

CABINET

9 AUGUST 2016

REVENUE BUDGET MONITORING 2016/2017 – QUARTER 1

Portfolio Holder: Councillor Alan Jarrett, Leader
Report from: Phil Watts, Chief Finance Officer
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Summary

This report details the revenue budget forecasts as at the end of June 2016.

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.

2. Background

- 2.1. At its meeting on 25 February 2016, the Council set a budget requirement of £322.951m for 2016/17, whilst Council Tax was increased by 3.995%. Since this time there have been a number of budget adjustments to increase the figure to £323.345m, largely covered by an increase to the public health grant.
- 2.2. This represents the first quarter revenue budget monitoring, 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, items of growth or savings agreed as part of the budget build, 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 at Appendices 1 - 4. 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 2016/17

- 3.1 It can be seen from Table 1 that, after agreed management action, the forecast outturn for 2016/17 is estimated at £4.37m. Further management action plans are being formulated by directorate management teams and it is anticipated that this figure will be mitigated further as the year progresses.

Table 1: Monitoring Summary

Directorate	Budget 2016/17 £000s	Forecast variance £000s	Proposed action £000s	Adjusted variance £000s
Children and Adult Services:				
- Children's	35,319.2	2,703.0	(1,297.0)	1,406.0
- Adults	65,033.9	2,549.0	(1,260.0)	1,289.0
- Inclusion, Schools related budgets & Management	134,816.1	1,404.9	0.0	1,404.9
Regen., Community, Env. & Transformation	55,998.0	1.0	0.0	1.0
Business Support Department	7,048.0	(18.0)	0.0	(18.0)
Public Health	15,124.8	0.0	0.0	0.0
Interest & Financing	9,617.7	(1.0)	0.0	(1.0)
Levies	1,038.5	74.1	0.0	74.1
Digital Transformation	(388.0)	218.0	0.0	218.0
Medway Norse Joint Venture	(263.0)	0.0	0.0	0.0
Budget Requirement	323,345.1	6,931.0	(2,557.0)	4,374.0
<i>Funded by:</i>				
Dedicated Schools Grant	(110,774.0)	0.0	0.0	0.0
Formula Grant	(28,373.8)	0.0	0.0	0.0
Business Rate Share	(43,035.0)	0.0	0.0	0.0
Council Tax	(102,798.6)	0.0	0.0	0.0
Public Health Grant	(18,118.0)	0.0	0.0	0.0
Specific Grants	(17,231.2)	0.0	0.0	0.0
Use of Reserves	(3,014.5)	0.0	0.0	0.0
Total Available Funding	(323,345.1)	0.0	0.0	0.0
Net Forecast Variance	0.0	6,931.0	(2,557.0)	4,374.0

4. Children and Adult Services (Appendix 1)

4.1 The directorate originally forecast a £6.6m overspend against its general fund budgets, however, after agreeing a range of management actions the adjusted forecast is an overspend of £4.1m. Appendix 1 shows a breakdown per service area.

4.2 Children's Social Care are forecasting an over spend of £1.4m The chief reasons for this continued pressure are as follows:

- External Placements are forecast to overspend by £900k mainly due to pressure on established Independent Fostering Agency placements and residential provision. These overspends are offset by an underspend on Care Leavers of £245k.
- Though the pressure is still great, there is now a greater challenge at the point of entry in attempts to control commitments. The monthly new cases of external placement commitments have decreased since January.
- There is a forecast overspend of £846k on Childrens' care staffing, due to continued agency cover for vacancies.
- There is a forecast overspend on legal costs of £769k due to costs relating to court fees, expert assessments, counsel fees along with other fees such as drug testing

and interpreting. Although legal costs are in excess of budget, the numbers of current legal cases has fallen from 117 in January to 73 currently. The yields from this decrease will be more apparent over time as cases work through the course of care proceedings.

- Overspend of £142k on S17 spend relating to accommodation for intentionally homeless families and interpreting costs.
- Overspend of £157k on other LAC costs relating to placement support costs and client expenses.
- Various other pressures represent the balance to demonstrate an initial forecast of £2.7m over-spend.

4.2.1 A plan of management action totalling £1.3m has been formulated to reduce the Children's Care overspend from £2.7m to £1.4m

- There is action to reduce the external placements overspend by £550k through step down/migration of children from residential placements to either IFA placements, Supported Accommodation placements or the child moving home.
- Management action to reduce the agency forecast by £250k through reducing the number of agency staff as the new structure comes in to effect in September.
- The troubled families grant, held as an earmarked reserve, is being used to address pressure due to delays in implementing the staffing restructure, £0.5m.

4.3 **For Adult Social Care services are forecasting an over spend of £1.3m. The major issue is the delay being reported in delivering the service diagnostic savings built into the budget for 2016/17, i.e. £2.2m. The major variances are as follows:**

- Older People services are reporting an under-spend of approximately £400k, largely due to income being higher than budgeted levels and a reduction in the number of care packages since budget setting.
- Disability Services remain the biggest pressure area and are forecasting an overspend of £2,503k.
 - Supported Living is forecasting an overspend of £717k due to assumed impact of Newton Europe diagnostic work taking longer to realise than anticipated.
 - Residential is forecasting an overspend of £1,301k. £600k due to assumed impact of Newton Europe diagnostic work taking longer to realise than anticipated, £586k in respect of 38/52 week educational placements previously funded from High Needs Block, £222k due to increased/new packages.
 - Direct payments are forecasting an overspend of £328k due to the cost of new packages, full year effect of some placements made in latter part of 2014/15 and the impact of ILF changes impact.
 - Home care is forecasting an overspend of £185k. This is due to a combination of new packages some of which are due to Home First scheme and also increase in cost of packages due to living wage.
 - £107k overspend in relating to agency cover for Social work posts.
- There is a £352k overspend relating to QA and safeguarding based on agency cover for IRO vacancies and in relation to a significant joint investigation with the Police requiring additional LADO support
- There is a £321k overspend on Mental Health Services, Residential/Nursing Care is forecast to overspend by £310k due to 2 high cost placements which have remained in current placements longer than anticipated. There has also been a net increase in placement numbers from the point of budget build.

4.3.1 A plan of management action totalling £1.26m has been formulated to reduce the Deputy Director overspend from £2,549k to £1,289k.

- Establish a quality monitoring panel across all services within Adult Care, this will be chaired by the Interim AD Social Care, this will ensure consistency of Care Act Thresholds are applied, an asset based approach to meeting assessed needs, exploration of alternative ways to meet needs and ensure Best Value is gained. £100k savings is forecast
- Establish a review team which will target areas of high cost spend, consider if the current package of care appropriately meets the needs of services users and identifies ways in which individual independence can be enhanced through alternative provision, telecare etc. £1,060k of savings are anticipated.
- A review of commissioning activity, negotiation of rates, managing voids, etc. saving £100k.
- Exploration of community health care opportunities where appropriate. Estimate of yields to follow at round 2 monitor.

4.4 Directorate Management Team (£208k overspend)

4.4.1 This pressure relates to the number of senior vacant posts and the associated costs of secondments and agency staff used to cover them. Current vacant posts include the C&A Director - although this post is filled by an internal secondment, the effect of the back filling process across the management team in general is causing pressure.

4.5 Inclusion and Improvement (£1.2m overspend)

4.5.1 This division is forecasting to overspend by £703k (net) of which £438k relates to underspends on ring fenced dedicated schools grant (DSG) cost centres – which will be added back to the DSG reserve - and £1,201k relates to overspends on Medway Council funded costs centres. The two main areas of overspend are:

- £238k on the Integrated Youth Support Service.
- £963k on SEN transport.

4.5.2 SEN transport is transporting 1,023 pupils across 144 routes of which 70 are single routes and 11 new routes have been introduced since March 2016. The current forecast anticipates an increase of £220,000 when compared to last year's outturn but an overspend of £963k when compared to the budget.

4.5.3 Integrated Youth Support Service are forecasting to overspend by £238k mainly due a delay in the outsourcing of the IYSS service. The budget build process assumed the outsourcing programme could be accelerated to start from December, however due to statute timescales this accelerated programme is not achievable and the IYSS is expected to be outsourced from January 2017.

4.5.4 The forecast underspends of £433k on the SEN and alternative provision high needs budgets will be added back to the Dedicated Schools Grant Reserve code at the end of the financial year. Table 2 below shows the position of the DSG reserve at the end of the financial year.

Table 2 – DSG Accounting

	<u>Current Budget £000's</u>	<u>Forecast Outturn £000's</u>	<u>Forecast Over/(Und er) £000's</u>	<u>Contribution s (from)/to the DSG reserve £000's</u>	<u>GF Over/(Unde r) £000's</u>
DIRECTORATE MANAGEMENT TEAM					
DIRECTORATE MANAGEMENT TEAM	643	851	208	0	208
Total DIRECTORATE MANAGEMENT TEAM	643	851	208	0	208
PARTNERSHIP COMMISSIONING :					
COMMISSIONING MANAGEMENT TEAM	240	337	97	0	97
BUSINESS SUPPORT & COMMISSIONING	2,727	2,660	(67)	0	(67)
SCH ORGANISATION & STUDENT SERVICES	1,882	1,892	11	(5)	6
SCH SERV, QUALITY & COMMISSION	260	242	(18)	0	(18)
Total PARTNERSHIP COMMISSIONING	5,109	5,131	25	(5)	20
INCLUSION & SCHOOL IMPROVEMENT :					
EARLY YEARS	18,899	18,903	4	5	9
YOUTH SERVICE	2,169	2,408	239	0	239
INCLUSION MANAGEMENT TEAM	372	280	(92)	99	7
SCHOOL CHALLENGE & IMPROVEMENT	956	913	(43)	0	(43)
HEALTH & INCLUSIONS	621	586	(36)	0	(36)
PSYCHOLOGY & SEN	27,859	27,525	(334)	334	0
SEN TRANSPORT	4,095	5,059	964	0	964
Total INCLUSION & SCHOOL IMPROVEMENT	54,971	55,674	702	438	1,140
SCH RETAINED FUNDING & GRANTS :					
FINANCE PROVISIONS	568	1,159	591	(591)	0
HR PROVISIONS	618	656	37	0	37
SCHOOL GRANTS	72,907	72,315	(591)	591	0
Total SCH RETAINED FUNDING & GRANTS	74,093	74,130	37	0	37
Sub - Total	134,816	135,786	972	433	1,405
DSG CONTRIBUTIONS TO OTHER DIVISIONS WITHIN C & A					0
DSG Total	134,816	135,786	972	433	1,405

5. Regeneration, Community, Environment and Transformation (Appendix 2)

5.1 The Directorate is forecasting an overspend of £219k. The main issues are as follows:

- **Front line services** – Service pressures are reported as a result of difficulties in meeting the half year effect of agreed savings in creating new controlled parking zones and yielding the income as a result of new parking permit schemes. These pressures are being managed within the service.
- **Physical & Cultural Regeneration** - Leisure services are forecasting pressure mainly due to reduced income levels resulting from external competition, theatres and events are showing pressure of due to staffing pressures and income shortfalls. The Strategic Housing Service is forecasting pressure within the temporary accommodation budget but offset by staff vacancies and projected income gains. Regeneration Delivery are forecasting an overspend due to underachievement of market income plus other income shortfalls as customer competition strengthens.
- **'Digitalisation'** – the agreed savings target of £638k has already been reduced to £388k as £250k of savings have been realised from printing budgets. It is expected that a further £170k of savings will be made this year leaving a pressure of £218k.

- 5.2 The service pressures are being managed to deliver a near break-even position aside of the digitalisation pressure itemised above.
- 5.3 Members are asked to note that the introduction of a streetworks permit scheme will yield £125k within the final quarter of the year. To achieve this commencement date officers will be recommending the use of Council urgency powers to approve the scheme fees and charges in November 2016 following the conclusion of consultation in October. This additional income is factored into the forecast.

6. Housing Revenue Account

- 6.1 The Housing Revenue Account (HRA) is showing a projected outturn of £1.3m surplus, which is a favourable variance of £492k when compared to the budgeted projected surplus of £808k, this mainly because of staff vacancies, treasury management gains and capital financing proposals.

7. Business Support (Appendix 3)

- 7.1 BSD is forecasting a small under spend of £18k, however there is an overspend forecast of £74k against the levies budget as part of a contract with KCC.

8. Public Health (Appendix 4)

- 8.1 The Public Health Grant receivable for 2016/17 is £18.118m, the budget across the council is detailed below:-

Directorate	£m
Public Health	14.650
RCET	1.130
C&A	1.660
BSD	0.678
Total	18.118

- 8.2 As the grant is ring-fenced, any underspends are offset by contributions to the Public Health Reserve for investment in future financial years.

9. Planned Use of Reserves

- 9.1 The agreed budget utilises £2.7m to fund various revenue and capital projects. NDR appeals provision of £2.65m is funded from reserves as well as the annual free Christmas parking cost of £50k.

10. Conclusions

- 10.1. The first round of monitoring returns received from budget managers predicted a potential overspend of £6.9m for non-DSG services, although planned management action should reduce this to £4.4m. The first round is generally the most pessimistic forecast of the year and directorate management teams will continue to identify measures to contain expenditure within the overall budget.

11. Financial and legal implications

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

12. Recommendation

- 12.1. Cabinet are requested to note the result of the first round of revenue monitoring for 2016/17 and to agree the forecast position and proposed management action.

13. Suggested Reasons for Decision

- 13.1 Cabinet has the responsibility to ensure effective budgetary control to contain expenditure within the approved limits set by Council

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Appendices

- Appendix 1 Children and Adults Services
Appendix 2 Regeneration, Culture, Environment and Transformation
Appendix 3 Business Support
Appendix 4 Public Health

Background papers

Revenue budget approved by Council 25 February 2016 – item 787 refers
<http://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MId=3245&Ver=4>

	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			
CHILDREN AND ADULTS														
CHILDRENS' CARE :														
LOOKED AFTER CHILD AND PROCEED	26,630	5,167	29,712	3,082	(226)	(182)	(1,091)	(865)	26,404	4,984	28,621	2,217	(695)	1,522
CHILDRENS ADVICE AND DUTY	2,745	590	2,883	138	0	(3)	0	0	2,745	587	2,883	138	(402)	(264)
CHILD IN NEED & CHILD PROTECT	2,611	553	2,977	365	0	0	0	0	2,611	553	2,977	365	(200)	165
CHILDRENS CARE MANAGEMENT	1,727	338	1,715	(12)	0	0	0	0	1,727	338	1,715	(12)	0	(12)
EARLY HELP	2,628	453	3,132	504	(1,372)	(1,213)	(1,876)	(504)	1,257	(761)	1,256	0	0	0
CAMHS	645	99	896	251	(70)	0	(327)	(257)	575	99	569	(6)	0	(6)
Total CHILDRENS' CARE	36,987	7,199	41,316	4,329	(1,668)	(1,398)	(3,294)	(1,626)	35,319	5,801	38,022	2,703	(1,297)	1,406
DEP DIRECTOR - CHILD & ADULTS :														
DEPUTY DIRECTOR	16,141	3,407	16,414	273	(18,209)	(4,061)	(18,240)	(31)	(2,068)	(655)	(1,825)	242	0	242
HEAD OF ADULT SOCIAL CARE & SO	28,235	6,166	28,103	(131)	(8,578)	(1,419)	(8,854)	(276)	19,656	4,747	19,250	(407)	(225)	(632)
SOCIAL CARE BUSINESS MANAGER	4,700	975	4,730	29	(681)	(43)	(721)	(40)	4,020	932	4,009	(11)	0	(11)
DISABILITY SERVICES	40,970	10,771	43,446	2,476	(2,899)	(357)	(2,973)	(74)	38,071	10,413	40,473	2,403	(960)	1,443
MENTAL HEALTH	5,560	1,221	5,973	413	(205)	(86)	(296)	(92)	5,355	1,136	5,676	321	(75)	246
Total DEP DIRECTOR - CHILD & ADULTS	95,605	22,540	98,666	3,060	(30,571)	(5,967)	(31,083)	(512)	65,034	16,573	67,583	2,549	(1,260)	1,289
DIRECTORATE MANAGEMENT TEAM :														
DIRECTORATE MANAGEMENT TEAM	722	393	930	208	(79)	0	(79)	0	643	393	851	208	0	208
Total DIRECTORATE MANAGEMENT TEAM	722	393	930	208	(79)	0	(79)	0	643	393	851	208	0	208
INCLUSION & SCHOOL IMPROVEMENT :														
EARLY YEARS	19,267	4,512	19,272	5	(368)	(216)	(369)	0	18,899	4,296	18,903	4	0	4
YOUTH SERVICE	3,293	767	3,419	125	(1,124)	(65)	(1,011)	113	2,169	702	2,408	239	0	239
INCLUSION MANAGEMENT TEAM	417	94	405	(12)	(45)	(24)	(124)	(79)	372	69	281	(91)	0	(91)
SCHOOL CHALLENGE & IMPROVEMENT	1,063	177	1,066	3	(107)	(94)	(152)	(45)	956	83	914	(42)	0	(42)
HEALTH & INCLUSIONS	664	164	770	106	(42)	(28)	(184)	(142)	622	137	587	(35)	0	(35)
PSYCHOLOGY & SEN	32,658	6,701	33,441	783	(705)	96	(858)	(153)	31,953	6,797	32,582	629	0	629
Total INCLUSION & SCHOOL IMPROVEMENT	57,363	12,414	58,372	1,009	(2,391)	(331)	(2,698)	(306)	54,971	12,083	55,674	703	0	703
PARTNERSHIP COMMISSIONING :														
COMMISSIONING MANAGEMENT TEAM	344	77	470	126	(105)	0	(134)	(29)	240	77	337	97	0	97
BUSINESS SUPPORT & COMMISSIONI	3,448	647	3,420	(27)	(719)	(9)	(759)	(40)	2,728	637	2,661	(67)	0	(67)
SCH ORGANISATION & STUDENT SER	2,113	507	2,144	32	(231)	(28)	(251)	(20)	1,882	479	1,893	11	0	11
SCH SERV, QUALITY & COMMISSION	1,465	313	1,331	(134)	(1,205)	(390)	(1,089)	116	260	(77)	242	(18)	0	(18)
Total PARTNERSHIP COMMISSIONING	7,369	1,544	7,366	(4)	(2,260)	(427)	(2,233)	27	5,109	1,117	5,132	23	0	23

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	<u>Expenditure Budget £000's</u>	<u>Actual To Date £000's</u>	<u>Forecast Expenditure £000's</u>	<u>Forecast Variance £000's</u>	<u>Income Budget £000's</u>	<u>Actual to Date £000's</u>	<u>Forecast Income £000's</u>	<u>Forecast Variance £000's</u>	<u>Current Budget £000's</u>	<u>Actual to Date £000's</u>	<u>Forecast Outturn £000's</u>			
SCH RETAINED FUNDING & GRANTS :														
FINANCE PROVISIONS	569	506	1,160	591	0	0	0	0	569	506	1,160	591	0	591
HR PROVISIONS	1,045	212	876	(170)	(428)	(285)	(220)	207	618	(73)	656	38	0	38
SCHOOL GRANTS	72,966	11,262	74,829	1,863	(60)	(190)	(2,514)	(2,454)	72,906	11,072	72,315	(591)	0	(591)
Total SCH RETAINED FUNDING & GRANTS	74,580	11,979	76,864	2,284	(487)	(474)	(2,734)	(2,247)	74,093	11,505	74,130	38	0	38
SCHOOLS :														
SCHOOLS FUNDING	0	0	433	433	0	0	0	0	0	0	433	433	0	433
Total SCHOOLS	0	0	433	433	0	0	0	0	0	0	433	433	0	433
Report Total	272,626	56,070	283,946	11,320	(37,457)	(8,597)	(42,120)	(4,663)	235,169	47,472	241,826	6,657	(2,557)	4,100

	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			
REGENERATION, COMMUNITY & TRAN														
DIRECTOR'S OFFICE :														
DIRECTOR'S OFFICE	1,346	168	1,338	(8)	(1,115)	(13)	(1,108)	7	231	155	230	0	0	0
Total DIRECTOR'S OFFICE	1,346	168	1,338	(8)	(1,115)	(13)	(1,108)	7	231	155	230	0	0	0
FRONT LINE SERVICES :														
FRONT LINE SERVICES SUPPORT	1,238	104	1,180	(58)	(1,135)	(32)	(1,091)	44	103	72	89	(14)	0	(14)
HIGHWAYS	7,485	1,327	7,089	(396)	(1,612)	(291)	(1,216)	396	5,873	1,036	5,873	0	0	0
PARKING SERVICES	5,156	1,073	5,156	0	(8,250)	(1,574)	(8,255)	(5)	(3,094)	(501)	(3,099)	(5)	0	(5)
WASTE SERVICES	25,541	5,281	25,526	(15)	(4,961)	(1,579)	(5,061)	(99)	20,580	3,702	20,465	(115)	0	(115)
SAFER COMMUNITIES	4,201	975	4,088	(113)	(758)	(69)	(731)	27	3,443	906	3,357	(86)	0	(86)
INTEGRATED TRANSPORT	9,054	2,564	9,063	9	(1,791)	(543)	(1,800)	(9)	7,262	2,021	7,262	0	0	0
CCTV & LIFELINE	907	926	907	0	(717)	(167)	(717)	0	190	759	190	0	0	0
REGISTRATION & BEREAVEMENT	2,263	487	2,295	33	(2,709)	(841)	(2,846)	(138)	(446)	(353)	(551)	(105)	0	(105)
GREENSPACES	4,525	305	4,527	2	(289)	(52)	(289)	0	4,236	253	4,237	2	0	2
Total FRONT LINE SERVICES	60,368	13,042	59,830	(538)	(22,222)	(5,148)	(22,007)	215	38,147	7,894	37,823	(323)	0	(323)
PHYSICAL & CULTURAL REGEN :														
LEISURE & CULTURE MANAGEMENT	707	1	416	(291)	(5)	0	0	5	702	0	416	(285)	0	(285)
SPORT,LEISURE,TOURISM,HERITAGE	8,462	1,847	8,298	(165)	(4,900)	(1,440)	(4,735)	165	3,563	407	3,563	0	0	0
FESTIVAL,ARTS,THEATRES,EVENTS	3,057	1,320	3,175	117	(1,608)	(1,423)	(1,520)	88	1,449	(103)	1,654	205	0	205
PHYSICAL&CULTURAL REG SUPPORT	208	71	238	30	(80)	0	(75)	5	128	70	163	35	0	35
PLANNING	2,597	579	2,807	210	(1,371)	(470)	(1,535)	(164)	1,226	109	1,273	46	0	46
REGENERATION DELIVERY	2,228	441	2,613	385	(1,103)	(363)	(1,488)	(385)	1,125	78	1,125	0	0	0
SOUTH THAMES GATEWAY PARTNERSH	145	74	145	0	0	0	0	0	145	74	145	0	0	0
STRATEGIC HOUSING	6,397	2,100	7,743	1,346	(1,157)	(529)	(2,308)	(1,152)	5,240	1,571	5,434	194	0	194
PHYSICAL REGENERATION	133	56	44	(89)	(149)	0	0	149	(16)	56	44	60	0	60
Total PHYSICAL & CULTURAL REGEN	23,934	6,489	25,479	1,545	(10,373)	(4,225)	(11,662)	(1,289)	13,561	2,264	13,818	257	0	257
TRANSFORMATION :														
DIGITALISATION SAVINGS	(388)	0	(170)	218	0	0	0	0	(388)	0	(170)	218	0	218
COMMUNICATIONS	995	335	1,181	186	(1,037)	(63)	(1,197)	(160)	(42)	272	(16)	26	0	26
HEAD OF TRANSFORMATION	(98)	45	(98)	0	0	0	0	0	(98)	45	(98)	0	0	0
ICT DEVELOPMENT	4,753	1,557	4,830	77	(4,668)	3	(4,662)	6	85	1,560	168	83	0	83
RCC PERFORM AND INTELL HUB	288	44	289	0	(291)	0	(291)	0	(3)	44	(2)	0	0	0
CORP PERFORMNCE & INTELLIGENCE	502	139	507	5	(477)	(2)	(480)	(2)	24	136	28	3	0	3
CC, COMM HUBS, LIBS & ADULT ED	11,292	3,101	12,520	1,228	(7,168)	(802)	(8,314)	(1,146)	4,124	2,299	4,206	82	0	82

	Expenditure				Income				Net			Forecast Over/(Under) £000's	Mgement Action £000's	Revised Var £000's
	<u>Expenditure Budget £000's</u>	<u>Actual To Date £000's</u>	<u>Forecast Expenditure £000's</u>	<u>Forecast Variance £000's</u>	<u>Income Budget £000's</u>	<u>Actual to Date £000's</u>	<u>Forecast Income £000's</u>	<u>Forecast Variance £000's</u>	<u>Current Budget £000's</u>	<u>Actual to Date £000's</u>	<u>Forecast Outturn £000's</u>			
ADMINISTRATION	2,394	480	2,267	(127)	(2,424)	(13)	(2,424)	0	(30)	466	(157)	(127)	0	(127)
Total TRANSFORMATION	19,739	5,700	21,326	1,587	(16,066)	(877)	(17,368)	(1,302)	3,672	4,823	3,958	285	0	285
Report Total	105,387	25,399	107,973	2,586	(49,776)	(10,263)	(52,144)	(2,368)	55,610	15,136	55,829	219	0	219

	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			
BUSINESS SUPPORT														
CENTRAL FINANCE :														
INTERNAL AUDIT & COUNTER FRAUD	671	195	674	3	(767)	(57)	(773)	(6)	(96)	138	(99)	(3)	0	(3)
RURAL LIAISON GRANTS	75	73	73	(2)	0	0	0	0	75	73	73	(2)	0	(2)
CORPORATE MANAGEMENT	4,034	845	3,943	(91)	(901)	(16)	(917)	(16)	3,133	829	3,026	(107)	0	(107)
FINANCE STRATEGY	1,108	342	1,103	(5)	(1,069)	(21)	(1,096)	(28)	40	321	7	(33)	0	(33)
REVENUES & BENEFITS	109,958	30,975	109,919	(40)	(106,631)	(33,153)	(106,565)	66	3,327	(2,177)	3,353	26	0	26
FINANCE OPERATIONS	1,136	177	1,094	(42)	(1,277)	0	(1,277)	0	(140)	177	(182)	(42)	0	(42)
Total CENTRAL FINANCE	116,983	32,608	116,805	(178)	(110,645)	(33,248)	(110,629)	17	6,338	(640)	6,177	(161)	0	(161)
DEMOCRACY & GOVERNANCE :														
DEMOCRATIC SERVICES MANAGER	734	191	729	(5)	(44)	0	(44)	0	690	191	686	(5)	0	(5)
MEMBERS & ELECTIONS	1,568	974	1,802	234	(148)	(542)	(448)	(300)	1,420	432	1,354	(66)	0	(66)
VACANCY SAVINGS CF D&G	(23)	0	(23)	0	0	0	0	0	(23)	0	(23)	0	0	0
Total DEMOCRACY & GOVERNANCE	2,279	1,165	2,509	230	(191)	(542)	(492)	(300)	2,088	623	2,017	(71)	0	(71)
LEGAL CONTRACTS & PROPERTY :														
CATEGORY MANAGEMENT	748	148	707	(41)	(1,303)	(9)	(1,262)	41	(555)	139	(555)	0	0	0
LEGAL SERVICES	2,428	739	2,499	71	(2,388)	(200)	(2,418)	(29)	40	539	82	42	0	42
MEDWAY NORSE	6,158	557	6,117	(42)	(4,624)	(123)	(4,619)	6	1,534	434	1,498	(36)	0	(36)
PROPERTY AND CAPITAL PROJECTS	4,340	1,230	4,340	0	(5,925)	(567)	(5,864)	61	(1,585)	663	(1,524)	61	0	61
VACANCY SAVINGS H&CS	(91)	0	0	91	0	0	0	0	(91)	0	0	91	0	91
Total LEGAL CONTRACTS & PROPERTY	13,583	2,674	13,662	79	(14,241)	(899)	(14,162)	79	(658)	1,775	(499)	158	0	158
ORGANISATIONAL SERVICES :														
HR & ORGANISATION SERVICE	5,031	1,080	3,437	(1,595)	(5,752)	(823)	(4,102)	1,650	(720)	257	(665)	55	0	55
Total ORGANISATIONAL SERVICES	5,031	1,080	3,437	(1,595)	(5,752)	(823)	(4,102)	1,650	(720)	257	(665)	55	0	55
Report Total	137,876	37,528	136,413	(1,463)	(130,829)	(35,512)	(129,384)	1,445	7,048	2,015	7,029	(18)	0	(18)

	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			
PUBLIC HEALTH														
PUBLIC HEALTH :														
PH MANAGEMENT	1,468	266	1,488	20	(290)	(291)	(310)	(20)	1,178	(25)	1,178	0	0	0
PH COMMISSIONING	8,643	1,535	8,730	86	0	(208)	(86)	(86)	8,643	1,327	8,643	0	0	0
BUSINESS DEVELOPMENT	504	97	504	0	0	1	0	0	504	97	504	0	0	0
DAAT	2,383	411	2,383	0	(59)	0	(59)	0	2,324	411	2,324	0	0	0
HEALTH IMPROVEMENT PROGRAMMES	853	162	891	38	0	0	(38)	(38)	853	162	853	0	0	0
CHLAMYDIA SCREENING	0	0	0	0	0	0	0	0	0	0	0	0	0	0
STOP SMOKING SERVICES	508	97	508	0	0	0	0	0	508	97	508	0	0	0
SUPPORTING HEALTHY WEIGHT	1,114	184	1,119	5	0	(5)	(5)	(5)	1,114	179	1,114	0	0	0
Total PUBLIC HEALTH	15,474	2,752	15,623	149	(349)	(503)	(498)	(149)	15,125	2,249	15,125	0	0	0
Report Total	15,474	2,752	15,623	149	(349)	(503)	(498)	(149)	15,125	2,249	15,125	0	0	0