORTS	6,988	5,914	6,894	(93)	(4,477)	(3,234)	(4,469)	9	2,510	2,680	2,426	(85)	0	(85)	
TOURISM	736	582	719	(16)	(97)	(336)	(68)	28	639	246	651	12	0	12	
ARTS, EVENTS & THEATRES	3,027	3,592	3,420	393	(1,523)	(2,432)	(1,661)	(137)	1,503	1,160	1,759	255	0	255	
HERITAGE	1,382	1,139	1,442	60	(278)	(332)	(348)	(70)	1,104	807	1,094	(10)	0	(10)	
GREENSPACES & COUNTRY PARKS	5,812	4,716	5,839	26	(802)	(588)	(791)	10	5,011	4,127	5,047	37	0	37	
LIBRARIES	4,386	3,442	4,307	(79)	(264)	(244)	(249)	15	4,122	3,198	4,058	(64)	0	(64)	
<b>Total LEISURE &amp; CULTURE</b>	<b>22,719</b>	<b>19,876</b>	<b>22,969</b>	<b>250</b>	<b>(7,446)</b>	<b>(7,167)</b>	<b>(7,586)</b>	<b>(141)</b>	<b>15,273</b>	<b>12,709</b>	<b>15,382</b>	<b>110</b>	<b>0</b>	<b>110</b>	

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	<u>Expenditure Budget</u> £000's	<u>Actual To Date</u> £000's	<u>Forecast Expenditure</u> £000's	<u>Forecast Variance</u> £000's	<u>Income Budget</u> £000's	<u>Actual to Date</u> £000's	<u>Forecast Income</u> £000's	<u>Forecast Variance</u> £000's	<u>Current Budget</u> £000's	<u>Actual to Date</u> £000's	<u>Forecast Outturn</u> £000's			
Report Total	91,439	70,183	93,556	2,117	(33,836)	(26,707)	(35,649)	(1,813)	57,603	43,475	57,907	303	(80)	223

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's	
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's				
<b>BUSINESS SUPPORT</b>															
<b>CENTRAL FINANCE :</b>															
INTERNAL AUDIT & COUNTER FRAUD	585	410	661	76	(602)	(186)	(717)	(115)	(18)	224	(57)	(39)	0	(39)	
RURAL LIAISON GRANTS	75	73	73	(2)	0	0	0	0	75	73	73	(2)	0	(2)	
CORPORATE MANAGEMENT	4,702	1,937	4,603	(99)	(1,097)	(178)	(1,096)	1	3,605	1,758	3,507	(98)	0	(98)	
FINANCE STRATEGY	1,078	702	1,072	(7)	(1,110)	(972)	(1,138)	(28)	(32)	(270)	(67)	(35)	0	(35)	
FINANCE SUPPORT MANAGER	0	1	0	0	0	0	0	0	0	1	0	0	0	0	
REVENUES & BENEFITS	110,250	73,106	109,223	(1,027)	(106,862)	(79,185)	(105,741)	1,122	3,388	(6,079)	3,482	95	0	95	
FINANCE OPERATIONS	1,208	759	1,198	(11)	(1,252)	(854)	(1,237)	15	(44)	(95)	(39)	4	0	4	
VACANCY SAVINGS CFO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total CENTRAL FINANCE</b>	<b>117,898</b>	<b>76,987</b>	<b>116,828</b>	<b>(1,070)</b>	<b>(110,923)</b>	<b>(81,376)</b>	<b>(109,929)</b>	<b>994</b>	<b>6,975</b>	<b>(4,389)</b>	<b>6,899</b>	<b>(76)</b>	<b>0</b>	<b>(76)</b>	
<b>COMMUNICATIONS &amp; IMPROVEMENT :</b>															
COMMUNICATIONS	1,054	998	1,369	315	(1,113)	(853)	(1,282)	(169)	(59)	144	88	147	0	147	
VACANCY SAVINGS C,P&P	(102)	0	0	102	0	0	0	0	(102)	0	0	102	0	102	
BETTER FOR LESS	111	73	250	139	0	0	(139)	(139)	111	73	111	0	0	0	
PERFORMANCE & INTELLIGENCE	486	254	444	(43)	(493)	(368)	(495)	(1)	(7)	(114)	(51)	(44)	0	(44)	
BFL COMMUNITY HUB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BUSINESS & ADMIN SUPPORT	2,594	1,296	2,449	(145)	(2,613)	(2,197)	(2,640)	(27)	(18)	(901)	(190)	(172)	0	(172)	
<b>Total COMMUNICATIONS &amp; IMPROVEMENT</b>	<b>4,144</b>	<b>2,621</b>	<b>4,512</b>	<b>368</b>	<b>(4,219)</b>	<b>(3,419)</b>	<b>(4,555)</b>	<b>(336)</b>	<b>(75)</b>	<b>(798)</b>	<b>(43)</b>	<b>33</b>	<b>0</b>	<b>33</b>	
<b>DEMOCRACY &amp; GOVERNANCE :</b>															
DEMOCRATIC SERVICES MANAGER	800	453	779	(21)	(44)	0	(44)	0	756	453	735	(21)	0	(21)	
HEAD OF CUSTOMER CONTACT	5,989	3,546	5,847	(142)	(6,123)	(2,846)	(6,375)	(252)	(134)	700	(528)	(394)	0	(394)	
MEMBERS & ELECTIONS	1,562	1,666	2,085	523	(148)	(8)	(751)	(603)	1,414	1,658	1,335	(80)	0	(80)	
REGISTRATION & BEREAVEMENT	2,260	1,285	2,275	14	(2,533)	(2,060)	(2,726)	(194)	(272)	(776)	(452)	(179)	0	(179)	
VACANCY SAVINGS CF D&G	(154)	0	0	154	0	0	0	0	(154)	0	0	154	0	154	
<b>Total DEMOCRACY &amp; GOVERNANCE</b>	<b>10,456</b>	<b>6,950</b>	<b>10,986</b>	<b>529</b>	<b>(8,847)</b>	<b>(4,914)</b>	<b>(9,895)</b>	<b>(1,049)</b>	<b>1,609</b>	<b>2,036</b>	<b>1,090</b>	<b>(519)</b>	<b>0</b>	<b>(519)</b>	
<b>LEGAL CONTRACTS &amp; PROPERTY :</b>															
CATEGORY MANAGEMENT	796	442	749	(47)	(792)	(553)	(803)	(12)	4	(112)	(54)	(59)	0	(59)	
LEGAL SERVICES	2,110	1,592	2,685	575	(2,112)	(1,693)	(2,412)	(300)	(2)	(101)	274	275	0	275	
MEDWAY NORSE	5,910	3,684	6,287	378	(4,736)	(3,135)	(5,114)	(378)	1,173	549	1,173	0	0	0	
PROPERTY AND CAPITAL PROJECTS	4,518	2,347	4,439	(79)	(5,885)	(3,370)	(5,955)	(70)	(1,367)	(1,023)	(1,516)	(149)	0	(149)	
VACANCY SAVINGS H&CS	(91)	0	0	91	0	0	0	0	(91)	0	0	91	0	91	
<b>Total LEGAL CONTRACTS &amp; PROPERTY</b>	<b>13,244</b>	<b>8,064</b>	<b>14,161</b>	<b>917</b>	<b>(13,526)</b>	<b>(8,751)</b>	<b>(14,284)</b>	<b>(759)</b>	<b>(282)</b>	<b>(686)</b>	<b>(124)</b>	<b>158</b>	<b>0</b>	<b>158</b>	

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's			
<b>ORGANISATIONAL SERVICES :</b>														
ADULT EDUCATION	2,755	1,470	2,455	(300)	(2,938)	(1,630)	(2,281)	657	(182)	(160)	174	357	0	357
ICT MANAGER	4,268	3,103	4,697	429	(4,217)	(3,143)	(4,742)	(525)	51	(39)	(44)	(96)	0	(96)
PERSONNEL SERVICES	5,234	3,631	4,118	(1,116)	(6,077)	(3,199)	(5,052)	1,025	(843)	433	(934)	(91)	0	(91)
VACANCY SAVINGS OS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total ORGANISATIONAL SERVICES</b>	<b>12,258</b>	<b>8,205</b>	<b>11,271</b>	<b>(987)</b>	<b>(13,232)</b>	<b>(7,971)</b>	<b>(12,075)</b>	<b>1,157</b>	<b>(974)</b>	<b>233</b>	<b>(804)</b>	<b>170</b>	<b>0</b>	<b>170</b>
<b>Report Total</b>	<b>158,000</b>	<b>102,827</b>	<b>157,758</b>	<b>(242)</b>	<b>(150,746)</b>	<b>(106,431)</b>	<b>(150,738)</b>	<b>8</b>	<b>7,254</b>	<b>(3,605)</b>	<b>7,019</b>	<b>(234)</b>	<b>0</b>	<b>(234)</b>

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's			
<b>BFL SAVINGS</b>														
<b>BFL SAVINGS :</b>														
BFL SAVINGS	(450)	0	(100)	350	0	0	0	0	(450)	0	(100)	350	0	350
<b>Total BFL SAVINGS</b>	<b>(450)</b>	<b>0</b>	<b>(100)</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(450)</b>	<b>0</b>	<b>(100)</b>	<b>350</b>	<b>0</b>	<b>350</b>
<b>CATEGORY MGMNT SAVINGS</b>														
<b>CATEGORY MGMNT SAVINGS :</b>														
CATEGORY MGMNT SAVINGS	(1,070)	0	(45)	1,025	0	0	0	0	(1,070)	0	(45)	1,025	0	1,025
<b>Total CATEGORY MGMNT SAVINGS</b>	<b>(1,070)</b>	<b>0</b>	<b>(45)</b>	<b>1,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,070)</b>	<b>0</b>	<b>(45)</b>	<b>1,025</b>	<b>0</b>	<b>1,025</b>
<b>INTEREST &amp; FINANCING</b>														
<b>INTEREST &amp; FINANCING :</b>														
INTEREST & FINANCING	16,956	6,243	13,665	(3,291)	(3,712)	(206)	(4,336)	(624)	13,244	6,037	9,329	(3,915)	0	(3,915)
<b>Total INTEREST &amp; FINANCING</b>	<b>16,956</b>	<b>6,243</b>	<b>13,665</b>	<b>(3,291)</b>	<b>(3,712)</b>	<b>(206)</b>	<b>(4,336)</b>	<b>(624)</b>	<b>13,244</b>	<b>6,037</b>	<b>9,329</b>	<b>(3,915)</b>	<b>0</b>	<b>(3,915)</b>
<b>LEVIES</b>														
<b>LEVIES :</b>														
LEVIES	1,071	465	1,130	59	(33)	(24)	(33)	0	1,039	440	1,097	59	0	59
<b>Total LEVIES</b>	<b>1,071</b>	<b>465</b>	<b>1,130</b>	<b>59</b>	<b>(33)</b>	<b>(24)</b>	<b>(33)</b>	<b>0</b>	<b>1,039</b>	<b>440</b>	<b>1,097</b>	<b>59</b>	<b>0</b>	<b>59</b>
<b>MEDWAY NORSE PROFIT SHARE</b>														
<b>MEDWAY NORSE PROFIT SHARE :</b>														
MEDWAY NORSE PROFIT SHARE	0	0	0	0	(263)	347	(183)	80	(263)	347	(183)	80	0	80
<b>Total MEDWAY NORSE PROFIT SHARE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(263)</b>	<b>347</b>	<b>(183)</b>	<b>80</b>	<b>(263)</b>	<b>347</b>	<b>(183)</b>	<b>80</b>	<b>0</b>	<b>80</b>
<b>Report Total</b>	<b>16,506</b>	<b>6,707</b>	<b>14,650</b>	<b>(1,857)</b>	<b>(4,007)</b>	<b>116</b>	<b>(4,551)</b>	<b>(544)</b>	<b>12,499</b>	<b>6,824</b>	<b>10,099</b>	<b>(2,400)</b>	<b>0</b>	<b>(2,400)</b>

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's	
	Expenditure Budget £000's	Actual To Date £000's	Forecast Expenditure £000's	Forecast Variance £000's	Income Budget £000's	Actual to Date £000's	Forecast Income £000's	Forecast Variance £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's				
<b>PUBLIC HEALTH</b>															
<b>PUBLIC HEALTH :</b>															
PH MANAGEMENT	1,676	1,186	1,729	53	0	(13)	(53)	(53)	1,676	1,173	1,676	0	0	0	0
PH COMMISSIONING	6,251	3,315	6,323	72	0	(126)	(72)	(72)	6,251	3,189	6,251	0	0	0	0
BUSINESS DEVELOPMENT	576	399	576	0	0	0	0	0	576	399	576	0	0	0	0
DAAT	2,634	1,934	2,634	0	(59)	(59)	(59)	0	2,575	1,875	2,575	0	0	0	0
HEALTH IMPROVEMENT PROGRAMMES	881	728	1,079	197	0	0	(197)	(197)	881	728	881	0	0	0	0
CHLAMYDIA SCREENING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
STOP SMOKING SERVICES	576	375	586	11	0	(11)	(11)	(11)	576	364	576	0	0	0	0
SUPPORTING HEALTHY WEIGHT	1,179	853	1,271	93	0	(31)	(93)	(93)	1,179	822	1,179	0	0	0	0
<b>Total PUBLIC HEALTH</b>	<b>13,773</b>	<b>8,789</b>	<b>14,199</b>	<b>425</b>	<b>(59)</b>	<b>(239)</b>	<b>(484)</b>	<b>(425)</b>	<b>13,714</b>	<b>8,550</b>	<b>13,714</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Report Total</b>	<b>13,773</b>	<b>8,789</b>	<b>14,199</b>	<b>425</b>	<b>(59)</b>	<b>(239)</b>	<b>(484)</b>	<b>(425)</b>	<b>13,714</b>	<b>8,550</b>	<b>13,714</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>