

	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>AD ASC :</b>															
AD ASC	19,461	2,733	19,636	175	(17,096)	(3,959)	(17,120)	(23)	2,364	(1,226)	2,516	152	0	152	
HEAD OF ADSERV EARLY HELP PREV	2,360	446	2,578	218	(107)	0	(307)	(200)	2,253	446	2,272	18	0	18	
HEAD OF ADSERV LONG TERM NEEDS	73,008	17,660	76,334	3,325	(12,537)	(2,140)	(16,530)	(3,993)	60,472	15,519	59,804	(668)	0	(668)	
<b>Total AD ASC</b>	<b>94,829</b>	<b>20,839</b>	<b>98,548</b>	<b>3,719</b>	<b>(29,740)</b>	<b>(6,100)</b>	<b>(33,956)</b>	<b>(4,216)</b>	<b>65,089</b>	<b>14,739</b>	<b>64,591</b>	<b>(498)</b>	<b>0</b>	<b>(498)</b>	
<b>CHILDRENS SERVICES :</b>															
CHILDRENS CARE MANAGEMENT	1,751	257	1,507	(244)	0	0	0	0	1,751	257	1,507	(244)	0	(244)	
EARLY YEARS	19,486	4,111	19,836	350	(317)	(95)	(786)	(469)	19,169	4,016	19,050	(119)	0	(119)	
HEALTH & INCLUSIONS	0	29	26	26	0	0	0	0	0	29	26	26	0	26	
PSYCHOLOGY & SEN	32,294	5,837	33,352	1,058	(705)	111	(1,067)	(362)	31,589	5,948	32,285	696	0	696	
HEAD OF PROVIDER SERVICES	10,677	2,488	10,727	50	(84)	(72)	(274)	(190)	10,592	2,416	10,453	(140)	0	(140)	
EARLY HELP, YOUTH & INCLUSION	5,951	1,626	6,487	536	(2,675)	(621)	(2,524)	152	3,276	1,004	3,963	687	0	687	
HEAD OF SAFEGUARDING	21,070	2,956	20,589	(481)	(126)	(48)	(123)	3	20,944	2,908	20,466	(477)	0	(477)	
<b>Total CHILDRENS SERVICES</b>	<b>91,228</b>	<b>17,303</b>	<b>92,524</b>	<b>1,295</b>	<b>(3,908)</b>	<b>(725)</b>	<b>(4,773)</b>	<b>(865)</b>	<b>87,321</b>	<b>16,578</b>	<b>87,751</b>	<b>430</b>	<b>0</b>	<b>430</b>	
<b>DIRECTOR :</b>															
INCLUSION MANAGEMENT TEAM	167	26	287	119	0	0	0	0	167	26	287	119	(100)	19	
HEAD OF SAFEGUARDING & QA	1,720	406	1,938	218	(182)	1	(132)	50	1,538	407	1,807	268	0	268	
SCHOOL IMPROVEMENT	754	176	774	20	(243)	(71)	(228)	15	511	105	545	35	0	35	
<b>Total DIRECTOR</b>	<b>2,641</b>	<b>608</b>	<b>2,998</b>	<b>357</b>	<b>(425)</b>	<b>(70)</b>	<b>(360)</b>	<b>65</b>	<b>2,216</b>	<b>538</b>	<b>2,639</b>	<b>422</b>	<b>(100)</b>	<b>322</b>	
<b>DIRECTORATE MANAGEMENT TEAM :</b>															
DIRECTORATE MANAGEMENT TEAM	568	50	598	30	(79)	0	0	79	489	50	598	109	(100)	9	
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>568</b>	<b>50</b>	<b>598</b>	<b>30</b>	<b>(79)</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>489</b>	<b>50</b>	<b>598</b>	<b>109</b>	<b>(100)</b>	<b>9</b>	
<b>PARTNERSHIP COMMISSIONING :</b>															
COMMISSIONING MANAGEMENT TEAM	417	84	358	(59)	(244)	0	(94)	151	173	84	265	91	0	91	
SCH ORGANISATION & STUDENT SER	2,046	188	1,988	(59)	(264)	(23)	(284)	(20)	1,782	164	1,704	(78)	0	(78)	
BUSINESS & INTELLIGENCE	3,579	540	3,528	(51)	(220)	(106)	(220)	0	3,360	434	3,308	(51)	0	(51)	
ADULTS COMMISSIONING	601	92	582	(19)	(177)	0	(241)	(65)	424	92	340	(84)	0	(84)	
CHILDRENS COMMISSIONING	1,202	229	1,180	(22)	(458)	(31)	(458)	0	745	199	722	(22)	0	(22)	
PROGRAMME MGMT OFFICE (PMO)	361	55	382	21	(356)	0	(377)	(21)	5	55	5	0	0	0	
SCHOOLS COMMISSIONING	1,284	321	1,208	(76)	(1,097)	(127)	(1,044)	53	187	193	164	(23)	0	(23)	

	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>Total PARTNERSHIP COMMISSIONING</b>	9,491	1,510	9,225	(266)	(2,815)	(288)	(2,717)	98	6,676	1,222	6,508	(168)	0	(168)
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>														
FINANCE PROVISIONS	1,017	569	1,148	131	28	0	0	(28)	1,045	569	1,148	103	0	103
HR PROVISIONS	1,135	80	800	(335)	(480)	(1)	(87)	393	655	79	712	57	0	57
SCHOOL GRANTS	55,197	9,023	57,642	2,445	(60)	(165)	(2,505)	(2,445)	55,137	8,858	55,137	0	0	0
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	57,349	9,672	59,590	2,241	(512)	(166)	(2,592)	(2,080)	56,837	9,506	56,997	160	0	160
<b>SCHOOLS :</b>														
SCHOOLS FUNDING	0	0	0	0	0	0	64	64	0	0	64	64	0	64
<b>Total SCHOOLS</b>	0	0	0	0	0	0	64	64	0	0	64	64	0	64
<b>Total CHILDREN AND ADULTS</b>	256,106	49,982	263,482	7,376	(37,479)	(7,348)	(44,335)	(6,856)	218,628	42,635	219,148	520	(200)	320

	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, ENVIRON &amp; TRANS</b>															
<b>DIRECTOR'S OFFICE :</b>															
DIRECTOR'S OFFICE	954	89	938	(16)	(48)	(20)	(46)	2	906	68	893	(13)	0	(13)	
<b>Total DIRECTOR'S OFFICE</b>	<b>954</b>	<b>89</b>	<b>938</b>	<b>(16)</b>	<b>(48)</b>	<b>(20)</b>	<b>(46)</b>	<b>2</b>	<b>906</b>	<b>68</b>	<b>893</b>	<b>(13)</b>	<b>0</b>	<b>(13)</b>	
<b>FRONT LINE SERVICES :</b>															
FRONT LINE SERVICES SUPPORT	375	63	296	(78)	(139)	0	(95)	44	236	62	202	(35)	0	(35)	
HIGHWAYS	7,083	1,065	7,039	(44)	(1,624)	(218)	(1,567)	57	5,459	846	5,472	13	0	13	
PARKING SERVICES	2,889	1,045	3,480	591	(8,910)	(1,137)	(9,068)	(158)	(6,022)	(91)	(5,588)	434	(20)	414	
WASTE SERVICES	24,866	3,573	24,792	(75)	(2,481)	(138)	(2,421)	60	22,385	3,436	22,370	(15)	0	(15)	
SAFER COMMUNITIES	3,433	662	3,334	(99)	(277)	(52)	(258)	19	3,155	610	3,076	(80)	0	(80)	
INTEGRATED TRANSPORT	9,161	944	9,162	1	(2,426)	(352)	(2,217)	209	6,735	592	6,945	210	(105)	105	
CCTV & LIFELINE	918	0	918	0	(914)	(165)	(914)	0	5	(165)	5	0	0	0	
REGISTRATION & BEREAVEMENT	2,261	330	2,063	(198)	(2,872)	(544)	(2,845)	27	(611)	(214)	(782)	(171)	0	(171)	
GREENSPACES	4,662	60	4,714	52	(305)	(54)	(333)	(27)	4,357	6	4,381	25	0	25	
<b>Total FRONT LINE SERVICES</b>	<b>55,648</b>	<b>7,742</b>	<b>55,798</b>	<b>150</b>	<b>(19,949)</b>	<b>(2,660)</b>	<b>(19,717)</b>	<b>232</b>	<b>35,699</b>	<b>5,082</b>	<b>36,081</b>	<b>382</b>	<b>(125)</b>	<b>257</b>	
<b>PHYSICAL &amp; CULTURAL REGEN :</b>															
LEISURE & CULTURE MANAGEMENT	8	1	12	4	(5)	0	0	5	3	1	12	9	0	9	
SPORT,LEISURE,TOURISM,HERITAGE	8,906	1,330	8,965	59	(5,128)	(967)	(4,935)	193	3,778	363	4,030	252	0	252	
FESTIVAL,ARTS,THEATRES,EVENTS	3,065	1,299	3,482	417	(1,637)	(1,368)	(1,917)	(280)	1,428	(70)	1,565	137	(20)	117	
PHYSICAL&CULTURAL REG SUPPORT	208	37	204	(3)	(80)	(2)	(80)	0	128	35	124	(3)	0	(3)	
PLANNING	2,573	479	2,628	55	(1,447)	(495)	(1,543)	(96)	1,125	(16)	1,084	(41)	0	(41)	
REGENERATION DELIVERY	2,615	415	2,666	51	(1,278)	(248)	(1,238)	40	1,337	167	1,428	91	0	91	
SOUTH THAMES GATEWAY PARTNERSH	143	0	143	0	0	0	0	0	143	0	143	0	0	0	
STRATEGIC HOUSING	7,354	1,111	8,295	941	(2,115)	(1,049)	(2,936)	(821)	5,239	62	5,359	119	0	119	
PHYSICAL REGENERATION	10	50	277	267	(31)	0	(245)	(214)	(21)	50	32	53	0	53	
<b>Total PHYSICAL &amp; CULTURAL REGEN</b>	<b>24,881</b>	<b>4,722</b>	<b>26,672</b>	<b>1,790</b>	<b>(11,721)</b>	<b>(4,129)</b>	<b>(12,895)</b>	<b>(1,174)</b>	<b>13,160</b>	<b>593</b>	<b>13,776</b>	<b>616</b>	<b>(20)</b>	<b>596</b>	
<b>TRANSFORMATION :</b>															
COMMUNICATIONS	804	251	1,015	211	(854)	(69)	(930)	(76)	(50)	182	85	135	(28)	107	
HEAD OF TRANSFORMATION	445	172	438	(6)	0	0	0	0	445	172	438	(6)	0	(6)	
ICT DEVELOPMENT	5,483	1,927	5,662	179	(5,447)	(38)	(5,370)	77	36	1,890	292	256	0	256	
RCC PERFORM AND INTELL HUB	145	33	148	3	(35)	0	(37)	(2)	109	33	111	1	0	1	
CORP PERFORMNCE & INTELLIGENCE	462	88	432	(30)	(462)	0	(462)	0	0	88	(30)	(30)	0	(30)	
ADMINISTRATION	1,884	350	1,870	(14)	(1,965)	(29)	(2,000)	(35)	(81)	320	(129)	(49)	0	(49)	

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LIBRARIES & COMMUNITY HUBS	3,889	637	3,882	(7)	(267)	(75)	(258)	9	3,622	562	3,623	1	0	1
ADULT EDUCATION	2,264	407	2,148	(116)	(2,248)	(856)	(2,112)	136	16	(449)	36	20	0	20
CUSTOMER CONTACT	3,556	542	3,210	(345)	(3,589)	(13)	(3,589)	0	(33)	529	(379)	(345)	0	(345)
COMMUNITY INTERPRETERS	201	117	508	306	(298)	(67)	(611)	(313)	(97)	50	(104)	(7)	0	(7)
<b>Total TRANSFORMATION</b>	<b>19,132</b>	<b>4,524</b>	<b>19,312</b>	<b>180</b>	<b>(15,165)</b>	<b>(1,146)</b>	<b>(15,369)</b>	<b>(204)</b>	<b>3,967</b>	<b>3,378</b>	<b>3,943</b>	<b>(24)</b>	<b>(28)</b>	<b>(52)</b>
<b>Total REGEN, CULT, ENVIRON &amp; TRANS</b>	<b>100,616</b>	<b>17,077</b>	<b>102,720</b>	<b>2,104</b>	<b>(46,883)</b>	<b>(7,955)</b>	<b>(48,027)</b>	<b>(1,144)</b>	<b>53,733</b>	<b>9,122</b>	<b>54,693</b>	<b>960</b>	<b>(173)</b>	<b>787</b>

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<b>BUSINESS SUPPORT DEPT</b>															
<b>CENTRAL FINANCE :</b>															
INTERNAL AUDIT & COUNTER FRAUD	686	148	681	(5)	(686)	0	(686)	0	0	148	(5)	(5)	(25)	(30)	
RURAL LIAISON GRANTS	73	73	73	0	0	0	0	0	73	73	73	0	0	0	
FINANCE STRATEGY	1,117	232	1,071	(46)	(1,117)	0	(1,117)	0	0	232	(46)	(46)	0	(46)	
REVENUES & BENEFITS	110,382	23,790	110,417	34	(106,485)	(24,101)	(106,483)	2	3,897	(311)	3,934	37	0	37	
FINANCE OPERATIONS	1,437	246	1,300	(137)	(1,507)	18	(1,374)	133	(70)	264	(75)	(5)	0	(5)	
<b>Total CENTRAL FINANCE</b>	<b>113,694</b>	<b>24,488</b>	<b>113,540</b>	<b>(154)</b>	<b>(109,795)</b>	<b>(24,083)</b>	<b>(109,660)</b>	<b>135</b>	<b>3,900</b>	<b>405</b>	<b>3,880</b>	<b>(19)</b>	<b>(25)</b>	<b>(44)</b>	
<b>CORPORATE MANAGEMENT :</b>															
CORPORATE MANAGEMENT	2,922	357	2,907	(15)	(885)	(10)	(885)	0	2,038	347	2,023	(15)	0	(15)	
<b>Total CORPORATE MANAGEMENT</b>	<b>2,922</b>	<b>357</b>	<b>2,907</b>	<b>(15)</b>	<b>(885)</b>	<b>(10)</b>	<b>(885)</b>	<b>0</b>	<b>2,038</b>	<b>347</b>	<b>2,023</b>	<b>(15)</b>	<b>0</b>	<b>(15)</b>	
<b>DEMOCRACY &amp; GOVERNANCE :</b>															
DEMOCRATIC SERVICES MANAGER	733	131	688	(45)	(45)	1	(45)	0	688	132	644	(45)	0	(45)	
MEMBERS & ELECTIONS	1,500	546	2,008	508	(59)	(185)	(587)	(528)	1,441	361	1,421	(20)	0	(20)	
<b>Total DEMOCRACY &amp; GOVERNANCE</b>	<b>2,233</b>	<b>677</b>	<b>2,697</b>	<b>463</b>	<b>(103)</b>	<b>(184)</b>	<b>(632)</b>	<b>(528)</b>	<b>2,130</b>	<b>493</b>	<b>2,065</b>	<b>(65)</b>	<b>0</b>	<b>(65)</b>	
<b>LEGAL CONTRACTS &amp; PROPERTY :</b>															
CATEGORY MANAGEMENT	712	163	780	68	(712)	(1)	(276)	436	0	162	505	505	(200)	305	
LEGAL SERVICES	2,843	558	2,734	(109)	(2,901)	(144)	(2,900)	0	(57)	414	(166)	(109)	0	(109)	
MEDWAY NORSE	6,123	(45)	5,999	(124)	(6,123)	(19)	(6,038)	86	0	(64)	(39)	(39)	0	(39)	
PROPERTY AND CAPITAL PROJECTS	4,576	979	4,668	92	(5,989)	(378)	(5,354)	635	(1,413)	601	(685)	727	(143)	584	
<b>Total LEGAL CONTRACTS &amp; PROPERTY</b>	<b>14,255</b>	<b>1,654</b>	<b>14,181</b>	<b>(74)</b>	<b>(15,725)</b>	<b>(542)</b>	<b>(14,567)</b>	<b>1,158</b>	<b>(1,470)</b>	<b>1,112</b>	<b>(386)</b>	<b>1,084</b>	<b>(343)</b>	<b>741</b>	
<b>ORGANISATIONAL SERVICES :</b>															
HR & ORGANISATION SERVICE	3,068	742	3,266	198	(3,665)	(88)	(3,802)	(137)	(597)	655	(536)	61	(161)	(100)	
<b>Total ORGANISATIONAL SERVICES</b>	<b>3,068</b>	<b>742</b>	<b>3,266</b>	<b>198</b>	<b>(3,665)</b>	<b>(88)</b>	<b>(3,802)</b>	<b>(137)</b>	<b>(597)</b>	<b>655</b>	<b>(536)</b>	<b>61</b>	<b>(161)</b>	<b>(100)</b>	
<b>Total BUSINESS SUPPORT DEPT</b>	<b>136,173</b>	<b>27,918</b>	<b>136,592</b>	<b>419</b>	<b>(130,173)</b>	<b>(24,907)</b>	<b>(129,545)</b>	<b>627</b>	<b>6,000</b>	<b>3,012</b>	<b>7,046</b>	<b>1,046</b>	<b>(529)</b>	<b>517</b>	



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<b>PUBLIC HEALTH</b>															
<b>PUBLIC HEALTH :</b>															
PH MANAGEMENT	712	369	816	105	0	0	(105)	(105)	712	369	712	0	0	0	
PH COMMISSIONING	6,708	1,459	7,138	430	0	(336)	(430)	(430)	6,708	1,123	6,708	0	0	0	
BUSINESS DEVELOPMENT	169	23	169	0	0	0	0	0	169	23	169	0	0	0	
DAAT	2,012	516	2,077	65	(59)	(95)	(124)	(65)	1,953	421	1,953	0	0	0	
HEALTH IMPROVEMENT PROGRAMMES	3,707	417	3,707	0	(504)	(251)	(504)	0	3,203	166	3,203	0	0	0	
CHLAMYDIA SCREENING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
STOP SMOKING SERVICES	556	115	556	0	(10)	(2)	(10)	0	546	114	546	0	0	0	
SUPPORTING HEALTHY WEIGHT	1,099	234	1,102	2	0	0	(2)	(2)	1,099	234	1,099	0	0	0	
PH REDUNDANT COST CENTRE	0	(53)	0	0	0	0	0	0	0	(53)	0	0	0	0	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>3,080</b>	<b>15,565</b>	<b>602</b>	<b>(573)</b>	<b>(684)</b>	<b>(1,175)</b>	<b>(602)</b>	<b>14,390</b>	<b>2,396</b>	<b>14,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>3,080</b>	<b>15,565</b>	<b>602</b>	<b>(573)</b>	<b>(684)</b>	<b>(1,175)</b>	<b>(602)</b>	<b>14,390</b>	<b>2,396</b>	<b>14,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	