

## **CABINET**

**6 FEBRUARY 2018**

### **REVENUE BUDGET MONITORING 2017/18 – QUARTER 3**

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

This report presents the results of the Council's revenue budget monitoring for Quarter 3 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 7 February 2017, the Council set a budget requirement of £294million for 2017/18. The budget was based on a total Council Tax increase of 4.994% which comprises 1.994%, just below the referendum limit imposed by Central Government, plus an additional 3% allowable under new arrangements to address adult social care pressures.
- 2.2. This report presents the results of the Quarter 3 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 year's 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 an estimated overspend of £653,000. 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	Q3 Forecast variance £000s	Proposed action £000s	Q3 Adjusted variance £000s	Q2 Forecast variance £000s
Children and Adult Services:	213,238	205	(600)	(395)	272
- Children's Services	80,873	(493)	0	(493)	394
- Adult Social Care	64,998	713	(600)	113	(288)
- Director's Office	2,705	524	0	524	373
- Partnership Commissioning	11,339	412	0	412	(412)
- Schools Related Expenditure	53,323	(950)	0	(950)	205
Regeneration, Culture, Environment and Transformation	52,185	804	(400)	404	378
Business Support Department	6,424	474	0	474	725
Public Health	14,390	0	0	0	0
Interest & Financing	9,197	65		65	53
Levies	1,113	104		104	79
Medway Norse Joint Venture	(263)	1		1	0
<b>Budget Requirement</b>	<b>296,284</b>	<b>1,653</b>	<b>(1,000)</b>	<b>653</b>	<b>1,507</b>
<i>Funded by:</i>					
Dedicated Schools Grant	(90,937)	0	0	0	0
Other School Specific Grants	(4,626)	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>(296,284)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Forecast Variance</b>	<b>0</b>	<b>1,653</b>	<b>(1,000)</b>	<b>653</b>	<b>1,507</b>

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

4.1. The directorate originally forecast an overspend of £205,000, however a range of management actions identified totaling £600,000 results in a projected underspend of £395,000. 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:

**Adult Social Care** – The division is currently forecasting an overspend of £113,000. This overspend position assumes the use of around £2.8million of iBCF funding to offset additional in year pressures relating to an increase in placement costs and uplifts

to providers, in accordance with the conditions of the grant. The forecast also continues to assume the delivery of £600,000 of management action based on further implementation of the Three Conversations model, additional review activity and reducing agency costs within adult social care staffing teams.

The 2017/18 forecast overspend is principally due to:

- A £268,000 overspend around children with disabilities due to an increase in direct payments of £101,000 and a combined overspend on Aut Even and Parklands of £167,000 due to increased staffing following the Ofsted inspection.
- A forecast underspend of £330,000 on services for adults with disabilities, representing a worsening since Quarter 2. There are also significant variances on individual headings reflecting a shift in spend to more supported living offset by reductions on residential and nursing care and on direct payments.
- The staffing/agency forecast has increased by £115,000 since the Quarter 2 monitoring due to additional agency costs across the service following implementation of the restructure. However, the director still expects £100,000 of management action to be delivered.
- Mental Health Services are forecast to overspend by £261,000, primarily due to an overspend on residential and nursing of £302,000 caused by additional and particularly costly transfers from Children's Services.
- Older People services are forecast to underspend by £111,000. Residential and nursing care is forecast to overspend by £457,000 due to a combination of an increase in client numbers and assumed level of annual price increases which are offset by additional client contributions and the use of iBCF. This is offset by an underspend on Homecare of £597,000, due to additional client income, the use of iBCF and the assumed impact of new ways of working. The Older People forecasts are £77,000 higher than at Quarter 2 due to an increase in homecare forecast due to impact of processing backdated invoices.

**Children's Services** – There is a net forecast underspend of £493,000 across the division principally due to an underspend on internal and external placements across the division and a movement of £800,000 from the previous rounds forecast again due to 11 fewer residential placements than forecast last time.

**Director** – There is a forecast overspend of £415,000 primarily due to an overspend of £388,000 on Quality Assurance and Safeguarding relating to continued use of agency staff to cover vacant posts.

**Directorate Management Team** – There is a forecast overspend of £109,000, mainly due to the use of agency staffing to cover the vacant Assistant Director post and the loss of Clinical Commissioning Group (GGC) grant funding.

**Partnership Commissioning** – There is a forecast overspend of £412,000, primarily due to a forecast overspend on Special Educational Needs and Disabilities (SEND) transport of £901,000 resulting from the increase in the statutory age. This is partially offset by a forecast underspend of £192,000 on mainstream transport due to the reduction on the purchase price of the yearly bus pass cost.

**Schools Retained Funding & Grants** – There is a forecast overspend of £155,000 mainly due to the write off of Byron school academy conversion debt of £76,000 and the redundancy costs related to the Bligh Federation restructure of £85,000.

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

- 5.1. The Directorate forecast an overspend of £804,000 however, after agreeing a range of management actions totaling £400,000, the adjusted forecast is an overspend £404,000. The forecasts reflect the transfer of Organisational Services from Business Support Department into Regeneration, Culture, Environment and Transformation (RCET), and also the application of £764,000 of Transformation savings targets to RCET codes since the Q2 forecasts. 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:

**Front line services** – The division is currently forecasting an underspend of £27,000, principally due to:

- Parking Services are forecasting an overspend of £628,000. The additional costs associated with the new operating model for parking enforcement have resulted in a pressure of £416,000 and a further overspend of £86,000 on parking administration, however the new model has generated additional income. Shortfalls in income against target levels for off-street parking are exacerbated by additional unforeseen unbudgeted costs including £98,000 for security provided at the request of the Leader, and £77,000 for Business Rates. This forecast also includes a pressure of £113,000 against the transformation savings targets.
- Bereavement Services are forecasting an overspend of £175,000 due to reductions in capacity resulting from the ongoing capital works leading to a shortfall in income.
- This pressure is mitigated by a range of forecasted underspends including Highways forecasting a £288,000 underspend due to savings from a moratorium on spend and the capitalising of Medway Tunnel spend. Waste Services are forecasting an underspend of £112,000 due to lower than budgeted waste disposal tonnages. Safer Communities have forecast an underspend of £219,000 due to staff vacancy savings and the impact of the moratorium. Integrated Transport are forecasting an underspend of £101,000 and Greenspaces of £73,000 due to the impact of the moratorium.

**Physical & Cultural Regeneration** – The division is currently forecasting an overspend of £673,000, principally due to:

- Sports, Leisure, Tourism & Heritage are reporting an overspend of £450,000. Medway Leisure is forecast to overspend by £507,000, due mainly to a forecast shortfall in income of £280,000. Deangate is showing a pressure of £78,000.
- Festivals, Arts, Theatres & Events are forecasting an overspend of £324,000. This comprises pressures relating to the underachievement of income targets and the unbudgeted costs from counter-terrorism measures, additional security and staffing costs and increased agent, supplier and contractor prices. The Corn Exchange is forecasting to overspend by £65,000 primarily due to the underachievement of bar income.

- Strategic Housing is currently forecasting an overspend of £59,000 due to an increase of 40 placements in temporary accommodation during the year, the majority of which have taken place in the last three months.
- Planning are forecasting an underspend of £189,000 due mainly to a more optimistic appraisal of income and in particular planning fees.

**Transformation** – The division is forecasting a modest overspend, however this comprises a number of significant compensating variances:

- ICT is forecasting an overspend of £267,000 due to unbudgeted expenditure on the network and hardware required to remedy an ICT outage and to improve the resilience of the network to reduce the risk of future significant downtime periods.
- Communications are forecasting an overspend of £181,000 due to historic pressures on salaries, an underachievement of income and a marketing overspend.
- These overspends are mitigated by underspends on Customer Contact and Business and Administrative Support due to staff vacancies and the removal of temporary staff.

There is an underspend of £95,000 forecast on RCET Directorate Support.

## **6. Housing Revenue Account**

- 6.1. The Housing Revenue Account (HRA) forecasts a surplus of £867,000 for Round 3, which is £647,000 above the budgeted surplus of £220,000. Savings have been made through a 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 £532,000.

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

- 7.1. The Directorate is forecasting an overspend of £474,000 against the approved revenue budget and an overspend of £169,000 against Levies and Interest and Financing.
- 7.2. The main areas of pressure, and management actions agreed to mitigate these are as follows:

**Legal, Contracts and Property** – The division is forecasting an overspend of £641,000 primarily due to:

- Property & Capital Projects (including Valuation & Asset Management) are forecasting an overspend of £366,000 primarily because the decision to let spare capacity in Gun Wharf was reversed. The loss of the tenant in Britton Farm Supermarket and rent from investment properties results in a shortfall of income of £128,000.
- Category Management are forecasting an overspend of £366,000 due, in the main, to the under-achievement of income from charging to capital schemes against a target of £500,000.

- o Legal, Land Charges and Licensing are forecasting a saving of £97,000 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.

**Democracy and Governance** – The service are forecasting an underspend of £108,000 primarily due to salary and printing cost savings in Democratic Services and salary savings in Members and Elections Support.

**Interest and Financing** – Interest and Finance are forecasting a pressure of £65,000, 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.

**Levies** – Increases in the number of deaths requiring coroner investigations and the cessation of police funding for the coroners service have created a pressure £104,000; officers have worked with colleagues at Kent County Council to agree an SLA for the service to improve financial monitoring and forecasting.

**Medway Norse profit share** – the Council is forecasting to achieve the budgeted rebate in the current financial year.

## 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:

Directorate	£
Children and Adults	£1,760,000
Regeneration, Culture, Environment and Transformation	£1,107,000
Business Support Department	£721,000
Public Health	£14,083,000
	<b>£17,671,000</b>

- 8.2. Salaries are forecast to underspend by £38,000. As the grant is ring-fenced, any under/over spend is offset by contributions to / from the Public Health Reserve.

## 9. Planned Use of Reserves

- 9.1. The agreed budget uses £50,000 to fund the Cabinet's commitment to free parking over the Christmas period.

## 10. Conclusions

- 10.1. The third round of monitoring projects a reduced overspend from the position reported in Q1 and Q2 of £653,000. Further management action plans are being formulated by directorate management teams to reduce this overspend by year end.

## 11. Risk management

- 11.1. The Council's revenue monitoring process is designed to help mitigate the risk of overspending against the agreed budget at year-end; this report sets out the areas of potential overspend forecast and the actions identified by management and Members to mitigate these.

## **12. Financial and legal implications**

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

## **13. Recommendations**

- 13.1. Cabinet is asked to note the result of the third round of revenue monitoring for 2017/18 and to agree the forecast position and proposed management action.

## **14. Suggested reasons for decision**

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

### **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 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	19,422	7,955	20,724	1,302	(17,096)	(6,657)	(17,671)	(575)	2,326	1,298	3,053	728	0	728	
HEAD OF ADSERV EARLY HELP PREV	2,309	1,276	3,349	1,039	(107)	0	(307)	(200)	2,203	1,276	3,042	839	(60)	779	
HEAD OF ADSERV LONG TERM NEEDS	73,006	38,057	77,636	4,629	(12,537)	(6,085)	(18,021)	(5,484)	60,469	31,972	59,615	(854)	(540)	(1,394)	
<b>Total AD ASC</b>	<b>94,738</b>	<b>47,288</b>	<b>101,709</b>	<b>6,971</b>	<b>(29,740)</b>	<b>(12,742)</b>	<b>(35,998)</b>	<b>(6,258)</b>	<b>64,998</b>	<b>34,546</b>	<b>65,710</b>	<b>713</b>	<b>(600)</b>	<b>113</b>	
<b>CHILDRENS SERVICES :</b>															
CHILDRENS CARE MANAGEMENT	1,730	700	1,468	(262)	0	0	0	0	1,730	700	1,468	(262)	0	(262)	
EARLY YEARS	18,125	9,019	18,892	766	(317)	(124)	(794)	(476)	17,808	8,895	18,098	290	0	290	
HEALTH & INCLUSIONS	0	29	29	29	0	(2)	(2)	(2)	0	28	28	28	0	28	
PSYCHOLOGY & SEN	27,211	10,543	27,396	185	(428)	(300)	(1,005)	(577)	26,783	10,243	26,391	(393)	0	(393)	
HEAD OF PROVIDER SERVICES	10,536	5,582	11,048	512	(84)	(165)	(387)	(303)	10,452	5,417	10,661	209	0	209	
EARLY HELP, YOUTH & INCLUSION	5,825	3,725	6,506	681	(2,675)	(884)	(2,911)	(236)	3,150	2,840	3,595	445	0	445	
HEAD OF SAFEGUARDING	21,075	9,093	20,542	(533)	(126)	(151)	(403)	(277)	20,949	8,942	20,139	(810)	0	(810)	
<b>Total CHILDRENS SERVICES</b>	<b>84,503</b>	<b>38,692</b>	<b>85,882</b>	<b>1,378</b>	<b>(3,631)</b>	<b>(1,626)</b>	<b>(5,502)</b>	<b>(1,871)</b>	<b>80,873</b>	<b>37,066</b>	<b>80,380</b>	<b>(493)</b>	<b>0</b>	<b>(493)</b>	
<b>DIRECTOR :</b>															
INCLUSION MANAGEMENT TEAM	167	114	169	2	0	0	0	0	167	114	169	2	0	2	
HEAD OF SAFEGUARDING & QA	1,720	1,050	2,058	338	(182)	(37)	(127)	54	1,538	1,013	1,931	392	0	392	
SCHOOL IMPROVEMENT	754	396	687	(67)	(243)	(128)	(156)	87	511	268	531	20	0	20	
<b>Total DIRECTOR</b>	<b>2,641</b>	<b>1,560</b>	<b>2,914</b>	<b>273</b>	<b>(425)</b>	<b>(165)</b>	<b>(284)</b>	<b>141</b>	<b>2,216</b>	<b>1,395</b>	<b>2,631</b>	<b>415</b>	<b>0</b>	<b>415</b>	
<b>DIRECTORATE MANAGEMENT TEAM :</b>															
DIRECTORATE MANAGEMENT TEAM	568	234	597	30	(79)	0	0	79	489	234	597	109	0	109	
<b>Total DIRECTORATE MANAGEMENT TEAM</b>	<b>568</b>	<b>234</b>	<b>597</b>	<b>30</b>	<b>(79)</b>	<b>0</b>	<b>0</b>	<b>79</b>	<b>489</b>	<b>234</b>	<b>597</b>	<b>109</b>	<b>0</b>	<b>109</b>	
<b>PARTNERSHIP COMMISSIONING :</b>															
COMMISSIONING MANAGEMENT TEAM	417	187	455	38	(244)	0	(194)	51	173	187	262	89	0	89	
SCH ORGANISATION & STUDENT SER	2,046	776	1,765	(281)	(264)	(47)	(254)	10	1,782	729	1,511	(272)	0	(272)	
BUSINESS & INTELLIGENCE	3,579	1,543	3,266	(313)	(220)	(181)	(224)	(4)	3,360	1,362	3,042	(317)	0	(317)	
ADULTS COMMISSIONING	601	283	804	203	(177)	0	(358)	(182)	424	283	446	21	0	21	
CHILDRENS COMMISSIONING	1,463	540	1,189	(274)	(458)	(14)	(263)	195	1,006	525	926	(80)	0	(80)	
PROGRAMME MGMT OFFICE (PMO)	361	164	377	16	(356)	0	(377)	(21)	5	164	0	(5)	0	(5)	
SCHOOLS COMMISSIONING	1,349	623	1,062	(286)	(1,162)	(491)	(801)	361	187	132	261	75	0	75	

	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			
SEN TRANSPORT	4,680	1,402	5,587	907	(277)	329	(283)	(6)	4,403	1,731	5,303	901	0	901
<b>Total PARTNERSHIP COMMISSIONING</b>	<b>14,495</b>	<b>5,516</b>	<b>14,504</b>	<b>9</b>	<b>(3,157)</b>	<b>(404)</b>	<b>(2,754)</b>	<b>403</b>	<b>11,339</b>	<b>5,112</b>	<b>11,751</b>	<b>412</b>	<b>0</b>	<b>412</b>
<b>SCH RETAINED FUNDING &amp; GRANTS :</b>														
FINANCE PROVISIONS	1,032	631	1,166	134	13	(1)	(8)	(21)	1,045	629	1,158	113	0	113
HR PROVISIONS	838	540	780	(57)	(183)	(69)	(83)	100	655	471	697	42	0	42
SCHOOL GRANTS	51,683	9,201	53,976	2,293	(60)	(2,998)	(2,353)	(2,293)	51,623	6,203	51,623	0	0	0
<b>Total SCH RETAINED FUNDING &amp; GRANTS</b>	<b>53,553</b>	<b>10,372</b>	<b>55,922</b>	<b>2,369</b>	<b>(230)</b>	<b>(3,069)</b>	<b>(2,444)</b>	<b>(2,214)</b>	<b>53,323</b>	<b>7,304</b>	<b>53,478</b>	<b>155</b>	<b>0</b>	<b>155</b>
<b>SCHOOLS :</b>														
SCHOOLS FUNDING	0	0	0	0	0	0	(1,105)	(1,105)	0	0	(1,105)	(1,105)	0	(1,105)
<b>Total SCHOOLS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,105)</b>	<b>(1,105)</b>	<b>0</b>	<b>0</b>	<b>(1,105)</b>	<b>(1,105)</b>	<b>0</b>	<b>(1,105)</b>
<b>Total CHILDREN AND ADULTS</b>	<b>250,499</b>	<b>103,661</b>	<b>261,529</b>	<b>11,030</b>	<b>(37,261)</b>	<b>(18,005)</b>	<b>(48,087)</b>	<b>(10,826)</b>	<b>213,238</b>	<b>85,656</b>	<b>213,443</b>	<b>205</b>	<b>(600)</b>	<b>(395)</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>Report Total</b>	250,499	103,661	261,529	11,030	(37,261)	(18,005)	(48,087)	(10,826)	213,238	85,656	213,443	205	(600)	(395)



	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	956	747	862	(94)	(48)	(41)	(49)	(1)	908	706	814	(95)	0	(95)	
<b>Total DIRECTOR'S OFFICE</b>	<b>956</b>	<b>747</b>	<b>862</b>	<b>(94)</b>	<b>(48)</b>	<b>(41)</b>	<b>(49)</b>	<b>(1)</b>	<b>908</b>	<b>706</b>	<b>814</b>	<b>(95)</b>	<b>0</b>	<b>(95)</b>	
<b>FRONT LINE SERVICES :</b>															
FRONT LINE SERVICES SUPPORT	375	212	318	(57)	(139)	0	(115)	24	236	211	203	(33)	0	(33)	
HIGHWAYS	6,933	4,142	6,723	(210)	(1,624)	(1,063)	(1,672)	(48)	5,309	3,079	5,051	(258)	(30)	(288)	
PARKING SERVICES	2,857	2,841	3,482	625	(8,993)	(4,870)	(8,991)	3	(6,136)	(2,029)	(5,509)	628	0	628	
WASTE SERVICES	24,866	14,335	24,654	(212)	(2,531)	(537)	(2,434)	97	22,335	13,798	22,220	(115)	0	(115)	
SAFER COMMUNITIES	3,432	2,517	3,214	(219)	(287)	(206)	(288)	(1)	3,145	2,312	2,925	(219)	0	(219)	
INTEGRATED TRANSPORT	9,136	6,177	9,215	79	(2,426)	(1,658)	(2,606)	(180)	6,710	4,519	6,609	(101)	0	(101)	
CCTV & LIFELINE	918	918	918	0	(914)	(464)	(914)	0	5	454	5	0	0	0	
REGISTRATION & BEREAVEMENT	2,261	1,455	1,989	(272)	(2,872)	(1,622)	(2,425)	447	(611)	(167)	(436)	175	0	175	
GREENSPACES	4,660	3,206	4,682	22	(305)	(136)	(340)	(35)	4,354	3,070	4,341	(13)	(60)	(73)	
<b>Total FRONT LINE SERVICES</b>	<b>55,438</b>	<b>35,803</b>	<b>55,195</b>	<b>(244)</b>	<b>(20,092)</b>	<b>(10,556)</b>	<b>(19,785)</b>	<b>307</b>	<b>35,347</b>	<b>25,246</b>	<b>35,410</b>	<b>63</b>	<b>(90)</b>	<b>(27)</b>	
<b>PHYSICAL &amp; CULTURAL REGEN :</b>															
LEISURE & CULTURE MANAGEMENT	8	11	13	5	(5)	0	0	5	3	10	13	9	0	9	
SPORT,LEISURE,TOURISM,HERITAGE	8,905	7,474	9,264	358	(5,194)	(3,622)	(5,103)	91	3,711	3,851	4,161	450	0	450	
FESTIVAL,ARTS,THEATRES,EVENTS	3,065	3,828	3,697	632	(1,637)	(2,736)	(1,925)	(288)	1,428	1,092	1,772	344	(20)	324	
PHYSICAL&CULTURAL REG SUPPORT	208	223	233	25	(80)	(111)	(112)	(32)	128	113	121	(6)	(150)	(156)	
PLANNING	2,580	1,925	2,687	108	(1,447)	(1,314)	(1,744)	(296)	1,132	611	943	(189)	0	(189)	
REGENERATION DELIVERY	2,644	2,104	2,741	97	(1,278)	(896)	(1,359)	(80)	1,366	1,208	1,383	17	0	17	
SOUTH THAMES GATEWAY PARTNERSH	143	143	143	0	0	0	0	0	143	143	143	0	0	0	
STRATEGIC HOUSING	7,354	5,660	8,022	668	(2,115)	(2,682)	(2,723)	(609)	5,239	2,978	5,298	59	0	59	
PHYSICAL REGENERATION	10	206	280	270	(31)	1	(292)	(261)	(21)	207	(12)	9	0	9	
<b>Total PHYSICAL &amp; CULTURAL REGEN</b>	<b>24,917</b>	<b>21,573</b>	<b>27,080</b>	<b>2,163</b>	<b>(11,787)</b>	<b>(11,359)</b>	<b>(13,258)</b>	<b>(1,470)</b>	<b>13,130</b>	<b>10,214</b>	<b>13,823</b>	<b>693</b>	<b>(170)</b>	<b>523</b>	
<b>TRANSFORMATION :</b>															
COMMUNICATIONS	804	782	949	145	(854)	(816)	(818)	36	(50)	(34)	131	181	0	181	
HEAD OF TRANSFORMATION	428	392	457	29	0	(16)	(9)	(9)	428	376	447	20	(40)	(20)	
ICT DEVELOPMENT	5,266	4,212	5,586	320	(5,345)	(4,251)	(5,399)	(54)	(79)	(39)	187	266	0	266	
HR & ORGANISATION SERVICE	3,018	2,454	2,719	(299)	(3,613)	(2,280)	(3,292)	321	(594)	175	(573)	22	0	22	

	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			
RCC PERFORM AND INTELL HUB	144	113	146	2	(35)	(37)	(37)	(2)	109	75	109	0	0	0
CORP PERFORMNCE & INTELLIGENCE	392	272	377	(15)	(462)	(466)	(466)	(4)	(70)	(194)	(89)	(19)	0	(19)
ADMINISTRATION	1,813	1,435	1,808	(6)	(1,965)	(1,981)	(2,002)	(37)	(152)	(546)	(195)	(43)	(50)	(93)
LIBRARIES & COMMUNITY HUBS	3,862	3,041	3,830	(32)	(267)	(214)	(261)	6	3,595	2,827	3,569	(26)	0	(26)
ADULT EDUCATION	2,264	1,618	2,219	(45)	(2,248)	(1,933)	(2,188)	60	16	(315)	31	15	0	15
CUSTOMER CONTACT	3,289	2,503	3,028	(261)	(3,589)	(3,509)	(3,595)	(6)	(300)	(1,006)	(567)	(267)	(50)	(317)
COMMUNITY INTERPRETERS	196	363	514	317	(298)	(273)	(621)	(323)	(102)	90	(107)	(5)	0	(5)
<b>Total TRANSFORMATION</b>	<b>21,476</b>	<b>17,185</b>	<b>21,632</b>	<b>156</b>	<b>(18,676)</b>	<b>(15,776)</b>	<b>(18,689)</b>	<b>(13)</b>	<b>2,801</b>	<b>1,409</b>	<b>2,943</b>	<b>142</b>	<b>(140)</b>	<b>2</b>
<b>Total REGEN, CULT, ENVIRON &amp; TRANS</b>	<b>102,788</b>	<b>75,308</b>	<b>104,769</b>	<b>1,981</b>	<b>(50,603)</b>	<b>(37,734)</b>	<b>(51,780)</b>	<b>(1,177)</b>	<b>52,185</b>	<b>37,574</b>	<b>52,989</b>	<b>804</b>	<b>(400)</b>	<b>404</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>Report Total</b>	102,788	75,308	104,769	1,981	(50,603)	(37,734)	(51,780)	(1,177)	52,185	37,574	52,989	804	(400)	404





	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	480	610	(76)	(686)	(580)	(658)	27	0	(100)	(49)	(49)	0	(49)	
RURAL LIAISON GRANTS	73	73	73	0	0	0	0	0	73	73	73	0	0	0	
FINANCE STRATEGY	1,117	825	1,057	(60)	(1,117)	(1,111)	(1,119)	(2)	0	(286)	(62)	(62)	0	(62)	
REVENUES & BENEFITS	110,382	72,132	102,206	(8,176)	(106,485)	(57,634)	(98,293)	8,192	3,897	14,497	3,913	16	0	16	
FINANCE OPERATIONS	1,378	962	1,245	(133)	(1,507)	(1,098)	(1,326)	181	(129)	(135)	(81)	48	0	48	
<b>Total CENTRAL FINANCE</b>	<b>113,636</b>	<b>74,472</b>	<b>105,191</b>	<b>(8,445)</b>	<b>(109,795)</b>	<b>(60,423)</b>	<b>(101,396)</b>	<b>8,399</b>	<b>3,841</b>	<b>14,049</b>	<b>3,795</b>	<b>(46)</b>	<b>0</b>	<b>(46)</b>	
<b>CORPORATE MANAGEMENT :</b>															
CORPORATE MANAGEMENT	2,799	1,848	2,786	(14)	(885)	(885)	(885)	0	1,915	964	1,901	(14)	0	(14)	
<b>Total CORPORATE MANAGEMENT</b>	<b>2,799</b>	<b>1,848</b>	<b>2,786</b>	<b>(14)</b>	<b>(885)</b>	<b>(885)</b>	<b>(885)</b>	<b>0</b>	<b>1,915</b>	<b>964</b>	<b>1,901</b>	<b>(14)</b>	<b>0</b>	<b>(14)</b>	
<b>DEMOCRACY &amp; GOVERNANCE :</b>															
DEMOCRATIC SERVICES MANAGER	733	491	663	(70)	(45)	(43)	(45)	0	688	448	618	(70)	0	(70)	
MEMBERS & ELECTIONS	1,500	1,627	2,049	549	(59)	(405)	(645)	(586)	1,441	1,222	1,404	(38)	0	(38)	
<b>Total DEMOCRACY &amp; GOVERNANCE</b>	<b>2,233</b>	<b>2,117</b>	<b>2,712</b>	<b>479</b>	<b>(103)</b>	<b>(448)</b>	<b>(690)</b>	<b>(587)</b>	<b>2,130</b>	<b>1,670</b>	<b>2,022</b>	<b>(108)</b>	<b>0</b>	<b>(108)</b>	
<b>LEGAL CONTRACTS &amp; PROPERTY :</b>															
CATEGORY MANAGEMENT	712	531	683	(29)	(662)	(157)	(267)	395	50	374	416	366	0	366	
LEGAL, LAND CHRGES & LICENSING	2,801	2,050	2,791	(10)	(2,901)	(2,499)	(2,988)	(87)	(99)	(449)	(197)	(98)	0	(98)	
MEDWAY NORSE	6,031	2,951	5,906	(125)	(6,031)	(5,868)	(5,899)	132	0	(2,917)	7	7	0	7	
PROPERTY & CAPITAL PROJ & VAM	4,576	3,952	4,695	118	(5,989)	(3,880)	(5,741)	248	(1,413)	72	(1,047)	366	0	366	
<b>Total LEGAL CONTRACTS &amp; PROPERTY</b>	<b>14,120</b>	<b>9,485</b>	<b>14,075</b>	<b>(45)</b>	<b>(15,582)</b>	<b>(12,405)</b>	<b>(14,896)</b>	<b>687</b>	<b>(1,462)</b>	<b>(2,920)</b>	<b>(821)</b>	<b>641</b>	<b>0</b>	<b>641</b>	
<b>Total BUSINESS SUPPORT DEPT</b>	<b>132,788</b>	<b>87,922</b>	<b>124,764</b>	<b>(8,025)</b>	<b>(126,365)</b>	<b>(74,160)</b>	<b>(117,866)</b>	<b>8,499</b>	<b>6,424</b>	<b>13,762</b>	<b>6,897</b>	<b>474</b>	<b>0</b>	<b>474</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	132,788	87,922	124,764	(8,025)	(126,365)	(74,160)	(117,866)	8,499	6,424	13,762	6,897	474	0	474

	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	768	1,102	(129)	0	(10)	129	129	1,230	757	1,230	0	0	0	
PH COMMISSIONING	6,189	3,237	6,327	138	0	(437)	(138)	(138)	6,189	2,800	6,189	0	0	0	
BUSINESS DEVELOPMENT	169	82	171	2	0	(2)	(2)	(2)	169	80	169	0	0	0	
DAAT	2,012	1,038	2,140	128	(59)	(95)	(187)	(128)	1,953	943	1,953	0	0	0	
HEALTH IMPROVEMENT PROGRAMMES	3,707	1,335	3,707	0	(504)	(397)	(504)	0	3,203	937	3,203	0	0	0	
STOP SMOKING SERVICES	556	291	608	52	(10)	(52)	(62)	(52)	546	239	546	0	0	0	
SUPPORTING HEALTHY WEIGHT	1,099	540	1,115	16	0	0	(16)	(16)	1,099	540	1,099	0	0	0	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>7,290</b>	<b>15,169</b>	<b>206</b>	<b>(573)</b>	<b>(993)</b>	<b>(779)</b>	<b>(206)</b>	<b>14,390</b>	<b>6,297</b>	<b>14,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total PUBLIC HEALTH</b>	<b>14,963</b>	<b>7,290</b>	<b>15,169</b>	<b>206</b>	<b>(573)</b>	<b>(993)</b>	<b>(779)</b>	<b>(206)</b>	<b>14,390</b>	<b>6,297</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	7,290	15,169	206	(573)	(993)	(779)	(206)	14,390	6,297	14,390	0	0	0