

## **CABINET**

**21 NOVEMBER 2017**

### **REVENUE BUDGET MONITORING 2017/18 - QUARTER 2**

Portfolio Holder: Councillor Alan Jarret, Leader  
Report from: Phil Watts, Chief Finance Officer  
Author: Katey Arrowsmith, Head of Finance Strategy

#### **Summary**

This report presents the results of the Council's revenue budget monitoring for Q2 of the 2017/18 financial year.

#### **1. Budget and Policy Framework**

- 1.1. Cabinet are responsible for ensuring that income and expenditure remain within the budget approved by Council.

#### **2. Background**

- 2.1. At its meeting on 23 February 2017, the Council set a budget requirement of £294m for 2017/18. The budget was based on a total Council Tax increase of 4.995% which comprises 1.995%, just below the referendum limit imposed by Central Government, plus an additional 3% allowable under new arrangements to address adult social care pressures. As such the total increase was 4.995%.
- 2.2. This report presents the results of the Q2 revenue budget monitoring, summarising reports that have been considered by directorate management teams based on returns submitted by individual budget managers. In preparing their returns, budget managers have been asked to take account of last years outturn, items of growth or savings agreed as part of the budget build, actual income and expenditure for the year to date and, most importantly, their knowledge of commitments and service requirements anticipated for the remainder of the financial year.
- 2.3. Table 1 contains a summary of the forecast position reflecting the individual directorate monitoring summaries attached at Appendices 1 - 4. The narrative below seeks to explain the pressures being faced and the corrective management action proposed by directorate management teams.

#### **3. Summary Revenue Budget Position 2017/18**

- 3.1. It can be seen from Table 1 that, after agreed management action, the forecast outturn for 2017/18 is estimated at £1.507million. 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 2017/18 £000s	Q2 Forecast variance £000s	Proposed action £000s	Q2 Adjusted variance £000s	Q1 Forecast variance £000s
Children and Adult Services:	213,677	1,296	(994)	272	319
- <i>Children's Services</i>	85,212	473	(79)	394	430
- <i>Adult Social Care</i>	65,089	392	(680)	(288)	(498)
- <i>Director's Office</i>	2,705	508	(135)	373	331
- <i>Partnership Commissioning</i>	6,937	(312)	(100)	(412)	(168)
- <i>Schools Related Expenditure</i>	53,734	205	0	205	224
Regeneration, Culture, Environment and Transformation	53,538	524	(146)	378	787
Business Support Department	5,909	955	(230)	725	517
Public Health	14,390	0	0	0	0
Interest & Financing	9,197	53	0	53	207
Levies	1,113	79	0	79	79
Digital Transformation	(1,087)	0	0	0	0
Medway Norse Joint Venture	(263)	0	0	0	0
<b>Budget Requirement</b>	<b>296,474</b>	<b>2,877</b>	<b>(1,370)</b>	<b>1,507</b>	<b>1,909</b>
<i>Funded by:</i>					
Dedicated Schools Grant	(90,937)	0	0	0	0
Other School Specific Grants	(4,816)	0	0	0	0
Education Services Grant	(1,370)	0	0	0	0
Revenue Support Grant	(18,848)	0	0	0	0
Business Rate Share	(46,302)	0	0	0	0
New Homes Bonus	(5,367)	0	0	0	0
Council Tax	(106,148)	0	0	0	0
Public Health Grant	(17,671)	0	0	0	0
Specific Grants	(4,965)	0	0	0	0
Use of Reserves	(50)	0	0	0	0
<b>Total Available Funding</b>	<b>(296,474)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Forecast Variance</b>	<b>0</b>	<b>2,877</b>	<b>(1,370)</b>	<b>1,507</b>	<b>1,909</b>

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

4.1. The directorate originally forecast an overspend of £1.266million against its general fund budgets, however, after agreeing management action totaling £994,000, the adjusted forecast is an overspend of £272,000. Appendix 1 shows a breakdown per service area.

4.2. The main areas of pressure, and management actions agreed to mitigate these are as follows:

4.2.1. **Adult Social Care** – The division is currently forecasting an underspend of £288,000, principally due to:

- There is a £297,000 overspend around Children with Disabilities due to an overspend on Direct Payments of £101,000 and a combined overspend on Aut Even/Parklands of £197,000. The overspend on Aut Even has increased by £155,000 since the Q1 forecasts due to increased staffing cost following the Ofsted inspection.
- Disability Services are forecast to underspend by £804,000, the forecast on disability services has worsened by £159,000 from quarter 1. Residential/Nursing care is forecast to underspend by £970,000 due to a surplus of client income and the use of iBCF and DSG to offset pressures caused by increasing client numbers, annual price increases. Direct Payments are also forecast to underspend by £287,000; however there is a forecast overspend on Supported Living of £764,000 due largely to increased client numbers.
- The staffing/agency forecast has increased by £230,000 since the Q1 monitoring due to additional agency costs across the service following implementation of the restructure.
- Mental Health Services are forecast to overspend by £389,000, primarily due to an overspend on Residential/Nursing of £395,000 caused by additional and particularly costly transfers from Children's services.
- Older People services are forecast to underspend by £188,000. Residential/Nursing care is forecast to overspend by £565,000 due to a combination of an increase in client numbers and assumed level of annual price increases which are offset by a surplus of client income and the use of iBCF. This is partially offset by an underspend on Homecare of £745,000, due to additional client income, the use of iBCF and the assumed impact of new ways of working.

4.2.2. **Children's Services** – The division is reporting a £394,000 overspend:

- SEN Transport are forecasting to overspend by £817,000 due to the increase in the statutory eligibility age; this forecast does not include any additional spend that will result from the September 2017 pupil intake. A revised policy designed to save £70,000 will now not be implemented from September 2017 and this is reflected in this forecast.

- There is a forecast overspend on Section 17 expenditure of £121,000 largely relating to cost of housing intentionally homeless families, and a forecast overspend relating to No recourse to Public Funds (NRPF) based on the current and expected payments for housing and allowances. Relocation has lowered the cost of long-term NRPF families.
- There is a £64,000 forecast overspend on internal placements due to increasing foster placements and a forecast overspend of £151,000 on Special Guardianship and Residence orders, again due to increasing placements.
- Early Help, Youth and Inclusion is forecasting to overspend by £434,000, mainly due to the in-house sourcing of the youth service. A service restructure is underway to mitigate this overspend.
- These pressures are mitigated by forecast underspends of £498,000 on staffing in Social Care and £694,000 on external placements due to a net reduction in client numbers.
- These pressures are further mitigated by forecast underspends on general supplies and services within Early Help and Prevention as well as across the division totaling £150,000.

4.2.3. **Director** – There is a forecast overspend of £373,000 primarily due to an overspend of £353,000 on Quality Assurance and Safeguarding relating to continued use of agency staff to cover vacant posts.

4.2.4. **Partnership Commissioning** – This division is reporting an underspend of £412,000 mainly because of the high number of vacant posts with the division and due to management action to reduce expenditure on short breaks.

4.2.5. **Schools Retained Funding & Grants** – This division is reporting an overspend of £119,000 mainly due to the write off of Byron school academy conversion debt totalling £75,771 and the Bligh Federation restructure, redundancy costs totalling £84,857.

4.2.6. The Directorate will continue to review care packages to ensure they are aligned with client needs and reflect the work of the service to enable people to live more independently, and will continue to proactively manage vacancies to reduce the overspend in the remainder of the year.

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

5.1. The Directorate forecast an overspend of £524,000 however, after agreeing a range of management actions the adjusted forecast is an overspend £378,000. Appendix 2 shows a breakdown per Service area.

5.2. The main areas of pressure, and management actions agreed to mitigate these are as follows:

5.2.1. **Front line services** – The division is currently forecasting an overspend of £85,000, principally due to:

- Parking Services are forecasting an overspend of £499,000 as a result of shortfalls in income on off-street parking and increased costs in Parking Enforcement and Administration relating to the new operating model.
- Bereavement Services are forecasting an overspend of £212,000 due to reductions in capacity resulting from the ongoing capital works.
- These are mitigated by; an underspend on Highways of £205,000 due to a moratorium on spend and the capitalising of Medway tunnel spend, an underspend on Safer Communities of £204,000 due to staff vacancy savings and the impact of the moratorium, and an underspend of £207,000 on Waste Services due to decreased disposal tonnage projections.

5.2.2. **Physical & Cultural Regeneration** – The Division are forecasting an overspend of £394,000 principally due to:

- Sports, Leisure, Tourism & Heritage are reporting an overspend of £238,000. Medway Leisure is forecast to overspend by £376,000 due mainly to a forecast shortfall in income of £311,000 but this has been partially mitigated for by identifying Divisional moratorium savings of £71,000, revising income forecasts up by £44,000 and capitalising £55,000 of salaries and equipment. Deangate is showing a pressure of £73,000.
- Festivals, Arts, Theatres & Events are forecasting an overspend of £282,000. This comprises pressures of £35,000 for festival initiatives including programme sales, £38,000 underachievement of income from Corn Exchange bar sales. Increased costs for Events have led to a pressure of £170,000 due to the unbudgeted costs from counter-terrorism measures, additional security and staffing costs and increased agent, supplier and contractor prices.
- Strategic Housing is currently forecasting an underspend of £16,000 due to staff vacancies across the Division offsetting the £201,000 forecast overspend in Temporary Accommodation.
- Planning are forecasting an underspend of £149,000 due mainly to a more optimistic appraisal of income and in particular planning fees.
- Regeneration Delivery are forecasting an overspend of £31,000. There is a forecast overspend of £102,000 at the Innovation Centre Medway, mainly due to a £78,000 shortfall in forecast income and ability to reach targets even if fully let, which have been partially offset by moratorium savings across the service.

5.2.3. **Transformation** – The Division forecast an overspend of £137,000 but are now forecasting an underspend of £50,000 with management action of £187,000 that will be identified.

## 6. Housing Revenue Account

- 6.1. The Housing Revenue Account (HRA) shows a forecasted surplus of £803,000 for Quarter 2, which is £582,000 above the approved budgeted surplus of £220,000. Savings have been made reduction in voids, savings from interest payments and a modest increase in rental income.
- 6.2. The anticipated bad debt provision requirement at the end of the current financial year will be £503,000.

## 7. Business Support (Appendix 3)

- 7.1. The directorate are forecasting an overspend of £725,000million against the approved revenue budget and an overspend of £132,000 against Undistributed Budgets.
- 7.2. The main areas of pressure, and management actions agreed to mitigate these are as follows:
  - 7.2.1. **Category Management** – The division has forecast an overspend of £398,000 due, in the main, to the under-achievement of income from charging to capital schemes against a target of £500,000.
  - 7.2.2. **Property & Capital Projects** – The division has forecast an overspend of £667,000:
    - Corporate buildings are forecasting an overall overspend of £204,000; this primarily relates to a target of £200,000 in rental income for Gun Wharf which is not considered achievable and a pressure on premises costs, partially offset by savings following the demolition of the Civic Centre Annex in Strood.
    - Valuation and Asset Management are forecasting an overspend of £341,000, primarily due to the loss of the tenant in Britton Farm Supermarket. In addition rent from investment properties is forecasting a shortfall of £72,000.
    - Design and Capital Projects and Facilities Management teams have been merged and are forecasting an overspend of £123,000 due to underachievement of income from internal charging to capital schemes, fewer Education projects and a reduction in income from the HRA.
  - 7.2.3. **Legal Services** – The division has forecast a saving of £110,000 due to savings on salaries, a re-evaluation of the provision needs for Land Charges and Licensing and increased income including through the new shared service with Gravesham Borough Council.
  - 7.2.4. **Organisational Services** – The division are forecasting an overspend of £116,000. Since Financial Year 2015/2016 to date the total number of HR packages purchased by schools (both maintained and academies) has reduced by 31.2%, which reflects the growth of multi-academy trusts and expands upon a trend that they are increasingly willing to manage their own HR administrative and payroll services. There was a further noticeable decrease in the purchase of packages of 14% at the end of August 2017, immediately prior to the commencement of the new academic year, as we transitioned from the financial year arrangements. Immediate management action has been put into place

across the whole of the HR service to ensure that there is no overspend at year end, these actions include a service wide moratorium on any new appointments and a restriction on anything other than essential travel.

- 7.2.5. **Interest & Financing** – Interest and Finance are forecasting £53,000 overspend, comprising a reduction in external investment income due to a reduced average return as higher rate loans to other Local Authorities are repaid and lower than budgeted returns from Property Funds due to delays in placing these investments.
- 7.2.6. **Levies** – Increases in the number of deaths requiring coroner investigations and the cessation of police funding for the coroners service have created a pressure £79,000; officers have worked with colleagues at Kent County Council to agree an SLA for the service to improve financial monitoring and forecasting.

## 8. Public Health (Appendix 4)

- 8.1. Total grant received as advised by the Department of Health is £17,671million; this is broken down as follows:

C&A	£1,760,000
RCET	£1,107,000
BSD	£721,000
PH	£14,083,000
	<b>£17,671,000</b>

- 8.2. The Directorate is forecast to breakeven. As the grant is ring-fenced, any under / over spend would be offset by contributions to / from the Public Health Reserve.

## 9. Planned Use of Reserves

- 9.1. The agreed budget uses £50,000 to fund various revenue and capital projects.

## 10. Conclusions

- 10.1. The second round of monitoring returns received from budget managers has predicted a potential overspend of £1.507million. Further management action plans are being formulated by directorate management teams; as such it is anticipated that this figure will be mitigated further as the year progresses.

## 11. Financial and legal implications

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

## 12. Recommendations

- 12.1. Cabinet is requested to note the result of the second round of revenue monitoring for 2017/18 and to agree the forecast position and proposed management action.

## 13. Suggested Reasons for Decision

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

**Lead officer contact**

Katey Arrowsmith, Head of Finance Strategy, Gun Wharf  
[Katey.arrowsmith@medway.gov.uk](mailto:Katey.arrowsmith@medway.gov.uk)

**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 2017

<https://democracy.medway.gov.uk/mgAi.aspx?ID=15427>



	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	7,955	20,883	1,422	(17,096)	(6,657)	(17,855)	(759)	2,364	1,298	3,028	663	(80)	583	
HEAD OF ADSERV EARLY HELP PREV	2,360	1,276	2,675	315	(107)	0	(307)	(200)	2,253	1,276	2,369	115	(60)	55	
HEAD OF ADSERV LONG TERM NEEDS	73,008	38,057	77,770	4,762	(12,537)	(6,085)	(17,686)	(5,149)	60,472	31,972	60,085	(387)	(540)	(927)	
<b>Total AD ASC</b>	<b>94,829</b>	<b>47,288</b>	<b>101,329</b>	<b>6,500</b>	<b>(29,740)</b>	<b>(12,742)</b>	<b>(35,847)</b>	<b>(6,108)</b>	<b>65,089</b>	<b>34,546</b>	<b>65,481</b>	<b>392</b>	<b>(680)</b>	<b>(288)</b>	
<b>CHILDRENS SERVICES :</b>															
CHILDRENS CARE MANAGEMENT	1,732	700	1,452	(280)	0	0	0	0	1,732	700	1,452	(280)	0	(280)	
EARLY YEARS	18,125	9,019	18,567	442	(317)	(124)	(876)	(559)	17,808	8,895	17,691	(117)	0	(117)	
HEALTH & INCLUSIONS	0	29	29	29	0	(2)	(2)	(2)	0	28	28	28	0	28	
PSYCHOLOGY & SEN	31,671	11,945	33,021	1,350	(705)	29	(1,158)	(453)	30,966	11,974	31,862	896	(79)	817	
HEAD OF PROVIDER SERVICES	10,688	5,582	10,986	298	(84)	(165)	(397)	(313)	10,604	5,417	10,589	(15)	0	(15)	
EARLY HELP, YOUTH & INCLUSION	5,826	3,725	6,140	314	(2,675)	(884)	(2,555)	120	3,151	2,840	3,585	434	0	434	
HEAD OF SAFEGUARDING	21,077	9,093	20,882	(195)	(126)	(151)	(403)	(277)	20,951	8,942	20,479	(473)	0	(473)	
<b>Total CHILDRENS SERVICES</b>	<b>89,120</b>	<b>40,093</b>	<b>91,077</b>	<b>1,957</b>	<b>(3,908)</b>	<b>(1,297)</b>	<b>(5,391)</b>	<b>(1,484)</b>	<b>85,212</b>	<b>38,797</b>	<b>85,686</b>	<b>473</b>	<b>(79)</b>	<b>394</b>	
<b>DIRECTOR :</b>															
INCLUSION MANAGEMENT TEAM	167	114	257	90	0	0	(100)	(100)	167	114	157	(10)	0	(10)	
HEAD OF SAFEGUARDING & QA	1,720	1,050	2,057	337	(182)	(37)	(130)	51	1,538	1,013	1,926	388	(35)	353	
SCHOOL IMPROVEMENT	754	396	744	(10)	(243)	(128)	(214)	29	511	268	530	19	0	19	
<b>Total DIRECTOR</b>	<b>2,641</b>	<b>1,560</b>	<b>3,058</b>	<b>417</b>	<b>(425)</b>	<b>(165)</b>	<b>(444)</b>	<b>(19)</b>	<b>2,216</b>	<b>1,395</b>	<b>2,613</b>	<b>397</b>	<b>(35)</b>	<b>362</b>	
<b>DIRECTORATE MANAGEMENT TEAM :</b>															
DIRECTORATE MANAGEMENT TEAM	568	234	600	32	(79)	0	0	79	489	234	600	111	(100)	11	
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>568</b>	<b>234</b>	<b>600</b>	<b>32</b>	<b>(79)</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>489</b>	<b>234</b>	<b>600</b>	<b>111</b>	<b>(100)</b>	<b>11</b>	
<b>PARTNERSHIP COMMISSIONING :</b>															
COMMISSIONING MANAGEMENT TEAM	417	187	350	(67)	(244)	0	(94)	151	173	187	257	84	0	84	
SCH ORGANISATION & STUDENT SER	2,046	776	1,991	(55)	(264)	(47)	(277)	(13)	1,782	729	1,715	(68)	0	(68)	
BUSINESS & INTELLIGENCE	3,579	1,543	3,394	(185)	(220)	(181)	(204)	16	3,360	1,362	3,190	(169)	(100)	(269)	
ADULTS COMMISSIONING	601	283	658	58	(177)	0	(241)	(65)	424	283	417	(7)	0	(7)	
CHILDRENS COMMISSIONING	1,464	540	1,294	(169)	(458)	(14)	(407)	50	1,006	525	887	(119)	0	(119)	
PROGRAMME MGMT OFFICE (PMO)	361	164	377	16	(356)	0	(377)	(21)	5	164	0	(5)	0	(5)	
SCHOOLS COMMISSIONING	1,349	623	1,175	(174)	(1,162)	(491)	(1,015)	146	187	132	159	(27)	0	(27)	

	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>	9,817	4,115	9,240	(577)	(2,880)	(733)	(2,615)	265	6,937	3,381	6,625	(312)	(100)	(412)
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>														
FINANCE PROVISIONS	1,032	631	1,172	140	13	(1)	(18)	(31)	1,045	629	1,154	109	0	109
HR PROVISIONS	838	540	773	(65)	(183)	(69)	(81)	102	655	471	692	37	0	37
SCHOOL GRANTS	52,094	9,201	54,567	2,473	(60)	(2,998)	(2,560)	(2,500)	52,034	6,203	52,007	(27)	0	(27)
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	53,964	10,372	56,512	2,548	(230)	(3,069)	(2,659)	(2,429)	53,734	7,304	53,853	119	0	119
<b>SCHOOLS :</b>														
SCHOOLS FUNDING	0	0	0	0	0	0	86	86	0	0	86	86	0	86
<b>Total SCHOOLS</b>	0	0	0	0	0	0	86	86	0	0	86	86	0	86
<b>Total CHILDREN AND ADULTS</b>	250,938	103,661	261,815	10,877	(37,261)	(18,005)	(46,872)	(9,611)	213,677	85,656	214,944	1,266	(994)	272

	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>Report Total</b>	250,938	103,661	261,815	10,877	(37,261)	(18,005)	(46,872)	(9,611)	213,677	85,656	214,944	1,266	(994)	272



	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, COMM, ENVIRON &amp; TRANS</b>															
<b>DIRECTOR'S OFFICE :</b>															
DIRECTOR'S OFFICE	956	696	906	(51)	(48)	(24)	(50)	(2)	908	673	856	(52)	0	(52)	
<b>Total DIRECTOR'S OFFICE</b>	<b>956</b>	<b>696</b>	<b>906</b>	<b>(51)</b>	<b>(48)</b>	<b>(24)</b>	<b>(50)</b>	<b>(2)</b>	<b>908</b>	<b>673</b>	<b>856</b>	<b>(52)</b>	<b>0</b>	<b>(52)</b>	
<b>FRONT LINE SERVICES :</b>															
FRONT LINE SERVICES SUPPORT	375	185	319	(56)	(139)	0	(113)	26	236	184	206	(30)	0	(30)	
HIGHWAYS	7,083	3,090	6,892	(191)	(1,624)	(511)	(1,638)	(14)	5,459	2,579	5,254	(205)	0	(205)	
PARKING SERVICES	2,889	2,324	3,422	533	(8,910)	(3,831)	(8,944)	(34)	(6,022)	(1,506)	(5,522)	499	0	499	
WASTE SERVICES	24,866	9,892	24,554	(312)	(2,481)	(455)	(2,376)	105	22,385	9,437	22,178	(207)	0	(207)	
SAFER COMMUNITIES	3,433	2,009	3,231	(202)	(277)	(171)	(280)	(2)	3,155	1,838	2,952	(204)	0	(204)	
INTEGRATED TRANSPORT	9,161	5,070	9,141	(20)	(2,426)	(997)	(2,381)	45	6,735	4,073	6,760	25	0	25	
CCTV & LIFELINE	918	696	918	0	(914)	(464)	(914)	0	5	232	5	0	0	0	
REGISTRATION & BEREAVEMENT	2,261	1,142	1,983	(277)	(2,872)	(1,200)	(2,382)	490	(611)	(58)	(399)	212	0	212	
GREENSPACES	4,660	3,169	4,686	26	(305)	(119)	(337)	(31)	4,355	3,050	4,350	(5)	0	(5)	
<b>Total FRONT LINE SERVICES</b>	<b>55,646</b>	<b>27,577</b>	<b>55,146</b>	<b>(499)</b>	<b>(19,949)</b>	<b>(7,748)</b>	<b>(19,364)</b>	<b>585</b>	<b>35,697</b>	<b>19,829</b>	<b>35,783</b>	<b>85</b>	<b>0</b>	<b>85</b>	
<b>PHYSICAL &amp; CULTURAL REGEN :</b>															
LEISURE & CULTURE MANAGEMENT	8	10	13	5	(5)	0	0	5	3	10	13	10	0	10	
SPORT,LEISURE,TOURISM,HERITAGE	8,906	6,474	8,948	42	(5,128)	(2,841)	(4,933)	195	3,778	3,633	4,015	238	0	238	
FESTIVAL,ARTS,THEATRES,EVENTS	3,065	3,156	3,666	601	(1,637)	(2,201)	(1,937)	(300)	1,428	955	1,730	302	(20)	282	
PHYSICAL&CULTURAL REG SUPPORT	208	177	233	25	(80)	(2)	(110)	(30)	128	175	123	(5)	0	(5)	
PLANNING	2,580	1,510	2,668	88	(1,447)	(1,018)	(1,685)	(237)	1,132	492	983	(149)	0	(149)	
REGENERATION DELIVERY	2,615	1,414	2,669	54	(1,278)	(598)	(1,301)	(23)	1,337	816	1,368	31	0	31	
SOUTH THAMES GATEWAY PARTNERSH	143	1	143	0	0	0	0	0	143	1	143	0	0	0	
STRATEGIC HOUSING	7,354	4,240	8,118	764	(2,115)	(2,296)	(2,894)	(780)	5,239	1,944	5,224	(16)	0	(16)	
PHYSICAL REGENERATION	10	158	276	266	(31)	1	(292)	(261)	(21)	159	(16)	5	0	5	
<b>Total PHYSICAL &amp; CULTURAL REGEN</b>	<b>24,889</b>	<b>17,139</b>	<b>26,734</b>	<b>1,845</b>	<b>(11,721)</b>	<b>(8,954)</b>	<b>(13,152)</b>	<b>(1,431)</b>	<b>13,167</b>	<b>8,185</b>	<b>13,582</b>	<b>414</b>	<b>(20)</b>	<b>394</b>	
<b>TRANSFORMATION :</b>															
COMMUNICATIONS	804	704	949	145	(854)	(809)	(817)	37	(50)	(105)	132	182	0	182	
HEAD OF TRANSFORMATION	445	277	440	(5)	0	(32)	0	0	445	245	440	(5)	(126)	(131)	
ICT DEVELOPMENT	5,349	3,455	5,598	249	(5,376)	(4,241)	(5,380)	(4)	(28)	(786)	218	246	0	246	
RCC PERFORM AND INTELL HUB	145	91	146	2	(35)	(37)	(37)	(2)	109	53	109	0	0	0	

	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	462	225	456	(6)	(462)	(464)	(467)	(5)	0	(239)	(11)	(11)	0	(11)
ADMINISTRATION	1,877	1,184	1,865	(12)	(1,965)	(1,974)	(2,002)	(37)	(88)	(790)	(137)	(50)	0	(50)
LIBRARIES & COMMUNITY HUBS	3,889	2,653	3,869	(20)	(267)	(194)	(262)	5	3,622	2,459	3,606	(15)	0	(15)
ADULT EDUCATION	2,264	1,388	2,231	(33)	(2,248)	(1,632)	(2,186)	62	16	(244)	45	29	0	29
CUSTOMER CONTACT	3,424	2,159	3,140	(284)	(3,589)	(3,489)	(3,595)	(6)	(165)	(1,330)	(455)	(290)	0	(290)
COMMUNITY INTERPRETERS	201	270	506	304	(298)	(200)	(611)	(313)	(97)	70	(105)	(9)	0	(9)
<b>Total TRANSFORMATION</b>	<b>18,859</b>	<b>12,405</b>	<b>19,199</b>	<b>340</b>	<b>(15,094)</b>	<b>(13,072)</b>	<b>(15,358)</b>	<b>(264)</b>	<b>3,765</b>	<b>(667)</b>	<b>3,841</b>	<b>76</b>	<b>(126)</b>	<b>(50)</b>
<b>Total REGEN, COMM, ENVIRON &amp; TRANS</b>	<b>100,350</b>	<b>57,816</b>	<b>101,985</b>	<b>1,635</b>	<b>(46,812)</b>	<b>(29,798)</b>	<b>(47,924)</b>	<b>(1,111)</b>	<b>53,538</b>	<b>28,019</b>	<b>54,061</b>	<b>524</b>	<b>(146)</b>	<b>378</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			
Report Total	100,350	57,816	101,985	1,635	(46,812)	(29,798)	(47,924)	(1,111)	53,538	28,019	54,061	524	(146)	378





	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	686	399	650	(36)	(686)	(472)	(686)	0	0	(72)	(36)	(36)	0	(36)	
RURAL LIAISON GRANTS	73	73	73	0	0	0	0	0	73	73	73	0	0	0	
FINANCE STRATEGY	1,117	670	1,074	(42)	(1,117)	(1,111)	(1,119)	(2)	0	(441)	(45)	(45)	0	(45)	
REVENUES & BENEFITS	110,382	57,048	102,650	(7,732)	(106,485)	(56,190)	(98,926)	7,559	3,897	857	3,724	(173)	0	(173)	
FINANCE OPERATIONS	1,416	811	1,260	(156)	(1,507)	(1,098)	(1,346)	161	(91)	(286)	(86)	5	0	5	
<b>Total CENTRAL FINANCE</b>	<b>113,674</b>	<b>59,001</b>	<b>105,707</b>	<b>(7,967)</b>	<b>(109,795)</b>	<b>(58,870)</b>	<b>(102,077)</b>	<b>7,717</b>	<b>3,879</b>	<b>131</b>	<b>3,629</b>	<b>(250)</b>	<b>0</b>	<b>(250)</b>	
<b>CORPORATE MANAGEMENT :</b>															
CORPORATE MANAGEMENT	2,799	1,444	2,789	(11)	(885)	(885)	(885)	0	1,915	560	1,904	(11)	0	(11)	
<b>Total CORPORATE MANAGEMENT</b>	<b>2,799</b>	<b>1,444</b>	<b>2,789</b>	<b>(11)</b>	<b>(885)</b>	<b>(885)</b>	<b>(885)</b>	<b>0</b>	<b>1,915</b>	<b>560</b>	<b>1,904</b>	<b>(11)</b>	<b>0</b>	<b>(11)</b>	
<b>DEMOCRACY &amp; GOVERNANCE :</b>															
DEMOCRATIC SERVICES MANAGER	733	408	675	(58)	(45)	(43)	(45)	0	688	365	630	(59)	0	(59)	
MEMBERS & ELECTIONS	1,500	1,274	2,045	545	(59)	(407)	(608)	(549)	1,441	867	1,437	(4)	(30)	(34)	
<b>Total DEMOCRACY &amp; GOVERNANCE</b>	<b>2,233</b>	<b>1,681</b>	<b>2,720</b>	<b>487</b>	<b>(103)</b>	<b>(450)</b>	<b>(652)</b>	<b>(549)</b>	<b>2,130</b>	<b>1,231</b>	<b>2,067</b>	<b>(62)</b>	<b>(30)</b>	<b>(92)</b>	
<b>LEGAL CONTRACTS &amp; PROPERTY :</b>															
CATEGORY MANAGEMENT	712	382	723	11	(662)	(154)	(274)	388	50	227	448	398	0	398	
LEGAL SERVICES	2,843	1,631	2,807	(37)	(2,901)	(2,080)	(2,974)	(73)	(57)	(449)	(167)	(110)	0	(110)	
MEDWAY NORSE	6,123	2,452	6,004	(120)	(6,123)	(5,876)	(5,997)	127	0	(3,424)	7	7	0	7	
PROPERTY AND CAPITAL PROJECTS	4,576	3,463	4,641	65	(5,989)	(3,730)	(5,387)	602	(1,413)	(267)	(745)	667	0	667	
<b>Total LEGAL CONTRACTS &amp; PROPERTY</b>	<b>14,255</b>	<b>7,928</b>	<b>14,174</b>	<b>(81)</b>	<b>(15,675)</b>	<b>(11,841)</b>	<b>(14,632)</b>	<b>1,043</b>	<b>(1,420)</b>	<b>(3,913)</b>	<b>(457)</b>	<b>962</b>	<b>0</b>	<b>962</b>	
<b>ORGANISATIONAL SERVICES :</b>															
HR & ORGANISATION SERVICE	3,018	1,984	2,913	(105)	(3,613)	(1,925)	(3,192)	421	(594)	59	(279)	316	(200)	116	
<b>Total ORGANISATIONAL SERVICES</b>	<b>3,018</b>	<b>1,984</b>	<b>2,913</b>	<b>(105)</b>	<b>(3,613)</b>	<b>(1,925)</b>	<b>(3,192)</b>	<b>421</b>	<b>(594)</b>	<b>59</b>	<b>(279)</b>	<b>316</b>	<b>(200)</b>	<b>116</b>	
<b>Total BUSINESS SUPPORT DEPT</b>	<b>135,979</b>	<b>72,038</b>	<b>128,303</b>	<b>(7,677)</b>	<b>(130,070)</b>	<b>(73,971)</b>	<b>(121,438)</b>	<b>8,632</b>	<b>5,909</b>	<b>(1,933)</b>	<b>6,865</b>	<b>955</b>	<b>(230)</b>	<b>725</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			
Report Total	135,979	72,038	128,303	(7,677)	(130,070)	(73,971)	(121,438)	8,632	5,909	(1,933)	6,865	955	(230)	725

	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	1,230	835	1,227	(3)	0	(10)	(8)	(8)	1,230	825	1,219	(11)	0	(11)	
PH COMMISSIONING	6,189	3,733	7,041	852	0	(437)	(706)	(706)	6,189	3,296	6,335	146	0	146	
BUSINESS DEVELOPMENT	169	93	152	(17)	0	(2)	(2)	(2)	169	91	150	(19)	0	(19)	
DAAT	2,012	1,050	2,105	93	(59)	(95)	(158)	(99)	1,953	955	1,947	(6)	0	(6)	
HEALTH IMPROVEMENT PROGRAMMES	3,707	1,737	3,658	(49)	(504)	(397)	(504)	0	3,203	1,340	3,155	(49)	0	(49)	
STOP SMOKING SERVICES	556	334	577	20	(10)	(52)	(62)	(52)	546	282	515	(31)	0	(31)	
SUPPORTING HEALTHY WEIGHT	1,099	619	1,069	(30)	0	0	0	0	1,099	619	1,069	(30)	0	(30)	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>8,401</b>	<b>15,829</b>	<b>866</b>	<b>(573)</b>	<b>(994)</b>	<b>(1,439)</b>	<b>(866)</b>	<b>14,390</b>	<b>7,408</b>	<b>14,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>8,401</b>	<b>15,829</b>	<b>866</b>	<b>(573)</b>	<b>(994)</b>	<b>(1,439)</b>	<b>(866)</b>	<b>14,390</b>	<b>7,408</b>	<b>14,390</b>	<b>0</b>	<b>0</b>	<b>0</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			
Report Total	14,963	8,401	15,829	866	(573)	(994)	(1,439)	(866)	14,390	7,408	14,390	0	0	0