

**BUSINESS SUPPORT**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**25 AUGUST 2016**

**REVENUE BUDGET MONITORING 2016/2017 – QUARTER 1**

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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.
- 1.2. The Overview and Scrutiny Committee has the responsibility to scrutinise performance and the budget strategy.

**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 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 £4.374. 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<br>2016/17<br>£000s | Forecast<br>variance<br>£000s | Proposed<br>action<br>£000s | Adjusted<br>variance<br>£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<br>budgets & Management | 134,816.1                  | 1,404.9                       | 0.0                         | 1,404.9                       |
| Regen., Community, Env. &<br>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                           |
| <b>Budget Requirement</b>                            | <b>323,345.1</b>           | <b>6,931.0</b>                | <b>(2,557.0)</b>            | <b>4,374.0</b>                |
| <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                           |
| <b>Total Available Funding</b>                       | <b>(323,345.1)</b>         | <b>0.0</b>                    | <b>0.0</b>                  | <b>0.0</b>                    |
| <b>Net Forecast Variance</b>                         | <b>0.0</b>                 | <b>6,931.0</b>                | <b>(2,557.0)</b>            | <b>4,374.0</b>                |

### 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.

|   | <u>Current Budget</u><br><u>£000's</u> | <u>Forecast Outturn</u><br><u>£000's</u> | <u>Forecast Over/(Under)</u><br><u>£000's</u> | <u>Contribution (from)/to the DSG reserve</u><br><u>£000's</u> | <u>GF Over/ (Under)</u><br><u>£000's</u> |
|---|--|--|---|--|--|
| <b>DIRECTORATE MANAGEMENT TEAM</b>                |  |  |   |  |  |
| DIRECTORATE MANAGEMENT TEAM                       | 643                                    | 851                                      | 208   | 0  | 208                                      |
| <b>Total DIRECTORATE MANAGEMENT TEAM</b>          | <b>643</b>                             | <b>851</b>                               | <b>208</b>                                    | <b>0</b>   | <b>208</b>                               |
| <b>PARTNERSHIP COMMISSIONING :</b>                |  |  |   |  |  |
| 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)                                     |
| <b>Total PARTNERSHIP COMMISSIONING</b>            | <b>5,109</b>                           | <b>5,131</b>                             | <b>25</b>                                     | <b>(5)</b>   | <b>20</b>                                |
| <b>INCLUSION &amp; SCHOOL IMPROVEMENT :</b>       |  |  |   |  |  |
| 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                                      |
| <b>Total INCLUSION &amp; SCHOOL IMPROVEMENT</b>   | <b>54,971</b>                          | <b>55,674</b>                            | <b>702</b>                                    | <b>438</b>   | <b>1,140</b>                             |
| <b>SCH RETAINED FUNDING &amp; GRANTS :</b>        |  |  |   |  |  |
| FINANCE PROVISIONS                                | 568                                    | 1,159                                    | 591   | (591)  | 0  |
| HR PROVISIONS                                     | 618                                    | 656                                      | 37  | 0  | 37                                       |
| SCHOOL GRANTS                                     | 72,907                                 | 72,315                                   | (591)   | 591  | 0  |
| <b>Total SCH RETAINED FUNDING &amp; GRANTS</b>    | <b>74,093</b>                          | <b>74,130</b>                            | <b>37</b>                                     | <b>0</b>   | <b>37</b>                                |
| <b>Sub - Total</b>                                | <b>134,816</b>                         | <b>135,786</b>                           | <b>972</b>                                    | <b>433</b>   | <b>1,405</b>                             |
| DSG CONTRIBUTIONS TO OTHER DIVISIONS WITHIN C & A |  |  |   |  | 0  |
| <b>DSG Total</b>                                  | <b>134,816</b>                         | <b>135,786</b>                           | <b>972</b>                                    | <b>433</b>   | <b>1,405</b>                             |

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 statue 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

### 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         |
| <b>Total</b>  | <b>18.118</b> |

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.
- 11.2. There are no legal implications arising directly from the contents of this report.

## **12. Recommendation**

- 12.1. The Committee is requested to note and comment on the result of the first round of revenue monitoring for 2016/17 and the forecast position and proposed management action.

### **Lead officer contact**

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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?CIId=122&MIId=3245&Ver=4>

Q1 Revenue monitoring to Cabinet on 9 August 2016  
<https://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=32342>





|   | 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                  | 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)                |  |
| <b>Total CHILDRENS' CARE</b>                    | <b>36,987</b>             | <b>7,199</b>          | <b>41,316</b>               | <b>4,329</b>             | <b>(1,668)</b>       | <b>(1,398)</b>        | <b>(3,294)</b>         | <b>(1,626)</b>           | <b>35,319</b>         | <b>5,801</b>          | <b>38,022</b>           | <b>2,703</b>                 | <b>(1,297)</b>        | <b>1,406</b>       |  |
| <b>DEP DIRECTOR - CHILD &amp; ADULTS :</b>      |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                |  |
| <b>Total DEP DIRECTOR - CHILD &amp; ADULTS</b>  | <b>95,605</b>             | <b>22,540</b>         | <b>98,666</b>               | <b>3,060</b>             | <b>(30,571)</b>      | <b>(5,967)</b>        | <b>(31,083)</b>        | <b>(512)</b>             | <b>65,034</b>         | <b>16,573</b>         | <b>67,583</b>           | <b>2,549</b>                 | <b>(1,260)</b>        | <b>1,289</b>       |  |
| <b>DIRECTORATE MANAGEMENT TEAM :</b>            |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| DIRECTORATE MANAGEMENT TEAM                     | 722                       | 393                   | 930                         | 208                      | (79)                 | 0                     | (79)                   | 0                        | 643                   | 393                   | 851                     | 208                          | 0                     | 208                |  |
| <b>Total DIRECTORATE MANAGEMENT TEAM</b>        | <b>722</b>                | <b>393</b>            | <b>930</b>                  | <b>208</b>               | <b>(79)</b>          | <b>0</b>              | <b>(79)</b>            | <b>0</b>                 | <b>643</b>            | <b>393</b>            | <b>851</b>              | <b>208</b>                   | <b>0</b>              | <b>208</b>         |  |
| <b>INCLUSION &amp; SCHOOL IMPROVEMENT :</b>     |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                |  |
| <b>Total INCLUSION &amp; SCHOOL IMPROVEMENT</b> | <b>57,363</b>             | <b>12,414</b>         | <b>58,372</b>               | <b>1,009</b>             | <b>(2,391)</b>       | <b>(331)</b>          | <b>(2,698)</b>         | <b>(306)</b>             | <b>54,971</b>         | <b>12,083</b>         | <b>55,674</b>           | <b>703</b>                   | <b>0</b>              | <b>703</b>         |  |
| <b>PARTNERSHIP COMMISSIONING :</b>              |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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)               |  |
| <b>Total PARTNERSHIP COMMISSIONING</b>          | <b>7,369</b>              | <b>1,544</b>          | <b>7,366</b>                | <b>(4)</b>               | <b>(2,260)</b>       | <b>(427)</b>          | <b>(2,233)</b>         | <b>27</b>                | <b>5,109</b>          | <b>1,117</b>          | <b>5,132</b>            | <b>23</b>                    | <b>0</b>              | <b>23</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>SCH RETAINED FUNDING &amp; GRANTS :</b>     |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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)              |  |
| <b>Total SCH RETAINED FUNDING &amp; GRANTS</b> | <b>74,580</b>             | <b>11,979</b>         | <b>76,864</b>               | <b>2,284</b>             | <b>(487)</b>         | <b>(474)</b>          | <b>(2,734)</b>         | <b>(2,247)</b>           | <b>74,093</b>         | <b>11,505</b>         | <b>74,130</b>           | <b>38</b>                    | <b>0</b>              | <b>38</b>          |  |
| <b>SCHOOLS :</b>                               |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| SCHOOLS FUNDING                                | 0                         | 0                     | 433                         | 433                      | 0                    | 0                     | 0                      | 0                        | 0                     | 0                     | 433                     | 433                          | 0                     | 433                |  |
| <b>Total SCHOOLS</b>                           | <b>0</b>                  | <b>0</b>              | <b>433</b>                  | <b>433</b>               | <b>0</b>             | <b>0</b>              | <b>0</b>               | <b>0</b>                 | <b>0</b>              | <b>0</b>              | <b>433</b>              | <b>433</b>                   | <b>0</b>              | <b>433</b>         |  |
| <b>Report Total</b>                            | <b>272,626</b>            | <b>56,070</b>         | <b>283,946</b>              | <b>11,320</b>            | <b>(37,457)</b>      | <b>(8,597)</b>        | <b>(42,120)</b>        | <b>(4,663)</b>           | <b>235,169</b>        | <b>47,472</b>         | <b>241,826</b>          | <b>6,657</b>                 | <b>(2,557)</b>        | <b>4,100</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; TRAN</b>  |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| <b>DIRECTOR'S OFFICE :</b>                 |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| DIRECTOR'S OFFICE                          | 1,346                     | 168                   | 1,338                       | (8)                      | (1,115)              | (13)                  | (1,108)                | 7                        | 231                   | 155                   | 230                     | 0                            | 0                     | 0                  |  |
| <b>Total DIRECTOR'S OFFICE</b>             | <b>1,346</b>              | <b>168</b>            | <b>1,338</b>                | <b>(8)</b>               | <b>(1,115)</b>       | <b>(13)</b>           | <b>(1,108)</b>         | <b>7</b>                 | <b>231</b>            | <b>155</b>            | <b>230</b>              | <b>0</b>                     | <b>0</b>              | <b>0</b>           |  |
| <b>FRONT LINE SERVICES :</b>               |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                  |  |
| <b>Total FRONT LINE SERVICES</b>           | <b>60,368</b>             | <b>13,042</b>         | <b>59,830</b>               | <b>(538)</b>             | <b>(22,222)</b>      | <b>(5,148)</b>        | <b>(22,007)</b>        | <b>215</b>               | <b>38,147</b>         | <b>7,894</b>          | <b>37,823</b>           | <b>(323)</b>                 | <b>0</b>              | <b>(323)</b>       |  |
| <b>PHYSICAL &amp; CULTURAL REGEN :</b>     |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                 |  |
| <b>Total PHYSICAL &amp; CULTURAL REGEN</b> | <b>23,934</b>             | <b>6,489</b>          | <b>25,479</b>               | <b>1,545</b>             | <b>(10,373)</b>      | <b>(4,225)</b>        | <b>(11,662)</b>        | <b>(1,289)</b>           | <b>13,561</b>         | <b>2,264</b>          | <b>13,818</b>           | <b>257</b>                   | <b>0</b>              | <b>257</b>         |  |
| <b>TRANSFORMATION :</b>                    |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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 |
|-----------------------------|---------------------------|-----------------------|-----------------------------|--------------------------|----------------------|-----------------------|------------------------|--------------------------|-----------------------|-----------------------|-------------------------|------------------------------|-----------------------|--------------------|
|                             | 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 |                              |                       |                    |
| ADMINISTRATION              | 2,394                     | 480                   | 2,267                       | (127)                    | (2,424)              | (13)                  | (2,424)                | 0                        | (30)                  | 466                   | (157)                   | (127)                        | 0                     | (127)              |
| <b>Total TRANSFORMATION</b> | 19,739                    | 5,700                 | 21,326                      | 1,587                    | (16,066)             | (877)                 | (17,368)               | (1,302)                  | 3,672                 | 4,823                 | 3,958                   | 285                          | 0                     | 285                |
| <b>Report Total</b>         | 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 |                              |                       |                    |  |
| <b>BUSINESS SUPPORT</b>                     |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| <b>CENTRAL FINANCE :</b>                    |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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)               |  |
| <b>Total CENTRAL FINANCE</b>                | <b>116,983</b>            | <b>32,608</b>         | <b>116,805</b>              | <b>(178)</b>             | <b>(110,645)</b>     | <b>(33,248)</b>       | <b>(110,629)</b>       | <b>17</b>                | <b>6,338</b>          | <b>(640)</b>          | <b>6,177</b>            | <b>(161)</b>                 | <b>0</b>              | <b>(161)</b>       |  |
| <b>DEMOCRACY &amp; GOVERNANCE :</b>         |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                  |  |
| <b>Total DEMOCRACY &amp; GOVERNANCE</b>     | <b>2,279</b>              | <b>1,165</b>          | <b>2,509</b>                | <b>230</b>               | <b>(191)</b>         | <b>(542)</b>          | <b>(492)</b>           | <b>(300)</b>             | <b>2,088</b>          | <b>623</b>            | <b>2,017</b>            | <b>(71)</b>                  | <b>0</b>              | <b>(71)</b>        |  |
| <b>LEGAL CONTRACTS &amp; PROPERTY :</b>     |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| 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                 |  |
| <b>Total LEGAL CONTRACTS &amp; PROPERTY</b> | <b>13,583</b>             | <b>2,674</b>          | <b>13,662</b>               | <b>79</b>                | <b>(14,241)</b>      | <b>(899)</b>          | <b>(14,162)</b>        | <b>79</b>                | <b>(658)</b>          | <b>1,775</b>          | <b>(499)</b>            | <b>158</b>                   | <b>0</b>              | <b>158</b>         |  |
| <b>ORGANISATIONAL SERVICES :</b>            |                           |                       |                             |                          |                      |                       |                        |                          |                       |                       |                         |                              |                       |                    |  |
| HR & ORGANISATION SERVICE                   | 5,031                     | 1,080                 | 3,437                       | (1,595)                  | (5,752)              | (823)                 | (4,102)                | 1,650                    | (720)                 | 257                   | (665)                   | 55                           | 0                     | 55                 |  |
| <b>Total ORGANISATIONAL SERVICES</b>        | <b>5,031</b>              | <b>1,080</b>          | <b>3,437</b>                | <b>(1,595)</b>           | <b>(5,752)</b>       | <b>(823)</b>          | <b>(4,102)</b>         | <b>1,650</b>             | <b>(720)</b>          | <b>257</b>            | <b>(665)</b>            | <b>55</b>                    | <b>0</b>              | <b>55</b>          |  |
| <b>Report Total</b>                         | <b>137,876</b>            | <b>37,528</b>         | <b>136,413</b>              | <b>(1,463)</b>           | <b>(130,829)</b>     | <b>(35,512)</b>       | <b>(129,384)</b>       | <b>1,445</b>             | <b>7,048</b>          | <b>2,015</b>          | <b>7,029</b>            | <b>(18)</b>                  | <b>0</b>              | <b>(18)</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                 | 1,468                     | 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                  |  |
| <b>Total PUBLIC HEALTH</b>    | <b>15,474</b>             | <b>2,752</b>          | <b>15,623</b>               | <b>149</b>               | <b>(349)</b>         | <b>(503)</b>          | <b>(498)</b>           | <b>(149)</b>             | <b>15,125</b>         | <b>2,249</b>          | <b>15,125</b>           | <b>0</b>                     | <b>0</b>              | <b>0</b>           |  |
| <b>Report Total</b>           | <b>15,474</b>             | <b>2,752</b>          | <b>15,623</b>               | <b>149</b>               | <b>(349)</b>         | <b>(503)</b>          | <b>(498)</b>           | <b>(149)</b>             | <b>15,125</b>         | <b>2,249</b>          | <b>15,125</b>           | <b>0</b>                     | <b>0</b>              | <b>0</b>           |  |