

## **CABINET**

**7 FEBRUARY 2017**

### **REVENUE BUDGET MONITORING 2016/2017 – QUARTER 3**

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 based on expenditure to the end of November 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 £322.6m for 2016/17, whilst Council Tax was increased by 1.995%, just below the referendum limit imposed by Central Government, plus an additional 2.0% allowable under new arrangements to address adult social care pressures.
- 2.2. This represents the revenue budget monitoring for the third quarter, summarising reports that have been considered by directorate management teams, based on returns submitted by individual budget managers. In preparing their returns, budget managers would be expected to take account of last year's outturn, management action agreed during previous monitoring cycles, 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 below represents 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 of the Revenue Budget Position for 2016/2017

- 3.1 It can be seen from Table 1 that, even taking into account the management action agreed during the previous quarter, the forecast overspend for 2016/17 is almost £1.8m. Urgent action is being considered by directorate management teams and it is anticipated that this forecast will be reduced further by year end.

**Table 1: Quarter 3 Monitoring Summary**

Directorate	Budget 2016/17 £000s	Forecast variance £000s	Proposed action £000s	Adjusted variance £000s	Previous Quarter £000s
Children and Adult Services:					
- Children's	35,163	1,393	(218)	1,175	1,044
- Adults	65,157	1,280	(231)	1,049	991
- Inclusion, Schools related budgets and Management	123,780	721	(199)	522	486
Regeneration, Culture, Environment and Transformation	56,165	(751)	(70)	(821)	(818)
Business Support Department	6,834	(597)	(19)	(616)	(603)
Public Health	15,136	0	0	0	0
Interest and Financing	9,618	(192)	0	(192)	(30)
Levies	1,039	74	0	74	74
Digital Transformation	(388)	388	0	388	218
Medway Norse Joint Venture	(263)	0	0	0	0
<b>Budget Requirement</b>	<b>312,240</b>	<b>2,316</b>	<b>(737)</b>	<b>1,579</b>	<b>1,363</b>
<i>Funded by:</i>					
Dedicated Schools Grant	(101,413)	0	0	0	0
Formula Grant	(28,374)	0	0	0	0
Business Rate Share	(43,035)	0	0	0	0
Council Tax	(102,799)	0	0	0	0
Public Health Grant	(18,118)	0	0	0	0
Specific Grants	(15,487)	199	0	199	0
Use of Reserves	(3,015)	0	0	0	0
<b>Total Available Funding</b>	<b>(312,240)</b>	<b>199</b>	<b>0</b>	<b>199</b>	<b>0</b>
<b>Net Forecast Variance</b>	<b>0</b>	<b>2,515</b>	<b>(737)</b>	<b>1,778</b>	<b>1,363</b>

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

- 4.1 The directorate is forecasting a £2.7m overspend against its general fund budgets and whilst this includes the impact of a range of management actions that were discussed at CMT and agreed during the subsequent discussions with portfolio holders, it still represents an increase from the £2.5m overspend reported in quarter 2. Appendix 1 shows a breakdown for each service area.
- 4.2 Children's Care is forecasting a net overspend of around £1,393,000, an increase of £349,000 from quarter 2. This is largely explained by the increase in external placement costs due to a combination of a reduction in the management action

previously thought to be achievable, in part due to court imposed levels of supervision. Additional residential placements and an increase in mother and baby placement costs due to additional placements and longer stays in placements. In some cases the placements were extended due to changes in court practice to avoid the separation of a child from a parent. The other significant movements from quarter 2 are an increase in Section 17 costs of £104,000. In January 2017 Children's Services and Housing will commence a pilot joint approach to assessments of families at risk of presenting as homeless, in order to create a more efficient and cost effective response to the increasing level of demand in this area. Finally there was also a £114,000 reduction in predicted legal costs.

Management action will reduce the projected overspend by a further £218,000, this represents the use of a provision made in previous years in respect of expected additional connected carers payments which is no longer required to be held as a provision.

- 4.3 Adult Social Care is forecasting on overspend of £891,000, an increase of £181,000 from quarter 2. There has been an increase to the community equipment forecast of £260,000, largely representing the Council's share of a £500,000 projected overspend on the new MICES contract. This is due to higher than anticipated activity and issues with the pricing schedule currently in use.

Management action will reduce the projected overspend by a further £231,000, this includes:

- £50,000 from our share of the agreement now in place that £100,000 of the MICES overspend will be funded from BCF slippage, therefore reducing the liability to the CCG and the Council, the remaining pressure of £400,000 will be split 50/50;
- £89,000 through the recharge of two Occupational Therapists against the Disabled Facilities Grant capital budget;
- £75,000 from the ceasing of agency Social Worker posts;
- £17,000 from the ceasing of an agency Team Manager post.

- 4.4 A £389,000 overspend is forecast in relation to Quality Assurance and safeguarding based on agency cover for IRO vacancies and in relation to a significant joint investigation with the Police requiring additional LADO support. This represents an increase of £108,000. Unexpected staff absence due to significant health concerns has placed pressure on the service; a permanent appointment has been made to start 4 January which will reduce this current overspend.

- 4.5 The directorate management team continues to overspend by around £271,000 as a result of having to cover vacancies with interim staff at assistant director level.

- 4.6 SEN transport is forecast to overspend by £1.1m and is an increase of £250,000 from the previous quarter's forecast. The anticipated savings from the re-procurement of some of the lot 2 routes has been realised; however the cost of several other routes increased due to the increase in pupils, which has offset this saving.

## **5. Regeneration, Culture, Environment and Transformation (Appendix 2)**

5.1. The Directorate is forecasting an underspend of £751,000. The main variances are outlined below:

- Front Line Services is reporting an underspend of £932,000 largely due to savings from Waste Services, an underspend in Highways Services due to the effects of management action relating to the moratorium on spending and savings from Safer Communities due mainly to staff vacancies.
- The Physical and Cultural Regeneration division is forecasting an overspend of £488,000. Strategic Housing is forecasting an overspend of £116,000 due to a £405,000 overspend on temporary accommodation which in turn is partly offset by staff vacancies and projected income gains elsewhere in the service. Festivals, Arts, Theatres and Events is forecasting an overspend of £221,000 due to pressures in Events. Markets are reporting a forecast underachievement of income of £80,000 and the Innovation Centre is forecasting a pressure of £68,000.
- The Transformation division is currently forecasting an £159,000 underspend due to savings from vacant posts in Customer Contact & Business Administration;
- The original £638,000 digitalisation budgeted savings was partly delivered through a range of measures to reduce print and post and £250,000 of savings have already been captured and transferred from service budgets. A further £223,000 of savings have been identified, however these are already reflected within individual directorate forecasts. They will be captured during the 2017/18 budget build.

5.2. Management action of circa £70,000 is planned to seek to achieve a targeted £800,000 underspend across the directorate by year end.

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

6.1. The Directorate is forecasting a total underspend of £616,000 including management action.

6.2. Legal, Contracts and Property is forecasting an overspend of £76,000 due to under-recovery of the 1% levy from capital schemes in Category Management.

6.3. The Finance division is reporting a £389,000 underspend across all teams, as a result of careful management of vacancies and some more permanent restructuring.

6.4. Having allocated the sum set aside for the pay award across the three directorates, there remains an uncommitted balance of £225,000 which will be used to mitigate the Council's forecast overspend.

## **7. Public Health (Appendix 4)**

7.1 The Public Health Grant for 2016/17 is £18.118m and is allocated across the Council's services as outlined in the table below:

<b>Directorate</b>	<b>£,000</b>
Children and Adults	1,660
Regeneration, Culture, Environment and Transformation	1,130
Business Support Department	678
Public Health	14,650
	<b>18,118</b>

7.2 Following the impact of the in-year grant reduction last year and the further cut in grant funding for 2016/17, it is anticipated that the budget will be spent in full.

## **8. Interest & Financing**

8.1. The interest and financing budgets are forecast to deliver a £192,000 surplus.

## **9. Levies**

9.1 The levy from KCC in respect of the Coroners service has increased following the transfer of Coroners Officers from the Police Force and this is the principal cause of the predicted overspend.

## **10. Dedicated Schools Grant**

10.1. This grant is ring fenced to school services and any decrease as a result of academy transfers is matched by a compensating change in the overall schools budgets or the contingency / growth funding, however significant overspending on SEN placements has resulted on a significant call on the DSG reserve this year.

## **11. Planned Use of Reserves**

11.1. The revenue budget utilises £2.7m of general reserves, primarily to meet the non-recurring cost of an increase to in NDR appeals provision within the Collection Fund.

## **12. Housing Revenue Account**

12.1. The Housing Revenue Account (HRA) is showing a projected surplus of £1.4m, representing a favourable variance of £595,000 when compared to the budgeted surplus of £808,000.

## **13. Conclusions**

13.1. This third round of monitoring broadly reflects the management action agreed during quarters 1 and 2, however not all of the management action agreed by the Children and Adults directorate has delivered the targeted savings and there is now a requirement for urgent and drastic management action to address the £1.8m pressure forecast this quarter.

## **14. Financial and legal implications**

14.1. These are set out in the body of the report.

## **15. Recommendation**

15.1. Cabinet is requested to note the forecasts reported in the third quarter's revenue monitoring for 2016/17 and to instruct officers to identify further management action to ensure a breakdown position is achieved by year end.

## **16. Suggested reasons for decision**

16.1 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 23 February 2016

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CIId=122&MIId=3245&Ver=4>  
item 787 refers

	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	26,577	19,120	27,626	1,049	(226)	(538)	(917)	(691)	26,351	18,582	26,709	358	(218)	140	
CHILDRENS ADVICE AND DUTY	2,661	1,864	2,868	207	0	(277)	(275)	(275)	2,661	1,587	2,593	(68)	0	(68)	
CHILD IN NEED & CHILD PROTECT	2,530	1,388	1,427	(1,104)	0	(200)	(200)	(200)	2,530	1,188	1,227	(1,304)	0	(1,304)	
CHILDRENS CARE MANAGEMENT	1,777	1,018	1,639	(138)	0	0	0	0	1,777	1,018	1,639	(138)	0	(138)	
EARLY HELP	2,639	1,933	2,973	334	(1,372)	(1,363)	(1,811)	(439)	1,268	570	1,163	(105)	0	(105)	
CAMHS	647	499	851	204	(70)	0	(293)	(223)	577	499	558	(19)	0	(19)	
AREA SOCIAL WORK TEAM	0	1,065	2,668	2,668	0	0	0	0	0	1,065	2,668	2,668	0	2,668	
<b>Total CHILDRENS' CARE</b>	<b>36,831</b>	<b>26,888</b>	<b>40,052</b>	<b>3,221</b>	<b>(1,668)</b>	<b>(2,377)</b>	<b>(3,495)</b>	<b>(1,828)</b>	<b>35,163</b>	<b>24,510</b>	<b>36,556</b>	<b>1,393</b>	<b>(218)</b>	<b>1,175</b>	
<b>DEP DIRECTOR - CHILD &amp; ADULTS :</b>															
DEPUTY DIRECTOR	16,229	11,032	17,260	1,031	(18,209)	(10,937)	(19,120)	(911)	(1,980)	95	(1,860)	120	0	120	
HEAD OF ADULT SOCIAL CARE & SO	28,243	18,886	27,972	(271)	(8,578)	(6,040)	(8,951)	(373)	19,665	12,846	19,021	(644)	0	(644)	
SOCIAL CARE BUSINESS MANAGER	4,737	3,046	4,688	(49)	(710)	(161)	(742)	(32)	4,026	2,885	3,946	(81)	0	(81)	
DISABILITY SERVICES	40,979	30,876	43,845	2,866	(2,899)	(2,044)	(3,825)	(926)	38,080	28,832	40,020	1,940	(231)	1,709	
MENTAL HEALTH	5,570	3,588	5,624	55	(205)	(203)	(315)	(110)	5,365	3,385	5,310	(55)	0	(55)	
<b>Total DEP DIRECTOR - CHILD &amp; ADULTS</b>	<b>95,758</b>	<b>67,427</b>	<b>99,389</b>	<b>3,631</b>	<b>(30,601)</b>	<b>(19,385)</b>	<b>(32,952)</b>	<b>(2,351)</b>	<b>65,157</b>	<b>48,042</b>	<b>66,437</b>	<b>1,280</b>	<b>(231)</b>	<b>1,049</b>	
<b>DIRECTORATE MANAGEMENT TEAM :</b>															
DIRECTORATE MANAGEMENT TEAM	723	831	917	194	(79)	(3)	(3)	76	644	828	914	271	0	271	
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>723</b>	<b>831</b>	<b>917</b>	<b>194</b>	<b>(79)</b>	<b>(3)</b>	<b>(3)</b>	<b>76</b>	<b>644</b>	<b>828</b>	<b>914</b>	<b>271</b>	<b>0</b>	<b>271</b>	
<b>INCLUSION &amp; SCHOOL IMPROVEMENT :</b>															
EARLY YEARS	19,147	14,639	18,962	(184)	(368)	(503)	(452)	(84)	18,779	14,137	18,511	(268)	0	(268)	
YOUTH SERVICE	3,308	2,285	3,399	90	(1,124)	(117)	(1,026)	98	2,184	2,168	2,373	188	0	188	
INCLUSION MANAGEMENT TEAM	471	309	457	(14)	(97)	(24)	(84)	14	373	285	373	0	0	0	
SCHOOL CHALLENGE & IMPROVEMENT	1,067	649	923	(144)	(107)	(109)	(189)	(82)	960	541	734	(225)	0	(225)	
HEALTH & INCLUSIONS	668	438	799	131	(42)	(95)	(229)	(187)	626	343	571	(55)	(76)	(131)	
PSYCHOLOGY & SEN	29,608	21,197	32,204	2,596	(705)	(442)	(1,197)	(492)	28,903	20,755	31,007	2,104	(123)	1,981	
<b>Total INCLUSION &amp; SCHOOL IMPROVEMENT</b>	<b>54,269</b>	<b>39,518</b>	<b>56,745</b>	<b>2,476</b>	<b>(2,444)</b>	<b>(1,289)</b>	<b>(3,176)</b>	<b>(732)</b>	<b>51,826</b>	<b>38,229</b>	<b>53,569</b>	<b>1,743</b>	<b>(199)</b>	<b>1,544</b>	
<b>PARTNERSHIP COMMISSIONING :</b>															
COMMISSIONING MANAGEMENT TEAM	345	235	397	52	(105)	(4)	(136)	(32)	241	232	261	20	0	20	
BUSINESS SUPPORT & COMMISSIONI	3,390	2,288	3,795	405	(719)	(54)	(1,389)	(669)	2,671	2,235	2,406	(265)	0	(265)	

	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			
SCH ORGANISATION & STUDENT SER	2,118	1,386	2,108	(11)	(231)	(92)	(238)	(7)	1,887	1,294	1,870	(18)	0	(18)
SCH SERV, QUALITY & COMMISSION	1,419	746	1,246	(173)	(1,153)	(699)	(1,023)	129	266	47	223	(43)	0	(43)
<b>Total PARTNERSHIP COMMISSIONING</b>	<b>7,272</b>	<b>4,656</b>	<b>7,545</b>	<b>273</b>	<b>(2,208)</b>	<b>(848)</b>	<b>(2,786)</b>	<b>(578)</b>	<b>5,064</b>	<b>3,808</b>	<b>4,759</b>	<b>(305)</b>	<b>0</b>	<b>(305)</b>
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>														
FINANCE PROVISIONS	1,689	1,185	1,735	46	0	0	0	0	1,689	1,185	1,735	46	0	46
HR PROVISIONS	1,045	676	900	(145)	(428)	(201)	(201)	227	618	474	700	82	0	82
SCHOOL GRANTS	63,999	43,579	66,492	2,493	(60)	(2,566)	(2,566)	(2,506)	63,939	41,013	63,927	(13)	0	(13)
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	<b>66,734</b>	<b>45,439</b>	<b>69,128</b>	<b>2,394</b>	<b>(487)</b>	<b>(2,767)</b>	<b>(2,766)</b>	<b>(2,279)</b>	<b>66,246</b>	<b>42,672</b>	<b>66,361</b>	<b>115</b>	<b>0</b>	<b>115</b>
<b>SCHOOLS :</b>														
SCHOOLS FUNDING	0	0	0	0	0	0	(1,103)	(1,103)	0	0	(1,103)	(1,103)	0	(1,103)
<b>Total SCHOOLS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,103)</b>	<b>(1,103)</b>	<b>0</b>	<b>0</b>	<b>(1,103)</b>	<b>(1,103)</b>	<b>0</b>	<b>(1,103)</b>
<b>Total CHILDREN AND ADULTS</b>	<b>261,586</b>	<b>184,758</b>	<b>273,776</b>	<b>12,189</b>	<b>(37,486)</b>	<b>(26,670)</b>	<b>(46,281)</b>	<b>(8,795)</b>	<b>224,100</b>	<b>158,089</b>	<b>227,494</b>	<b>3,394</b>	<b>(648)</b>	<b>2,746</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>REGEN, CULT, ENVIRO &amp; TRANS</b>															
<b>DIRECTOR'S OFFICE :</b>															
DIRECTOR'S OFFICE	1,261	345	1,219	(41)	(1,115)	(103)	(1,192)	(76)	145	241	28	(118)	(100)	(218)	
<b>Total DIRECTOR'S OFFICE</b>	<b>1,261</b>	<b>345</b>	<b>1,219</b>	<b>(41)</b>	<b>(1,115)</b>	<b>(103)</b>	<b>(1,192)</b>	<b>(76)</b>	<b>145</b>	<b>241</b>	<b>28</b>	<b>(118)</b>	<b>(100)</b>	<b>(218)</b>	
<b>FRONT LINE SERVICES :</b>															
FRONT LINE SERVICES SUPPORT	1,238	191	1,125	(113)	(1,135)	(47)	(1,090)	44	103	144	34	(69)	0	(69)	
HIGHWAYS	7,465	4,027	7,103	(362)	(1,612)	(778)	(1,575)	37	5,853	3,249	5,528	(325)	0	(325)	
PARKING SERVICES	5,148	2,155	5,409	262	(8,250)	(3,935)	(8,497)	(247)	(3,102)	(1,780)	(3,087)	15	0	15	
WASTE SERVICES	25,558	14,848	25,199	(359)	(4,961)	(2,098)	(5,039)	(77)	20,597	12,750	20,161	(436)	0	(436)	
SAFER COMMUNITIES	4,224	2,085	4,068	(156)	(763)	(190)	(765)	(2)	3,461	1,895	3,303	(158)	0	(158)	
INTEGRATED TRANSPORT	9,041	6,218	9,176	135	(1,791)	(1,085)	(1,952)	(161)	7,249	5,133	7,224	(25)	0	(25)	
CCTV & LIFELINE	907	929	928	20	(717)	(457)	(697)	20	190	472	231	41	0	41	
REGISTRATION & BEREAVEMENT	2,317	1,314	2,313	(4)	(2,759)	(2,585)	(2,724)	35	(442)	(1,272)	(411)	30	0	30	
GREENSPACES	4,504	2,359	4,514	10	(289)	(190)	(303)	(13)	4,215	2,169	4,212	(4)	0	(4)	
<b>Total FRONT LINE SERVICES</b>	<b>60,402</b>	<b>34,125</b>	<b>59,834</b>	<b>(568)</b>	<b>(22,277)</b>	<b>(11,365)</b>	<b>(22,641)</b>	<b>(364)</b>	<b>38,125</b>	<b>22,760</b>	<b>37,193</b>	<b>(932)</b>	<b>0</b>	<b>(932)</b>	
<b>PHYSICAL &amp; CULTURAL REGEN :</b>															
LEISURE & CULTURE MANAGEMENT	8	1	14	6	(5)	0	0	5	3	1	13	11	0	11	
SPORT,LEISURE,TOURISM,HERITAGE	8,433	5,006	8,232	(201)	(4,886)	(3,694)	(4,704)	183	3,546	1,312	3,528	(18)	0	(18)	
FESTIVAL,ARTS,THEATRES,EVENTS	3,050	2,849	3,212	162	(1,601)	(2,375)	(1,542)	58	1,449	474	1,670	221	0	221	
PHYSICAL&CULTURAL REG SUPPORT	914	201	973	59	(80)	(3)	(85)	(5)	834	199	888	54	0	54	
PLANNING	2,590	1,386	2,784	195	(1,371)	(1,043)	(1,519)	(148)	1,219	343	1,266	47	0	47	
REGENERATION DELIVERY	2,441	1,470	2,604	163	(1,306)	(982)	(1,457)	(151)	1,135	489	1,147	12	0	12	
SOUTH THAMES GATEWAY PARTNERSH	145	74	147	2	0	0	0	0	145	74	147	2	0	2	
STRATEGIC HOUSING	6,412	5,331	7,767	1,355	(1,157)	(1,433)	(2,395)	(1,239)	5,255	3,898	5,371	116	0	116	
PHYSICAL REGENERATION	135	120	36	(99)	(149)	(23)	(6)	143	(14)	97	30	45	0	45	
<b>Total PHYSICAL &amp; CULTURAL REGEN</b>	<b>24,127</b>	<b>16,438</b>	<b>25,769</b>	<b>1,642</b>	<b>(10,554)</b>	<b>(9,553)</b>	<b>(11,708)</b>	<b>(1,154)</b>	<b>13,573</b>	<b>6,886</b>	<b>14,061</b>	<b>488</b>	<b>0</b>	<b>488</b>	
<b>TRANSFORMATION :</b>															
COMMUNICATIONS	1,165	835	808	(357)	(1,227)	(165)	(870)	357	(61)	670	(61)	0	30	30	
HEAD OF TRANSFORMATION	221	134	229	9	0	(8)	(8)	(8)	221	126	221	1	0	1	
ICT DEVELOPMENT	4,917	3,336	4,973	55	(4,690)	(388)	(4,675)	14	228	2,948	297	70	0	70	
RCC PERFORM AND INTELL HUB	290	93	281	(9)	(291)	(2)	(294)	(3)	(1)	91	(13)	(12)	0	(12)	

	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			
CORP PERFORMNCE & INTELLIGENCE	492	277	487	(5)	(477)	(9)	(488)	(10)	14	268	0	(15)	0	(15)
CC, COMM HUBS, LIBS & ADULT ED	11,027	5,849	10,903	(124)	(7,173)	(2,434)	(7,153)	21	3,854	3,415	3,750	(103)	0	(103)
ADMINISTRATION	2,349	1,120	2,238	(111)	(2,281)	(28)	(2,300)	(19)	68	1,091	(62)	(130)	0	(130)
<b>Total TRANSFORMATION</b>	<b>20,461</b>	<b>11,643</b>	<b>19,920</b>	<b>(541)</b>	<b>(16,139)</b>	<b>(3,034)</b>	<b>(15,787)</b>	<b>352</b>	<b>4,321</b>	<b>8,609</b>	<b>4,132</b>	<b>(189)</b>	<b>30</b>	<b>(159)</b>
<b>Total REGEN, CULT, ENVIRO &amp; TRANS</b>	<b>106,251</b>	<b>62,552</b>	<b>106,742</b>	<b>491</b>	<b>(50,086)</b>	<b>(24,055)</b>	<b>(51,328)</b>	<b>(1,242)</b>	<b>56,165</b>	<b>38,497</b>	<b>55,414</b>	<b>(751)</b>	<b>(70)</b>	<b>(821)</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>BUSINESS SUPPORT DEPT</b>															
<b>CENTRAL FINANCE :</b>															
INTERNAL AUDIT & COUNTER FRAUD	676	428	671	(5)	(767)	(109)	(773)	(6)	(91)	319	(103)	(11)	0	(11)	
RURAL LIAISON GRANTS	75	73	73	(2)	0	0	0	0	75	73	73	(2)	0	(2)	
FINANCE STRATEGY	1,115	735	1,052	(63)	(1,077)	(20)	(1,112)	(34)	37	715	(60)	(97)	(19)	(116)	
REVENUES & BENEFITS	109,919	71,916	105,343	(4,576)	(106,586)	(65,962)	(102,271)	4,315	3,333	5,954	3,072	(261)	0	(261)	
FINANCE OPERATIONS	1,148	413	1,131	(17)	(1,151)	(1)	(1,152)	(1)	(4)	412	(21)	(18)	0	(18)	
<b>Total CENTRAL FINANCE</b>	<b>112,932</b>	<b>73,564</b>	<b>108,269</b>	<b>(4,663)</b>	<b>(109,582)</b>	<b>(66,092)</b>	<b>(105,308)</b>	<b>4,274</b>	<b>3,350</b>	<b>7,472</b>	<b>2,961</b>	<b>(389)</b>	<b>(19)</b>	<b>(408)</b>	
<b>CORPORATE MANAGEMENT :</b>															
CORPORATE MANAGEMENT	3,432	1,853	3,394	(39)	(820)	(29)	(1,007)	(186)	2,612	1,824	2,387	(225)	0	(225)	
<b>Total CORPORATE MANAGEMENT</b>	<b>3,432</b>	<b>1,853</b>	<b>3,394</b>	<b>(39)</b>	<b>(820)</b>	<b>(29)</b>	<b>(1,007)</b>	<b>(186)</b>	<b>2,612</b>	<b>1,824</b>	<b>2,387</b>	<b>(225)</b>	<b>0</b>	<b>(225)</b>	
<b>DEMOCRACY &amp; GOVERNANCE :</b>															
DEMOCRATIC SERVICES MANAGER	726	433	704	(22)	(45)	0	(45)	0	681	433	660	(22)	0	(22)	
MEMBERS & ELECTIONS	1,561	1,887	2,314	753	(148)	(653)	(954)	(806)	1,414	1,233	1,360	(53)	0	(53)	
VACANCY SAVINGS CF D&G	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total DEMOCRACY &amp; GOVERNANCE</b>	<b>2,287</b>	<b>2,319</b>	<b>3,019</b>	<b>731</b>	<b>(192)</b>	<b>(654)</b>	<b>(998)</b>	<b>(806)</b>	<b>2,095</b>	<b>1,666</b>	<b>2,020</b>	<b>(75)</b>	<b>0</b>	<b>(75)</b>	
<b>LEGAL CONTRACTS &amp; PROPERTY :</b>															
CATEGORY MANAGEMENT	757	415	693	(64)	(1,303)	(33)	(1,155)	148	(546)	383	(462)	84	0	84	
LEGAL SERVICES	2,407	1,629	2,563	155	(2,427)	(668)	(2,581)	(154)	(20)	960	(19)	1	0	1	
MEDWAY NORSE	6,199	3,624	6,166	(33)	(4,665)	(164)	(4,667)	(2)	1,534	3,460	1,500	(35)	0	(35)	
PROPERTY AND CAPITAL PROJECTS	4,134	2,429	4,220	86	(5,895)	(1,365)	(5,955)	(60)	(1,761)	1,064	(1,736)	25	0	25	
VACANCY SAVINGS H&CS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total LEGAL CONTRACTS &amp; PROPERTY</b>	<b>13,497</b>	<b>8,097</b>	<b>13,642</b>	<b>144</b>	<b>(14,290)</b>	<b>(2,229)</b>	<b>(14,358)</b>	<b>(68)</b>	<b>(793)</b>	<b>5,868</b>	<b>(717)</b>	<b>76</b>	<b>0</b>	<b>76</b>	
<b>ORGANISATIONAL SERVICES :</b>															
HR & ORGANISATION SERVICE	4,983	2,309	3,634	(1,349)	(5,414)	(1,445)	(4,048)	1,366	(431)	864	(414)	16	0	16	
<b>Total ORGANISATIONAL SERVICES</b>	<b>4,983</b>	<b>2,309</b>	<b>3,634</b>	<b>(1,349)</b>	<b>(5,414)</b>	<b>(1,445)</b>	<b>(4,048)</b>	<b>1,366</b>	<b>(431)</b>	<b>864</b>	<b>(414)</b>	<b>16</b>	<b>0</b>	<b>16</b>	
<b>Total BUSINESS SUPPORT DEPT</b>	<b>137,132</b>	<b>88,142</b>	<b>131,957</b>	<b>(5,176)</b>	<b>(130,299)</b>	<b>(70,449)</b>	<b>(125,720)</b>	<b>4,579</b>	<b>6,834</b>	<b>17,693</b>	<b>6,237</b>	<b>(597)</b>	<b>(19)</b>	<b>(616)</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	1,473	950	1,407	(65)	(290)	(299)	(225)	65	1,183	651	1,183	0	0	0	
PH COMMISSIONING	7,168	6,172	7,413	246	0	(478)	(246)	(246)	7,168	5,695	7,168	0	0	0	
BUSINESS DEVELOPMENT	505	292	505	0	0	0	0	0	505	293	505	0	0	0	
DAAT	2,383	1,830	2,383	0	(59)	(59)	(59)	0	2,324	1,771	2,324	0	0	0	
HEALTH IMPROVEMENT PROGRAMMES	2,331	819	2,528	198	0	0	(198)	(198)	2,331	819	2,331	0	0	0	
CHLAMYDIA SCREENING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
STOP SMOKING SERVICES	510	362	520	11	0	0	(11)	(11)	510	362	510	0	0	0	
SUPPORTING HEALTHY WEIGHT	1,117	707	1,150	34	0	(6)	(34)	(34)	1,117	701	1,116	0	0	0	
<b>Total PUBLIC HEALTH</b>	<b>15,485</b>	<b>11,133</b>	<b>15,907</b>	<b>422</b>	<b>(349)</b>	<b>(842)</b>	<b>(772)</b>	<b>(423)</b>	<b>15,136</b>	<b>10,292</b>	<b>15,136</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total PUBLIC HEALTH</b>	<b>15,485</b>	<b>11,133</b>	<b>15,907</b>	<b>422</b>	<b>(349)</b>	<b>(842)</b>	<b>(772)</b>	<b>(423)</b>	<b>15,136</b>	<b>10,292</b>	<b>15,136</b>	<b>0</b>	<b>0</b>	<b>0</b>	