

Meeting of the

# CABINET

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Wednesday, 2 July 2008 at 5.30 p.m.

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SUPPLEMENTAL AGENDA – ITEM 10.1

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## VENUE

Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove  
Crescent, London, E14 2BG

### Members:

Councillor Lutfur Rahman (Chair)	– (Leader of the Council)
Councillor Sirajul Islam (Vice-Chair)	– (Deputy Leader of the Council)
Councillor Ohid Ahmed	– (Lead Member, Regeneration, Localisation and Community Partnerships)
Councillor Rofique U Ahmed	– (Lead Member, Culture and Leisure)
Councillor Anwara Ali	– (Lead Member, Health & Wellbeing)
Councillor Alibor Choudhury	– (Lead Member, Employment and Skills)
Councillor Marc Francis	– (Lead Member, Housing and Development)
Councillor Clair Hawkins	– (Lead Member, Children's Services)
Councillor Joshua Peck	– (Lead Member, Resources and Performance)
Councillor Abdal Ullah	– (Lead Member, Cleaner, Safer, Greener)

[Note: The quorum for this body is 3 Members].

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

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**LONDON BOROUGH OF TOWER HAMLETS**

**CABINET**

**WEDNESDAY, 2 JULY 2008**

**5.30 p.m.**

**10 .1 General Fund Service Outturn and Strategic Plan Performance Information for 2007/2008 - (CAB 015/089) (Pages 1 - 44)**

# Agenda Item 10.1

Committee	Date	Classification	Report No.	Agenda Item
<b>Cabinet</b>	<b>2nd July 2008</b>	<b>Unrestricted</b>	<b>CAB 015/089</b>	
Report of <b>Director of Resources</b>		Title <b>General Fund Service Outturn and Strategic Plan Performance Information for 2007/2008</b>		
Originating Officer Alan Finch ( <b>Head of Corporate Finance</b> ) and Martin McGrath ( <b>Financial Planning &amp; Systems Manager</b> ) Lucy Sutton, <b>Performance Manager</b>		Ward(s) Affected ALL		

## **1 OVERVIEW**

- 1.1 This report sets out the final position (or 'outturn') on the Council's General Fund for 2007/08 and explains how and why it varies from the budget. Another report elsewhere on this agenda covers the Housing Revenue Account, while a detailed report on capital spending will follow in September. The Council's draft Statement of Accounts was formally presented to the Audit Committee on 30<sup>th</sup> June 2008.
- 1.2 The report indicates that the final outturn is £271.8m for the year to 31<sup>st</sup> March 2008, giving the authority an underspend of £6.2m.
- 1.3 The principle reason for this underspend relates to the costs of borrowing and investment income in a volatile and changing market, which has led to a reduction in costs and presented opportunities for management of debt.
- 1.4 Efficiency targets and productivity improvements agreed as part of the Council's Budget Strategy for 2007/2008 have been achieved.
- 1.5 In relation to the 2008/09 budget, this report also proposes that a budget of £390,000 is created to cover the additional costs of child care court cases during the year, to be funded from a budget provision set aside for the purpose.
- 1.6 This report combines performance and financial reporting and draws together the performance reports on the Strategic Plan, Tower Hamlets Index and Corporate Revenue Budget Monitoring as a means of strengthening our robust performance and financial management.

## **2 RECOMMENDATIONS**

Cabinet is requested to:

- 2.1 Note the outturn position for 2007/2008 and the underspend of £6.2m against approved service budgets.
- 2.2 Agree the technical target adjustment as detailed in *Appendix A* and explained in section 6.
- 2.3 Note the Directorates' outturn and explanation for variances as detailed in *Appendices B1-7*.
- 2.4 Agree requests for carry forwards detailed in section 5.1.

- 2.5 Agree transfers to earmarked reserves detailed in Directorate reports and summarised at section 5.2.
- 2.6 Note the efficiency statement for 2007/08 at paragraph 8.1 and *Appendix D*.
- 2.7 Agree in respect of the 2008/09 budget to allocate £390,000 from the contingency established for the purpose to provide an increase in the budget for Child Care Court Costs, as set out in Section 7 of the report.
- 2.8 Note the performance information for the year to 31<sup>st</sup> March 2008.
- 2.9 Note the Revenue Collection data for the year to 31<sup>st</sup> March 2008.

### **3 BACKGROUND**

- 3.1 A report titled "Statement of Accounts 2007/2008" was considered by the Audit Committee on 30<sup>th</sup> June 2008. That report provides the information required in order that the Council can satisfy its statutory obligation to produce final accounts in accordance with statutory and professional accounting practice.
- 3.2 This report sets out the final position on the Council's General Fund for 2007/08. The General Fund covers all services provided by the Council, with the exception of social housing which by statute is dealt with through the Housing Revenue Account (HRA). A separate report on this agenda from the Corporate Director, Development & Renewal sets out the year-end position on the HRA.
- 3.3 This report also sets out explanations for the budget variances that have arisen in 2007/08. In all cases these are variances against the approved budget for 2007/08.
- 3.4 Throughout this report, the outturns are referred to as "final". This means that subject to the decisions made this evening on balances and carry forwards, the figures will only change if issues arise from the Audit Commission's audit of the annual accounts.

### **4 OUTTURN POSITION FOR DIRECTORATES/SERVICES**

- 4.1 The 'latest budgets' include target adjustments agreed by Cabinet throughout 2007/2008. Final targets are shown in *Appendix A*.
- 4.2 Detailed information is provided in *Appendices B1 to B7*. The table below shows the 2007/08 outturn and budget variance for each Directorate, together with the proposed use of earmarked reserves and the agreed/requested carry forwards.

<b>Directorate/Service=-</b>	<b>Latest Budget</b>	<b>Net Outturn ( Before use of earmarked reserves carry forwards and excluding deferred charges)</b>	<b>Net Variance ( Before use of earmarked reserves and carry forwards)</b>	<b>Requested earmarked reserves and carry forwards</b>	<b>Net Variance (after use of earmarked reserves and carry forwards)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Children's Services	84,789	84,958	169	-284	-115
Adults' Health & Wellbeing Services	80,870	80,421	-449	0	-449
Communities, Localities and Culture	65,642	65,204	-438	360	-78
Development & Renewal	9,786	9,468	-318	-93	-411
Housing General Fund	4,005	4,060	55		55
Chief Executives/ Resources Directorate & Corporate/Capital Costs	32,929	27,084	-5,845	669	-5,181
<b>TOTAL</b>	<b>278,021</b>	<b>271,192</b>	<b>-6,829</b>	<b>652</b>	<b>-6,177</b>

4.3 The main reasons for this underspend are:

- Efficiency savings and additional income within Homelessness and Housing Advice were the main contributing factors for Adult's Health & Wellbeing Services surplus.
- Slippage on civil contingencies works with Communities, Localities and Culture.
- Accounting adjustments were made to reallocate specific grants totalling £506,000 to Development and Renewal to safeguard council resources. This resulted in an underspend within the Directorate.
- Higher than anticipated interest received and lower debt financing costs, explained in more detail below.

4.4. The biggest single factor contributing to the underspend relates to Council borrowing and investment. 2007/08 was a particularly volatile year on the money markets, and it has been possible to manage this to the benefit of the authority.

The Council has benefited from being able to invest at higher than anticipated Interest rates for much of the year whilst in addition; the cost of external borrowing has reduced, partly through the normal maturing of long term debt and partly through a restructuring of debt to reduce interest costs during the year.

- 4.5. In addition, during the year the authority has been allocated £749,000 from the Local Authorities Business Growth Initiative. This was unbudgeted income as it arose from a change in the basis of allocation of funding introduced part way through the financial year, and it contributes to the reported under spend.
- 4.6. End of year variances over £100k are detailed in **Appendices B1-7**.

#### **4.7 TRADING ACCOUNTS 2007/08**

4.7.1 The costs of a number of Council services are recovered by charging users. These services are managed as trading accounts, which are required to break-even in accordance with accounting requirements and good financial management practice. Some of these trading accounts exist in order to comply with legislation and some as a result of a policy of the Council. The accounts are reported in order to facilitate better scrutiny of services, performance review and value for money.

The table below will show the overall year-end outturn from the Council's trading accounts.

Directorate/Service	Deficit/ (Surplus)
	£000
Children's Services – Catering & Welfare Service	392
Development & Renewal – Building Control Account	(36)
Communities, Localities & Culture	
Fleet Management/Passenger Transport/Vehicle workshop	(50)
Parking Control	(4,031)
<b>TOTAL</b>	<b>(3,725)</b>

4.7.2 The overspend in Children's Services is attributable to the increased costs of providing the schools catering service arising from a mixture of higher food price rises, reduced demand for meals since the introduction of the government's new nutritional guidelines and increased staff absence requiring cover.

4.7.3 Details of the trading accounts may be found at **Appendices C1-3**. Communities, Localities and Culture manages two trading accounts that are governed by statute:-

1. Parking Control Account which is explained in greater detail below, and
2. Street Market Service under the London Local Authorities Act 1990 (as amended).

4.7.4 The Council operates a separate Controlled Parking Account in accordance with s55 of the Road Traffic Act 1994. The account records all income and expenditure attributable to on-street parking activities including enforcement. The account was budgeted to achieve a surplus of £2.510m each year, which is used as a contribution towards the costs of the London-wide Freedom Pass scheme. In 2006/2007 the account incurred a deficit which was made good from the General Fund at the end of the year. In 2007/08 the Parking Control account has made an overall surplus of £4.031m, which will fully fund budgeted expenditure, with the balance of £1.522m being used directly to reimburse General Balances.

## 5 **CARRY FORWARDS & EARMARKED RESERVES**

### 5.1 **CARRY FORWARDS**

5.1.1 In accordance with Financial Regulations, where budgets have not been fully spent in year, Directorates can ask Cabinet to carry forward underspends to be used in the following financial year. In many cases, this involves carrying forward Government grants already committed but unspent in one year forward to another year in accordance with grant rules. The table below shows Directorate requests for carry forwards:

<b>Directorate</b>	<b>Service Area</b>	<b>£'000</b>
Childrens' Services	Accounting adjustments to reallocate specific grants to maximise overall council resources	110
	Re valuation on school properties resulting in NNDR rebate carried forward	134
	Fieldwork – PCT funding not utilized.	100
Communities, Localities and Culture	Health & Safety – to fund civil contingency work now to be undertaken 2008-09	250
	Accounting adjustments to reallocate specific grants to maximise overall council resources	12
Development & Renewal	Major Projects Development to fund Crossrail appeal	154
	Accounting adjustments to reallocate specific grants to maximise overall council resources	506
	Building Control account surplus	36
Chief Executive's	Corporate Management to fund projects now to be carried out 2008-09	400

	Electoral Registration – improvements to take place during 2008/09	45
Corporate	PC refresh	224
Total requests for Carry Forwards		1,971

## 5.2 EARMARKED RESERVES

5.2.1 Cabinet is also requested to approve the use of various earmarked reserves to fund expenditure incurred in 2007/08.

Service	Explanation	£'000
Children's Services	Learning Trust reserve utilized to fund specific projects	(236)
	Schools Catering & Welfare Service trading account	(392)
Communities, Localities and Culture	Various Trading Accounts	50
	Health & Safety	48
Development & Renewal	Asset Strategy, Capital Delivery & Property Services- use of earmarked reserve established in a previous year to fund expenditure in 2007/08	(789)
Net Contribution from earmarked reserves		(1,319)

5.2.2 In addition, Members will recall that during the 2007/08 financial year it was agreed to set aside two amounts from general reserves as earmarked for specific purposes. These were;

- £1.5m set aside to fund a contribution to the Olympic & Paralympics legacy in relation to the Aquatics Centre, in the event that applications for external funding were unsuccessful (July Cabinet);
- £1.205m set aside to part fund the costs of the Single Status agreement.(November Cabinet);

These reserves will be created in closing the accounts for 2007/08 and do not form part of the outturn figures within this report.

## 6 FINAL BUDGETS/TARGETS

6.1 This section relates to purely technical adjustments in accordance with the Financial Regulations.

6.2 Cabinet agreed the latest target adjustments on 7<sup>th</sup> March 2008. Final adjustments are now being requested in respect of the allocation of centrally held resources to fund such items as the upgrade of desktop IT equipment and capital expenditure financed by revenue and adjustment for depreciation based on the revaluation of assets. None of these adjustments affect the overall budget.



6.3 Cabinet is therefore asked to agree the technical target adjustments as detailed in **Appendix A**.

## **7 2008/09 BUDGET – CHILD CARE COURT COSTS**

7.1 In announcing the final grant settlement for 2008/09, the Government also made an announcement about an increase in the Court Fees payable in respect of adoption or childcare proceedings.

7.2 In consequence, additional funding of £514,000 a year was allocated to the authority through the final settlement. There was insufficient time to deal with this issue in setting the final budget, so the additional funding was set aside as a contingency pending further work by officers.

7.3 Officers have now undertaken detailed work and estimate that the costs associated with these changes will be £390,000 a year. It is now recommended that Cabinet agree in principle to allocate £390,000, to the services affected to cover the additional costs of child care cases in 2008/09. The remaining provision of £114,000 will remain available in the budget for 2008/09 as a contingency, and will be considered further as part of the 2009/10 budget process.

## **8 SAVINGS/EFFICIENCY STATEMENT**

### **8.1 Efficiency Statement**

In 2007/08 the authority aimed to achieve £10.8m in efficiencies. The Annual Efficiency Statement-Backward Look for 2007/08 has identified achieved efficiencies of £11.142m, which added to efficiencies achieved in prior years will comfortably achieve the authority's Gershon target.

	<b>2004/05 Backward look £m</b>	<b>2005/06 Backward look £m</b>	<b>2006/07 Backward look £m</b>	<b>2007/08 Backward look £m</b>	<b>Achieved Savings Total £m</b>
Cashable	4.089	3.701	5.087	4.920	17.797
Non-cashable	2.347	2.402	5.339	6.222	16.310
<b>Total</b>	<b>6.436</b>	<b>6.103</b>	<b>10.426</b>	<b>11.142</b>	<b>34.107</b>

8.3 The Backward Look returns from Directorates are detailed in **Appendix D**.

## **9 STRATEGIC PLAN 2007/2008 MONITORING**

9.1 The 2007/08 Strategic Plan set out our 12 strategic priorities and targets for the four-year period 2006-2010. It includes the objectives and targets for the year, the activities to be carried out to achieve those objectives, and milestones by which progress is monitored.

There are 363 activities, and 766 milestones in the 2007/08 Strategic Plan that were due for completion by 31 March 2008. There are currently 86 activities that are currently overdue.

Tables 1 and 2 provide a progress update by Community Plan Theme and directorate respectively for activities and milestones due by the end of 2007/08. The percentage figure for green and red activities is as a percentage of all activities and milestones due for completion by the 31 March 2008.

Table 1: Total activities and milestones by Theme:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Living Safely	72	184	59 (81.9%)	162 (88%)	13 (18.1%)	22 (12%)
Living Well	61	123	46 (75.4%)	102 (82.9%)	15 (25.6%)	21 (17.1%)
Creating and Sharing Prosperity	40	80	36 (90%)	75 (93.75%)	4 (10%)	5 (6.25%)
Learning, Achievement and Leisure	55	131	45 (81.8%)	120 (91.6%)	10 (18.2%)	11 (8.4%)
Excellent Public Services	135	248	91 (67.4%)	190 (76.6%)	44 (32.6%)	58 (23.4%)
<b>Total</b>	<b>363</b>	<b>766</b>	<b>277 (76.3%)</b>	<b>647 (84.7%)</b>	<b>86 (23.7%)</b>	<b>117 (15.3%)</b>

Table 2: Total activities and milestones by Directorate:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Adults Health & Well Being	17	32	13 (76.5%)	25 (78.1%)	4 (23.5%)	7 (21.9%)
Chief Executives	41	78	32 (78%)	66 (84.6%)	9 (22%)	12 (15.4%)
Children's Services	77	173	59 (76.6%)	150 (86.7%)	18 (23.4%)	23 (13.3%)
Communities & Localities	106	258	85 (80.2%)	227(88%)	21 (19.8%)	31(12%)
Development & Renewal	41	83	34 (82.9%)	72 (86.7%)	7 (17.1%)	11 (13.3%)
Housing	15	32	12 (80%)	29 (90.6%)	3 (20%)	3 (9.4%)
Resources	66	110	42 (63.6%)	80 (72.7%)	24 (36.4%)	30 (27.3%)
<b>Total</b>	<b>363</b>	<b>766</b>	<b>277 (76.3%)</b>	<b>647 (84.7%)</b>	<b>86 (23.7%)</b>	<b>117 (15.3%)</b>

## 9.2 Performance Indicator Monitoring

9.2.1 This is the last year that we are statutorily required to publish the Best Value Performance Plan (BVPP) by 30<sup>th</sup> June. The BVPP includes outturn and target data for all Best Value Performance Indicator (BVPI), Local Area Agreement (LAA), Local Public Service Agreement (LPSA) and Strategic Plan (SP) performance indicators.

9.2.2 In summary, from data so far available:

Of 233 indicators where data is available currently, 122 indicators (52.4%) are red; 111 indicators (47.6%) are green [with 73 outstanding]. We have improved in 129 indicators (60.8%) with 63 (29.7%) deteriorating. 20 indicators remain the same – a number of these are ones where we have already achieved the maximum. sixty indicators have no previous year data for comparison.

The percentages are similar to the final figures for 2006/07. Of 247 indicators 52.6% were red, with 47.4% green. We improved on 60.9%, while 28.2% deteriorated. Twenty two of the indicators remained the same.

## 10 COLLECTION DATA

10.1. The table below shows debt collection performance for the major types of debt for the year to 31<sup>st</sup> March 2008. The figures relate to debt raised since the 1<sup>st</sup> April 2007 and collected in year: in addition, a proportion of debt is collected as arrears, so a greater proportion of overall debt is ultimately collected than these targets indicate. Thus the targets exclude, for example, debt that is collected in instalments over more than one year. It should also be appreciated that some types of debt are subject to statutory appeals procedures which limit or delay the collection of debt.

<b>Income Stream</b>	<b>Target- 2007/08 Debt collected in year %</b>	<b>Collected As at 31/03/08 %</b>	<b>Target met?</b>
Business Rates	99.50	99.6	✓
Central Income	75	74	x
Council Tax	96.5	94.7	x
Housing Rent	97.62	98.14	✓
HB Overpayments in year collection	64.2	69.61	✓
Major Works	12.5	7.4	x
Service Charges	50	5.3	x
Parking	65	69.4	✓

## 10.2 Performance Analysis

### 10.2.1 Council Tax Collection

The Council Tax Team reports: The target for Council Tax collection in 2007/08 is extremely challenging as it aims to achieve upper quartile performance in an area of significant deprivation and a highly mobile population. The Council's present levels of collection are generally acknowledged as high when compared to similar authorities. National Performance indicators for Council Tax collection have risen every year within the Council since its introduction. In year 2007/2008 it was 94.7% continuing this positive trend.

### 10.2.2 Central Income

This covers miscellaneous income due to the Council, however the significant area of arrears is for internal debt with schools. There has, however, been a significant improvement in the arrears levels in this area due to revised procedures implemented from 1<sup>st</sup> February 2008.

By way of explanation the Housing Directorate reports:

### 10.2.3 Major Works

- Major Works invoices are of high value and most leaseholders exercise their option to pay over 24 months (interest free) or 5 years when interest is being charged on years 3 – 5 this has a significant effect on collection rates.
- Collection has been delayed due to operational issues of the system. However measures have been put in place to ensure invoices are issued on a weekly basis and to look at further extending payment options for leaseholders.
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By way of explanation the Housing Service reports:

### 10.2.4 Service Charges

- Collection was delayed on some invoices due to system implementation issues, however recently introduced measures will address these delays.

## **11 CAPITAL**

- 11.1 A detailed report on the Capital Programme will be submitted to the Cabinet in September. At this stage it can be reported that capital expenditure in 2007/08 is £61.932 million. This level of expenditure can be fully funded within available resources, leaving sufficient available or projected funding for the Council's approved programme for 2008/09.

## **12 COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 12.1 Under the Local Government Act 1972, the Authority's Section 151 Officer is required to ensure there are sound systems of financial administration. Further, the Local Government Act 2003 requires the Chief Finance Officer to review the robustness of the budget estimates and its impact on reserves periodically in year through regular budget monitoring. Also, where there has been deterioration in the Authority's financial position it requires the Authority to take action to address the situation.

This report is part of the process of continual monitoring and review.

## **13 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 13.1 Under the Local Government Act 1972, the budget monitoring framework underpins the Council's section 151 legal framework to ensure there are sound and robust systems of financial administration, financial management and strategic financial planning advice for the Authority as a whole. In addition, it enables the Council to plan and control its income and expenditure through the financial year and report to managers and members the Authority's financial position.

## **14 EQUAL OPPORTUNITIES IMPLICATIONS**

- 14.1 There are no equal opportunities implications.

## **15 ANTI POVERTY IMPLICATIONS**

- 15.1 There are no anti poverty implications.

## **16 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)**

- 16.1 There are no SAGE implications.

## **17 RISK MANAGEMENT IMPLICATIONS**

- 17.1 There is a risk to the integrity of the Authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

## **APPENDICES**

Appendix A	Final Targets 2007/08
Appendices B1 to B7	Directorate's outturns & explanations
Appendices C1 to C3	Trading Account outturns & explanations
Appendix D	Efficiency Return – Backward Look 2007/08

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**LOCAL GOVERNMENT ACT 1972 (AS AMENDED) S100D**  
**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

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Brief description of "background papers"	Tick if copy supplied for register	If not supplied, name and telephone number of holder	
Final Service Outturn returns held by Directorates and by Accountancy, (4 <sup>th</sup> Floor, Mulberry Place)		Children's Services	Kate Bingham x 4960
		Adults' Health & Wellbeing	Frank O'Neill x 2106
		Communities, Localities & Culture	Luke Cully x 5221
		Development & Renewal	Paul Leeson x 4995
		Housing General Fund	Barrie Tyson x 7132
		Chief Executive's/Resources	Lindsey Robb x 4542
		Corporate Costs	Martin McGrath x 4645
		Capital Financing	Jim Ricketts x 4733

LATEST TARGETS 2007/2008

APPENDIX A

Cabinet 5/03/08 £000	Depreciation £000	Prudential Borrowing £000	IT upgrade £000	Redundancy Costs £000	Revenue Contributions to Capital £000	Latest Targets 2007/2008 £000
80,785			85			80,870
76,508	7,798	(5)	174	314		84,789
9,648			96	42		9,786
3,905			100			4,005
65,653		(284)	91	230	(48)	65,642
-						-
17,819	3,812		176	1,005		22,812
23,703	(11,610)	289	(722)	(1,590)	48	10,118
<b>278,021</b>	-	-	-	-	-	<b>278,021</b>
90						90
(400)						(400)
(2,510)						(2,510)
2,978						2,978
689						689
500						500
(425)						(425)
1,200						1,200
<b>280,143</b>	-	-	-	-		<b>280,143</b>

**Service Budgets**

Adults Health & Wellbeing  
 Children's Services  
 Development and Renewal  
 Housing General Fund  
 Communities Localities & Culture  
 Environmental & Culture  
 Chief Executive/Resources  
 Corporate/Capital

**Payments to/from Balances**

Corporate Contingency  
 Local Public Service Agreement Reserve  
 Parking Control Reserve  
 Housing Choice Earmarked Reserve  
 E-Govt Loan Repayment  
 Insurance Fund Earmarked Reserve  
 Underspend C/fwd (Drawn from Balances)  
 General Balances

**TOTAL NET BUDGET**

ADULTS HEALTH & WELLBEING	FULL YEAR				Difference between Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)	Latest Budget £'000			Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	373	609	522	-87				
Income	-54	-290	-104	186				
<b>A02 Divisional Management &amp; Adm</b>	<b>319</b>	<b>319</b>	<b>418</b>	<b>99</b>			<b>0</b>	
Expenditure	452	589	130	-459				
Income	-451	-588	-129	459				
<b>A03 Access and Systems Capacity</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>			<b>0</b>	
Expenditure	267	267	62	-205				
Income	-267	-267	-62	205				
<b>A04 Preventative Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	
Expenditure	771	816	742	-74				
Income	-770	-815	-741	74				
<b>A05 Carers Programme</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>			<b>0</b>	
Expenditure	2,838	2,437	2,534	97				
Income	-99	-99	-109	-10				
<b>A09 Elders Assessment &amp; Care Manag</b>	<b>2,739</b>	<b>2,338</b>	<b>2,425</b>	<b>87</b>			<b>0</b>	
Expenditure	167	167	161	-6				
Income	-67	-67	-67	0				
<b>A11 Physical Disabilities Sub divi</b>	<b>100</b>	<b>100</b>	<b>94</b>	<b>-6</b>			<b>0</b>	
Expenditure	1,190	1,190	1,108	-82				
Income	-112	-112	-71	41				
<b>A12 Physical Disabilities Assessme</b>	<b>1,078</b>	<b>1,078</b>	<b>1,037</b>	<b>-41</b>			<b>0</b>	
Expenditure	87	87	79	-8				
Income	-33	-33	-34	-1				
<b>A13 Learning Disabilities Sub Divi</b>	<b>54</b>	<b>54</b>	<b>45</b>	<b>-9</b>			<b>0</b>	
Expenditure	1,035	1,035	1,079	44				
Income	-319	-319	-323	-4				
<b>A14 Learning Disabilities Assessme</b>	<b>716</b>	<b>716</b>	<b>756</b>	<b>40</b>			<b>0</b>	
Expenditure	1,558	1,558	1,565	7				
Income	-62	-62	-63	-1				
<b>A15 Occupational Therapy</b>	<b>1,496</b>	<b>1,496</b>	<b>1,502</b>	<b>6</b>			<b>0</b>	
Expenditure	1,131	1,131	919	-212				
Income	-520	-520	-308	212				
<b>A16 Occupational Therapy - Contrib</b>	<b>611</b>	<b>611</b>	<b>611</b>	<b>0</b>			<b>0</b>	
Expenditure	472	472	427	-45				
Income	-125	-125	-79	46				
<b>A17 HIV Drugs Alcohol</b>	<b>347</b>	<b>347</b>	<b>348</b>	<b>1</b>			<b>0</b>	



ADULTS HEALTH & WELLBEING	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	1,752	1,752	1,795	43				
Income	-180	-180	-226	-46				
<b>A18 Hospital Social Work Teams</b>	<b>1,572</b>	<b>1,572</b>	<b>1,569</b>	<b>-3</b>			<b>0</b>	<b>0</b>
Expenditure	72	72	103	31				
Income	-49	-49	-58	-9				
<b>A23 Mental Health Sub Division M&amp;A</b>	<b>23</b>	<b>23</b>	<b>45</b>	<b>22</b>			<b>0</b>	<b>0</b>
Expenditure	2,697	2,697	2,699	2				
Income	-859	-859	-814	45				
<b>A24 Area Mental Health Teams</b>	<b>1,838</b>	<b>1,838</b>	<b>1,885</b>	<b>47</b>			<b>0</b>	<b>0</b>
Expenditure	514	481	418	-63				
Income	-71	-71	-30	41				
<b>A25 Mental Health Day Centres</b>	<b>443</b>	<b>410</b>	<b>388</b>	<b>-22</b>			<b>0</b>	<b>0</b>
Expenditure	87	99	91	-8				
Income	-	-	-	0				
<b>A30 Adult Resources Sub Division M</b>	<b>87</b>	<b>99</b>	<b>91</b>	<b>-8</b>			<b>0</b>	<b>0</b>
Expenditure	590	622	541	-81				
Income	-1	-1	-1	0				
<b>A31 Physical Disabilities Establis</b>	<b>589</b>	<b>621</b>	<b>540</b>	<b>-81</b>			<b>0</b>	<b>0</b>
Expenditure	481	445	421	-24				
Income	-5	-5	-5	0				
<b>A32 Learning Disabilities Day Cent</b>	<b>476</b>	<b>440</b>	<b>416</b>	<b>-24</b>			<b>0</b>	<b>0</b>
Expenditure	1,665	1,624	1,605	-19				
Income	-42	-42	-42	0				
<b>A33 Elders Day Centres</b>	<b>1,623</b>	<b>1,582</b>	<b>1,563</b>	<b>-19</b>			<b>0</b>	<b>0</b>
Expenditure	6,450	6,500	6,449	-51				
Income	-540	-540	-490	50				
<b>A34 Home Care</b>	<b>5,910</b>	<b>5,960</b>	<b>5,959</b>	<b>-1</b>			<b>0</b>	<b>0</b>
Expenditure	817	-	-	0				
Income	-234	-	-	0				
<b>A36 Care Alarms</b>	<b>583</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	284	244	156	-88				
Income	0	-67	0	67				
<b>A37 Emergency Duty Team</b>	<b>284</b>	<b>177</b>	<b>156</b>	<b>-21</b>			<b>0</b>	<b>0</b>

ADULTS HEALTH & WELLBEING	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)	Transfers to/(From) Ear marked reserves			Carry Forwards	
Expenditure	23,617	24,303	26,147	1,844				
Income	-4,810	-5,104	-6,855	-1,751				
<b>A42 Elders Commissioning</b>	<b>18,807</b>	<b>19,199</b>	<b>19,292</b>	<b>93</b>			<b>0</b>	
Expenditure	18,766	18,819	19,967	1,148				
Income	-2,565	-2,633	-3,752	-1,119				
<b>A43 Learning Disabilities Commissioning</b>	<b>16,201</b>	<b>16,186</b>	<b>16,215</b>	<b>29</b>			<b>0</b>	
Expenditure	8,368	8,534	8,804	270				
Income	-1,477	-1,640	-1,815	-175				
<b>A44 Mental Health Commissioning</b>	<b>6,891</b>	<b>6,894</b>	<b>6,989</b>	<b>95</b>			<b>0</b>	
Expenditure	7,193	7,333	7,428	95				
Income	-1,470	-1,636	-1,829	-193				
<b>A45 Physical Disabilities Commissioning</b>	<b>5,723</b>	<b>5,697</b>	<b>5,599</b>	<b>-98</b>			<b>0</b>	
Expenditure	256	256	173	-83				
Income	-150	-150	-67	83				
<b>A46 HIV Commissioning</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>0</b>			<b>0</b>	
Expenditure	764	764	746	-18				
Income	-	-	-	0				
<b>A47 Drugs Commissioning</b>	<b>764</b>	<b>764</b>	<b>746</b>	<b>-18</b>			<b>0</b>	
Expenditure	256	257	257	0				
Income	0	0	0	0				
<b>A48 Alcohol Commissioning</b>	<b>256</b>	<b>257</b>	<b>257</b>	<b>0</b>			<b>0</b>	
Expenditure		<b>38,463</b>	<b>38,679</b>	216				
Income		<b>-34,775</b>	<b>-35,521</b>	-746				
<b>A49 Homeless &amp; Hsing Advice Services</b>	<b>0</b>	<b>3,688</b>	<b>3,158</b>	<b>-530</b>			<b>0</b>	
Expenditure		<b>15,822</b>	<b>15,409</b>	-413				
Income		<b>-15,744</b>	<b>-15,331</b>	413				
<b>A50 Supporting People</b>	<b>0</b>	<b>78</b>	<b>78</b>	<b>0</b>			<b>0</b>	

More households than anticipated were placed in temporary accommodation. The effect of this is that additional rent expenditure has been incurred. However this has been more than offset by additional rent income and administration income.

ADULTS HEALTH & WELLBEING	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure Income	49	49	54	5				
<b>A53 Strategic Division M&amp;A</b>	<b>49</b>	<b>49</b>	<b>54</b>	<b>5</b>			<b>0</b>	<b>0</b>
Expenditure Income	615	615	588	-27				
	-222	-222	-232	-10				
<b>A54 Policy and Planning</b>	<b>393</b>	<b>393</b>	<b>356</b>	<b>-37</b>			<b>0</b>	<b>0</b>
Expenditure Income	375	375	437	62				
	0	0	-39	-39				
<b>A55 Quality and Performance</b>	<b>375</b>	<b>375</b>	<b>398</b>	<b>23</b>			<b>0</b>	<b>0</b>
Expenditure Income	379	379	379	0				
	-	-	-	0				
<b>A56 Adult Services IT</b>	<b>379</b>	<b>379</b>	<b>379</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure Income	402	402	340	-62				
	-179	-179	-158	21				
<b>A57 Strategic Projects</b>	<b>223</b>	<b>223</b>	<b>182</b>	<b>-41</b>			<b>0</b>	<b>0</b>
Expenditure Income	773	1,371	1,377	6				
	-91	-25	-38	-13				
<b>A58 Technical Resources</b>	<b>682</b>	<b>1,346</b>	<b>1,339</b>	<b>-7</b>			<b>0</b>	<b>0</b>
Expenditure Income	619	703	771	68				
	0	0	0	0				
<b>A59 Corporate Services</b>	<b>619</b>	<b>703</b>	<b>771</b>	<b>68</b>			<b>0</b>	<b>0</b>
Expenditure Income	9	9	8	-1				
	-	-	-	0				
<b>A60 Communications</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>-1</b>			<b>0</b>	<b>0</b>
Expenditure Income	305	-	-	0				
	-274	-	-	0				
<b>A65 Personnel Services</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure Income	1,007	1,019	995	-24				
	-499	-482	-454	28				
<b>A66 Learning and Development</b>	<b>508</b>	<b>537</b>	<b>541</b>	<b>4</b>			<b>0</b>	<b>0</b>
Expenditure Income	343	-	-	0				
	-234	-	-	0				
<b>A67 NVQ Assessment</b>	<b>109</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure Income	40	40	21	-19				
	-	-	-	0				
<b>A68 Supported Employment</b>	<b>40</b>	<b>40</b>	<b>21</b>	<b>-19</b>			<b>0</b>	<b>0</b>

ADULTS HEALTH & WELLBEING	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	697	707	683	-24				
Income	-24	-24	-28	-4				
<b>A71 Finance Services</b>	<b>673</b>	<b>683</b>	<b>655</b>	<b>-28</b>			<b>0</b>	<b>0</b>
Expenditure	141	136	82	-54				
Income	-	-	-	0				
<b>A72 Budget Shortfall Contingency</b>	<b>141</b>	<b>136</b>	<b>82</b>	<b>-54</b>			<b>0</b>	<b>0</b>
Expenditure	3,422	3,345	3,345	0				
Income	-	-	-	0				
<b>A90 Support Services Holding Accou</b>	<b>3,422</b>	<b>3,345</b>	<b>3,345</b>	<b>0</b>			<b>0</b>	<b>0</b>
<b>Adults Health &amp; Wellbeing Total</b>	<b>77,290</b>	<b>80,870</b>	<b>80,421</b>	<b>-449</b>			<b>0</b>	<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	3,959	5,247	5,230	-	17		0	0
Income	- 3,931	- 5,091	- 5,091	-	-		0	0
<b>G02 Pre-Primary Education</b>	<b>28</b>	<b>156</b>	<b>139</b>	<b>-17</b>		<b>PRE-PRIMARY, PRIMARY, SECONDARY AND SPECIAL SCHOOLS DELEGATED AND SERVICES BUDGETS:</b>	<b>0</b>	<b>0</b>
Expenditure	109,026	124,488	124,505	17		Budgets include both the Individual School Budget and centrally retained School Budget, both of which are fully funded by the Dedicated Schools Grant (DSG).	0	0
Income	- 106,566	- 120,409	- 120,409	-			0	0
<b>G04 Primary Education</b>	<b>2,460</b>	<b>4,079</b>	<b>4,096</b>	<b>17</b>			<b>0</b>	<b>0</b>
Expenditure	97,520	118,167	118,107	- 60		The final outturns reflect the capital financing element of schools expenditure which is not covered by the DSG.	0	0
Income	- 95,173	- 112,675	- 112,675	-			0	0
<b>G06 Secondary Education</b>	<b>2,347</b>	<b>5,492</b>	<b>5,432</b>	<b>-60</b>			<b>0</b>	<b>0</b>
Expenditure	11,055	14,814	15,021	207		School closure deficit written off	-206	0
Income	- 10,765	- 14,738	- 14,738	-			-206	0
<b>G08 Special Education</b>	<b>290</b>	<b>76</b>	<b>283</b>	<b>207</b>			<b>0</b>	<b>0</b>
Expenditure	659	735	724	- 11			0	0
Income	- 84	- 269	- 253	16			0	0
<b>G10 EYCL M&amp;A</b>	<b>575</b>	<b>466</b>	<b>471</b>	<b>5</b>			<b>0</b>	<b>0</b>
Expenditure	3,044	7,175	6,727	- 448		Relocation of Early Years staff costs to maximise external grant spend on the Sure Start Grants.	0	0
Income	- 2,625	- 6,567	- 6,283	284		Reduction in grant income, due to the above movement in costs.	0	0
<b>G11 Early Years</b>	<b>419</b>	<b>608</b>	<b>444</b>	<b>-164</b>			<b>0</b>	<b>0</b>
Expenditure	2,701	3,008	2,932	- 76			0	0
Income	- 96	- 96	- 114	18			0	0
<b>G12 Local Authority Day Nurseries</b>	<b>2,605</b>	<b>2,912</b>	<b>2,818</b>	<b>-94</b>			<b>0</b>	<b>0</b>
Expenditure	7,204	7,726	7,820	94			0	0
Income	- 7,204	- 7,404	- 7,497	- 93			0	0
<b>G13 Childrens Centres</b>	<b>0</b>	<b>322</b>	<b>323</b>	<b>1</b>			<b>0</b>	<b>0</b>
Expenditure	466	639	745	106			0	0
Income	- 40	- 40	- 89	- 49			0	0
<b>G14 School Improvement Primary</b>	<b>426</b>	<b>599</b>	<b>656</b>	<b>57</b>			<b>0</b>	<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	1,785	2,211	2,545	334			0	0
Income	298	424	809	385			0	0
<b>G15 Pupil &amp; Student Services</b>	<b>1,487</b>	<b>1,787</b>	<b>1,736</b>	<b>-51</b>			<b>0</b>	<b>0</b>
Expenditure	8,822	9,053	8,936	117			0	0
Income	5,045	4,855	4,777	78			0	0
<b>G16 Special Educational Needs</b>	<b>3,777</b>	<b>4,198</b>	<b>4,159</b>	<b>-39</b>			<b>0</b>	<b>0</b>
Expenditure	2,128	2,816	3,993	1,177			0	0
Income	2,116	2,816	3,992	1,176			0	0
<b>G17 Support For Learning Service</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>1</b>			<b>0</b>	<b>0</b>
Expenditure	1,101	1,266	1,306	40			-30	0
Income	421	471	510	39			0	0
<b>G18 Educational Psychology</b>	<b>680</b>	<b>795</b>	<b>796</b>	<b>1</b>			<b>-30</b>	<b>0</b>
Expenditure	429	501	1,834	1,333			0	0
Income	123	123	1,489	1,366			0	0
<b>G19 Equalities and Parental Engage</b>	<b>306</b>	<b>378</b>	<b>345</b>	<b>-33</b>			<b>0</b>	<b>0</b>
Expenditure	178	194	197	3			0	0
Income	-	-	-	-			0	0
<b>G20 Governors Services</b>	<b>178</b>	<b>194</b>	<b>197</b>	<b>3</b>			<b>0</b>	<b>0</b>
Expenditure	-	252	285	33			0	0
Income	-	-	3	3			0	0
<b>G21 One O'Clock Clubs</b>	<b>0</b>	<b>252</b>	<b>282</b>	<b>30</b>			<b>0</b>	<b>0</b>
Expenditure	145	160	166	6			0	0
Income	-	-	6	6			0	0
<b>G25 Young People &amp; Learning</b>	<b>145</b>	<b>160</b>	<b>160</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	9,381	1,225	1,391	166			0	0
Income	8,899	493	642	149			0	0
<b>G26 School Improvement Secondary</b>	<b>482</b>	<b>732</b>	<b>749</b>	<b>17</b>			<b>0</b>	<b>0</b>
Expenditure	-	409	336	73			0	0
Income	-	410	336	74			0	0
<b>G28 EIP</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>1</b>			<b>0</b>	<b>0</b>
Expenditure	3,156	4,041	4,192	151			0	0
Income	3,156	3,682	3,833	151			0	0
<b>G29 PRU</b>	<b>0</b>	<b>359</b>	<b>359</b>	<b>0</b>			<b>0</b>	<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	-	60	60	-		0	0	
Income	-	-	60	-		0	0	
<b>G30 Music &amp; Arts Education</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
Expenditure	383	426	436	10		0	0	
Income	-	10	10	-		0	0	
<b>G33 E-Learning</b>	<b>373</b>	<b>416</b>	<b>426</b>	<b>10</b>		<b>0</b>	<b>0</b>	
Expenditure	893	446	433	13		0	0	
Income	-	50	30	20		0	0	
<b>G37 Youth &amp; Community Learning M&amp;A</b>	<b>893</b>	<b>396</b>	<b>403</b>	<b>7</b>		<b>0</b>	<b>0</b>	
Expenditure	3,981	5,349	5,262	87		0	0	
Income	-	3,894	3,807	87		0	0	
<b>G38 Lifelong Learning</b>	<b>661</b>	<b>1,455</b>	<b>1,455</b>	<b>0</b>		<b>0</b>	<b>0</b>	
Expenditure	5,268	10,861	10,801	60		0	0	
Income	-	1,240	6,664	53	Additional allocation of Ocean NDC Grant funding.	0	110	
<b>G39 Youth &amp; Connexions Service</b>	<b>4,028</b>	<b>4,250</b>	<b>4,137</b>	<b>-113</b>				
Expenditure	1,256	2,041	2,087	46		0	0	
Income	-	340	385	45		0	0	
<b>G40 Junior Youth Service</b>	<b>916</b>	<b>1,701</b>	<b>1,702</b>	<b>1</b>		<b>0</b>	<b>0</b>	
Expenditure	-	-	132	132		0	0	
Income	-	-	132	-		0	0	
<b>G41 Health Through Education</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
Expenditure	720	1,125	1,146	21		0	0	
Income	-	14	16	2		0	0	
<b>G42 Community Languages Team</b>	<b>720</b>	<b>1,111</b>	<b>1,130</b>	<b>19</b>		<b>0</b>	<b>0</b>	
Expenditure	58	87	83	4		0	0	
Income	-	-	-	-		0	0	
<b>G43 Out-of-hours Learning &amp; Study</b>	<b>58</b>	<b>87</b>	<b>83</b>	<b>-4</b>		<b>0</b>	<b>0</b>	
Expenditure	-	14	14	-		0	0	
Income	-	-	-	-		0	0	
<b>G44 Extended Schools</b>	<b>0</b>	<b>14</b>	<b>14</b>	<b>0</b>		<b>0</b>	<b>0</b>	
Expenditure	910	910	888	22		0	0	
Income	-	910	888	22		0	0	
<b>G46 Community Premises</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	216	685	681	-4		0	0	
Income	-	-	-	-		0	0	
<b>G49 Childrens Social Care M&amp;A</b>	<b>216</b>	<b>685</b>	<b>681</b>	<b>-4</b>		<b>0</b>	<b>0</b>	
Expenditure	1,661	2,013	1,949	64		0	0	
Income	-	324	191	133		0	0	
<b>G50 Child Protection &amp; Reviewing</b>	<b>1,661</b>	<b>1,689</b>	<b>1,758</b>	<b>69</b>		<b>0</b>	<b>0</b>	
Expenditure	677	789	807	18		0	0	
Income	57	57	57	-		0	0	
<b>G51 Childrens Resources : Management</b>	<b>620</b>	<b>732</b>	<b>750</b>	<b>18</b>		<b>0</b>	<b>0</b>	
Expenditure	1,526	1,946	1,766	180		0	0	
Income	-	225	133	92		0	0	
<b>G52 Childrens Resources : Resident</b>	<b>1,526</b>	<b>1,721</b>	<b>1,633</b>	<b>-88</b>		<b>0</b>	<b>0</b>	
Expenditure	2,485	2,832	2,937	105		0	0	
Income	857	900	939	39		0	0	
<b>G53 Childrens Resources : Family Placements</b>	<b>1,628</b>	<b>1,932</b>	<b>1,998</b>	<b>66</b>		<b>0</b>	<b>0</b>	
Expenditure	16,920	17,114	17,286	172		0	0	
Income	1,056	1,142	1,308	166		0	0	
<b>G54 Childrens Resources : Commissioning</b>	<b>15,864</b>	<b>15,972</b>	<b>15,978</b>	<b>6</b>		<b>0</b>	<b>0</b>	
Expenditure	2,047	2,421	2,400	21		0	0	
Income	-	203	163	40		0	0	
<b>G55 Children Looked After</b>	<b>2,047</b>	<b>2,218</b>	<b>2,237</b>	<b>19</b>		<b>0</b>	<b>0</b>	
Expenditure	2,403	2,526	2,443	83		0	0	
Income	165	209	190	19		0	0	
<b>G56 Leaving Care</b>	<b>2,238</b>	<b>2,317</b>	<b>2,253</b>	<b>-64</b>		<b>0</b>	<b>0</b>	
					There have been significant budget pressures in relation to agency staff required to provide a safe service. This has been exacerbated by increased workload activity with a 30% increase in referrals over the year 2007/08 necessitating the continuance of additional agency staff to maintain a safe service. In addition, the introduction of the ICS system has increased demands on social work time. Several recruitment campaigns have not yet realised the degree of success necessary to address the shortfalls in levels of permanent staff in the service, requiring a continued reliance on agency staff. Staffing levels have been adversely affected by being unable to date to recruit suitably experienced and high calibre staff. Actual spend in relation to Section 17 was also higher than forecast in the 3rd Quarter. A significant factor in this was in relation to families with No Recourse to Public Funds. Further, an additional £100k was received from the PCT to support the Family Intervention Programme.		0	
Expenditure	5,944	7,647	8,174	527				
Income	12	527	643	116				
<b>G57 Fieldwork</b>	<b>5,932</b>	<b>7,120</b>	<b>7,531</b>	<b>411</b>			<b>100</b>	



CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	2,110	2,516	2,457	-	59			0
Income	- 106	- 278	- 239	-	39			0
<b>G58 Integrated Services for CWD</b>	<b>2,004</b>	<b>2,238</b>	<b>2,218</b>	<b>-20</b>				<b>0</b>
Expenditure	307	322	371	-	49			0
Income	- 44	- 44	- 43	-	1			0
<b>G59 Emergency Duty Team</b>	<b>263</b>	<b>278</b>	<b>328</b>	<b>50</b>				<b>0</b>
Expenditure	1,501	1,672	1,964	-	292			0
Income	- 845	- 875	- 1,168	-	293			0
<b>G60 Youth Offending Service</b>	<b>656</b>	<b>797</b>	<b>796</b>	<b>-1</b>				<b>0</b>
Expenditure	-	1,915	1,908	-	7			0
Income	-	- 1,270	- 1,285	-	15			0
<b>G61 Children - Mental Health (CAMHS)</b>	<b>0</b>	<b>645</b>	<b>623</b>	<b>-22</b>				<b>0</b>
Expenditure	420	640	567	-	73			0
Income	-	- 190	- 93	-	97			0
<b>G65 SPP M&amp;A</b>	<b>420</b>	<b>450</b>	<b>474</b>	<b>24</b>				<b>0</b>
Expenditure	355	1,307	1,253	-	54			0
Income	- 163	- 398	- 418	-	20			0
<b>G67 Commissioned Services</b>	<b>192</b>	<b>909</b>	<b>835</b>	<b>-74</b>				<b>0</b>
Expenditure	98	-	-	-	-			0
Income	- 8	-	-	-	-			0
<b>G68 External Funding &amp; Partnership</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>0</b>
Expenditure	35,201	41,753	41,434	-	319	At the commencement of 2008/09, budget provision was made for match funding of the Vulnerable Children's element of the Children's Services Grant (£300k). However, the School Forum agreed that the match funding is more properly supported by the combined services element of the Dedicated Schools Grant, as part of the Schools Budget and therefore the £300k was not required.		0
Income	- 34,465	- 40,784	- 40,784	-	-			0
<b>G68 External Funding - Major Govt Grants</b>	<b>736</b>	<b>969</b>	<b>650</b>	<b>-319</b>				<b>0</b>
Expenditure	46	87	85	-	2			0
Income	-	- 40	- 38	-	2			0
<b>G69 Communications</b>	<b>46</b>	<b>47</b>	<b>47</b>	<b>0</b>				<b>0</b>
Expenditure	169	169	82	-	87			0
Income	- 169	- 169	- 82	-	87			0
<b>G70 CIS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				<b>0</b>
Expenditure	524	549	650	-	101	Performance, Research & Stats (G71); QA&PM (G73) and Quality & Performance (G74) are effectively one service. When viewed collectively there is a net underspend of £50k. During 2008/09 the budgets will be reviewed and combined.		0
Income	- 5	- 5	-	-	5			0
<b>G71 Performance Research and Statist</b>	<b>519</b>	<b>544</b>	<b>650</b>	<b>106</b>				<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	166	285	180	-	105		0	0
Income	28	92	69	-	23		0	0
<b>G72 Programme Management</b>	<b>138</b>	<b>193</b>	<b>111</b>		<b>-82</b>		<b>0</b>	<b>0</b>
Expenditure	466	520	401	-	119	Performance, Research & Stats (G71); QA&PM (G73) and Quality & Performance (G74) are effectively one service. When viewed collectively there is a net underspend of £50k. During 2008/09 the budgets will be reviewed and combined.	0	0
Income	-	-	-	-	-		0	0
<b>G73 Quality Audit &amp; Project Managem</b>	<b>466</b>	<b>520</b>	<b>401</b>		<b>-119</b>		<b>0</b>	<b>0</b>
Expenditure	201	202	165	-	37		0	0
Income	-	-	-	-	-		0	0
<b>G74 Quality &amp; Performance</b>	<b>201</b>	<b>202</b>	<b>165</b>		<b>-37</b>		<b>0</b>	<b>0</b>
Expenditure	696	775	775	-	-		0	0
Income	387	387	379	-	8		0	0
<b>G75 IT Social Care</b>	<b>309</b>	<b>388</b>	<b>396</b>		<b>8</b>		<b>0</b>	<b>0</b>
Expenditure	259	274	218	-	56		0	0
Income	26	26	30	-	4		0	0
<b>G79 Childrens Services Resources M&amp;A</b>	<b>233</b>	<b>248</b>	<b>188</b>		<b>-60</b>		<b>0</b>	<b>0</b>
Expenditure	439	470	323	-	147	The budget contains funding for staff transferred to another service. During 2008/09 the budgets will be reviewed and the necessary adjustments made.	0	0
Income	-	-	-	-	-		0	0
<b>G80 Information &amp; Support Services</b>	<b>439</b>	<b>470</b>	<b>323</b>		<b>-147</b>		<b>0</b>	<b>0</b>
Expenditure	985	1,160	926	-	234		0	0
Income	460	460	331	-	129	The underspend resulted mainly from vacant posts with a consequential reduction in the amount recharged to capital.	0	0
<b>G81 Building Dev &amp; Tech Service</b>	<b>525</b>	<b>700</b>	<b>595</b>		<b>-105</b>		<b>0</b>	<b>0</b>
Expenditure	11,088	5,234	4,937	-	297	Education Rates Saving - The underspend arises from the refund of overpaid rates from previous years where the rates revaluation has been subject to a successful appeal..	0	134
Income	768	739	656	-	83		0	0
<b>G82 Childrens Services Finance</b>	<b>10,320</b>	<b>4,495</b>	<b>4,281</b>		<b>-214</b>		<b>0</b>	<b>134</b>
Expenditure	2,440	1,997	2,547	-	550	Continuing pressure from committed costs of school based early retirements entered into prior to 31 <sup>st</sup> March 2005.	0	0
Income	224	-	-	-	-		0	0
<b>G83 Childrens Services HR</b>	<b>2,216</b>	<b>1,997</b>	<b>2,547</b>		<b>550</b>		<b>0</b>	<b>0</b>
Expenditure	166	176	101	-	75		0	0
Income	84	84	6	-	78		0	0
<b>G84 Teacher Recruitment</b>	<b>82</b>	<b>92</b>	<b>95</b>		<b>3</b>		<b>0</b>	<b>0</b>
Expenditure	1,029	1,290	1,415	-	125		0	0
Income	449	696	814	-	118		0	0
<b>G85 Learning &amp; Development</b>	<b>580</b>	<b>594</b>	<b>601</b>		<b>7</b>		<b>0</b>	<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)	Difference between outturn and Latest Budget £'000	Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	776	863	1,007	144	0	0
Income	416	416	560	144	0	0
<b>G86 PDC</b>	<b>360</b>	<b>447</b>	<b>447</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditure	37	181	181	-	0	0
Income	-	-	-	-	0	0
<b>G89 Building Schools for the Future</b>	<b>37</b>	<b>181</b>	<b>181</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Trading Accounts (Appendix C)</b>	<b>0</b>	<b>0</b>	<b>392</b>	<b>392</b>	<b>-392</b>	<b>0</b>
<b>Children's Services Total</b>	<b>76,427</b>	<b>84,789</b>	<b>84,958</b>	<b>169</b>	<b>-628</b>	<b>344</b>

DEVELOPMENT & RENEWAL	FULL YEAR			Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)			Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	2,468	3,993	3,971	-22			
Income	-935	-1,696	-2,287	-591	Income is increased, mainly due to end of year accounting adjustments to reallocate specific grant income to support activities in accordance with grant regimes as a means to safeguard council resources.	0	506
<b>J02 Strategy &amp; Innovation</b>	<b>1,533</b>	<b>2,298</b>	<b>1,685</b>	<b>-613</b>		<b>0</b>	<b>506</b>
Expenditure	1,735	3,128	3,060	-68	Elements of expenditure are in excess of budget with compensating fee and other recovery income being generated. This includes fees relating to the provision of pre-application advice. A request to carry forward unspent resources allocated to fund the Crossrail appeal has been submitted to finance the on-going parliamentary representation process.		154
Income	-38	-1,058	-1,193	-135			
<b>J04 Major Project &amp; Development</b>	<b>1,697</b>	<b>2,070</b>	<b>1,867</b>	<b>-203</b>		<b>0</b>	<b>154</b>
Expenditure	2,639	4,826	4,940	113	Variance due to the need to process a higher than anticipated volume of major planning applications and specific measures to improve performance and efficiency.		
Income	-2,845	-3,786	-3,795	-9			
<b>J06 Development Decisions</b>	<b>-206</b>	<b>1,040</b>	<b>1,144</b>	<b>104</b>		<b>0</b>	<b>0</b>
Expenditure	2,821	5,365	5,388	23			
Income	-2,656	-4,028	-4,142	-113			
<b>J08 External Project Funding</b>	<b>165</b>	<b>1,337</b>	<b>1,246</b>	<b>-91</b>		<b>0</b>	<b>0</b>
Expenditure	780	780	1,006	226	Expenditure and income are increased to reflect grant commitments carried forward from previous years, together with the application of NRF Grant to maximise grant entitlement across the Authority.		
Income	0	0	-120	-120			
<b>J10 Match Funding</b>	<b>780</b>	<b>780</b>	<b>886</b>	<b>106</b>		<b>0</b>	<b>0</b>

DEVELOPMENT & RENEWAL	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)	Transfers to/(From) Ear marked reserves			Carry Forwards	
Expenditure	1,119	2,020	1,960	-60				
Income	-219	-1,307	-1,324	-18				
<b>J12 Resources</b>	<b>900</b>	<b>713</b>	<b>635</b>	<b>-78</b>			<b>0</b>	<b>0</b>
Expenditure	2,116	659	788	128				
Income	-176	-660	-768	-108				
<b>J14 Management &amp; Support Services</b>	<b>1,940</b>	<b>-1</b>	<b>20</b>	<b>21</b>			<b>0</b>	<b>0</b>
Expenditure	-	455	444	-11				
Income	-	-	(386)	-386	Income is increased to reflect the application of specific grant to fund the service rather than utilising the allocated LPSA reward grant. This maximised overall grant availability to the council. LPSA reward grant is allocated outside the normal revenue process so no income is budgeted for within the Directorate target.			
<b>J18 Olympics</b>	<b>0</b>	<b>455</b>	<b>58</b>	<b>-397</b>			<b>0</b>	<b>0</b>
Expenditure	-	1,785	2,902	1,117	The requirement to undertake a range of surveys and consequential urgent health and safety works has resulted in an overspend. A reserve had been established in previous years for this purpose and funds were drawn down to finance the additional expenditure			
Income	0	-692	-939	-247			-789	
<b>J16 Asset Strategy, Capital Delivery &amp; Property Services</b>	<b>-</b>	<b>1,093</b>	<b>1,962</b>	<b>869</b>			<b>-789</b>	<b>0</b>
<b>Trading Accounts (Appendix C)</b>			<b>-36</b>	<b>-36</b>			<b>0</b>	<b>36</b>
<b>DEV Development &amp; Renewal</b>	<b>6,809</b>	<b>9,786</b>	<b>9,468</b>	<b>-318</b>			<b>-789</b>	<b>696</b>

	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
<b>DEVELOPMENT &amp; RENEWAL HOUSING GENERAL FUND</b>	484	484	490	6				
Expenditure	0	0	0	0				
Income	484	484	490	6				0
<b>L02 Housing Associations</b>	1,017	1,112	1,064	-48				
Expenditure	-830	-830	-694	136				
Income	187	282	370	88				0
<b>L04 Financing</b>	468	0	0	0				
Expenditure	-40	0	0	0				
Income	428	0	0	0				0
<b>L06 HGF Advice</b>	877	877	800	-77				
Expenditure	0	0	0	0				
Income	877	877	800	-77				0
<b>L07 HGF Nominations</b>	169,259	169,259	177,908	8,649	Stock transfers resulted in a higher gearing of private sector allowances to public sector rebates than anticipated. The resultant higher cost is offset by corresponding increase in subsidy claimed			
Expenditure	-169,106	-169,106	-177,599	-8,493				
Income	153	153	309	156				0
<b>L08 Housing Benefits</b>	7,465	7,465	7,963	498				
Expenditure	-5,108	-6,558	-6,765	-207				
Income	2,357	907	1,198	291				0
<b>L10 HB Administration</b>	37,995	0	6	6				
Expenditure	-34,735	0	0	0				
Income	3,260	0	6	6				0
<b>L15 Strategic Priorities Programme</b>	81	81	9	-72				
Expenditure	0	0	0	0				
Income	81	81	9	-72				0
<b>L17 Community Development</b>					A reorganisation of functions during the financial year led to certain strategic housing functions being fully transferred to the Development and Renewal Directorate. The costs of these functions are now incorporated within the expenditure incurred by Development and Renewal.			
Expenditure	625	625	325	-300				
Income	0	0	0	0				
<b>L18 Service Strategy &amp; Support</b>	625	625	325	-300				0

	FULL YEAR				REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)	Difference between outturn and Latest Budget £'000	Transfers to/(From) Ear marked reserves	Carry Forwards
<b>DEVELOPMENT &amp; RENEWAL HOUSING GENERAL FUND</b>						
Expenditure	99	99	97	-2		
Income	0	0	0	0		
<b>L21 HGF Grants</b>	<b>99</b>	<b>99</b>	<b>97</b>	<b>-2</b>	<b>0</b>	<b>0</b>
Expenditure	337	337	337	0		
Income	0	0	0	0		
<b>L22 HGF Strategic Themes</b>	<b>337</b>	<b>337</b>	<b>337</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditure	423	423	316	-107		
Income	-262	-262	-196	66		
<b>L26 Private HSG. Improvement</b>	<b>161</b>	<b>161</b>	<b>120</b>	<b>-41</b>	<b>0</b>	<b>0</b>
Expenditure	16,824	0	0	0		
Income	-16,746	0	0	0		
<b>L30 Supporting People</b>	<b>78</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>HOU Housing Services</b>	<b>9,126</b>	<b>4,005</b>	<b>4,060</b>	<b>55</b>	<b>0</b>	<b>0</b>

COMMUNITIES LOCALITIES & CULTURE	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	1,633	1,504	1,536	32				
Income	-1,633	-1,504	-1,536	-32				
<b>E01 Management &amp; Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	862	899	1,183	284				
Income	-919	-892	-1,183	-291				
<b>E10 Street Services Management &amp; 4</b>	<b>-57</b>	<b>7</b>	<b>0</b>	<b>-7</b>			<b>0</b>	<b>0</b>
Expenditure	25,371	25,592	26,270	678				
Income	-4,640	-5,130	-5,841	-711				
<b>E11 Waste &amp; Cleansing Services</b>	<b>20,731</b>	<b>20,462</b>	<b>20,429</b>	<b>-33</b>			<b>0</b>	<b>0</b>
Expenditure	11,723	11,951	12,314	363				
Income	-1,563	-1,936	-2,288	-352				
<b>E12 Transportation &amp; Highways</b>	<b>10,160</b>	<b>10,015</b>	<b>10,026</b>	<b>11</b>			<b>0</b>	<b>0</b>
Expenditure	119	122	126	4				
Income	0	0	0	0				
<b>E13 School Crossing</b>	<b>119</b>	<b>122</b>	<b>126</b>	<b>4</b>			<b>0</b>	<b>0</b>
Expenditure	2,031	1,637	1,540	-97				
Income	-2,086	-1,634	-1,540	94				
<b>E14 Local Enforcement Teams</b>	<b>-55</b>	<b>3</b>	<b>0</b>	<b>-3</b>			<b>0</b>	<b>0</b>
Expenditure	147	111	126	15				
Income	-146	-108	-125	-17				
<b>E20 Environment Control Manager</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>-2</b>			<b>0</b>	<b>0</b>
Expenditure	1,911	2,059	2,014	-45				
Income	-249	-359	-440	-81				
<b>E21 Trading Standards</b>	<b>1,662</b>	<b>1,700</b>	<b>1,574</b>	<b>-126</b>			<b>0</b>	<b>0</b>
Expenditure	6,486	6,713	6,778	65				
Income	-1,022	-1,184	-1,198	-14				
<b>E22 Environmental Health</b>	<b>5,464</b>	<b>5,529</b>	<b>5,580</b>	<b>51</b>			<b>0</b>	<b>0</b>
Expenditure	4,899	4,901	5,194	293				
Income	-3	-3	-3	0				
<b>E23 Concessionary Fares</b>	<b>4,896</b>	<b>4,898</b>	<b>5,191</b>	<b>293</b>			<b>0</b>	<b>0</b>

Increases in demand for Freedom Passes and additional costs incurred to undertake backlog of assessments.



COMMUNITIES LOCALITIES & CULTURE	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	20,620	0			0			
Income	-19,106	0			0			
<b>E33 Admin Buildings</b>	<b>1,514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	548	0			0			
Income	-911	0			0			
<b>E34 Depots</b>	<b>-363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,487	0			0			
Income	-1,192	0			0			
<b>E35 Creative &amp; Technical Resources</b>	<b>295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	571	793	441		-352	Additional funding was provided in 2007/2008 for works in relation to Civil Contingencies at the East India Dock complex. The works required could not be completed during the 2007/2008 financial year as a result of protracted negotiations with the landlord. This work is now scheduled for 2008/09 and therefore a request to carry forward £250k of this underspend has been submitted for Cabinet consideration.		
Income	-265	-265	-213		52		<b>48</b>	<b>250</b>
<b>E36 Health &amp; Safety</b>	<b>306</b>	<b>528</b>	<b>228</b>	<b>-300</b>				
Expenditure	535	0			0			
Income	-252	0			0			
<b>E37 Corporate Property Services</b>	<b>283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	983	944	854		-90			
Income	-1,020	-981	-891		90			
<b>E40 Divisional Management</b>	<b>-37</b>	<b>-37</b>	<b>-37</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	10,713	10,030	10,250		220			
Income	-1,632	-1,437	-1,699		-262			
<b>E41 Idea Stores Management</b>	<b>9,081</b>	<b>8,593</b>	<b>8,551</b>	<b>-42</b>			<b>0</b>	<b>0</b>
Expenditure	4,752	5,298	5,528		230			
Income	-43	-639	-857		-218			
<b>E42 Sports &amp; Physical Activity</b>	<b>4,709</b>	<b>4,659</b>	<b>4,671</b>	<b>12</b>			<b>0</b>	<b>0</b>

COMMUNITIES LOCALITIES & CULTURE	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	6,773	6,665	6,713	48				
Income	-640	-757	-982	-225	Additional fee income accrued in final quarter of year from lettings and advertising.			
<b>E43 Parks &amp; Open Spaces</b>	<b>6,133</b>	<b>5,908</b>	<b>5,731</b>	<b>-177</b>			<b>0</b>	<b>0</b>
Expenditure	1,716	1,722	2,334	612				
Income	-273	-273	-850	-577				
<b>E44 Arts &amp; Events</b>	<b>1,443</b>	<b>1,449</b>	<b>1,484</b>	<b>35</b>			<b>0</b>	<b>12</b>
Expenditure	739	733	795	62				
Income	-739	-733	-795	-62				
<b>E45 Mile End Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	0	6,888	7,634	746				
Income	0	-5,085	-5,935	-850	Variance relates to inclusion of expenditure funded by grant not available when budgets finalised.			
<b>E51 Community Safety</b>	<b>0</b>	<b>1,803</b>	<b>1,699</b>	<b>-104</b>			<b>0</b>	<b>0</b>
<b>Trading Accounts (Appendix C)</b>			<b>-50</b>	<b>-50</b>			<b>50</b>	
<b>Communities Localities &amp; Culture</b>	<b>66,285</b>	<b>65,642</b>	<b>65,204</b>	<b>-438</b>			<b>98</b>	<b>262</b>

	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/Risk Area	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
<b>CHIEF EXECUTIVE'S/RESOURCES</b>								
Expenditure	403	578	695	117	Additional NRF grant was applied to ensure maximum carry forward and maximise grant usage for the authority.			
Income	-299	-299	-558	-259				
<b>C02 Participation &amp; Engagement</b>	<b>104</b>	<b>279</b>	<b>137</b>	<b>-142</b>			<b>0</b>	<b>0</b>
Expenditure	891	891	875	-16				
Income	0	0	-5	-5				
<b>C04 Local Training &amp; Employment</b>	<b>891</b>	<b>891</b>	<b>870</b>	<b>-21</b>			<b>0</b>	<b>0</b>
Expenditure	14,540	15,634	13,508	-2,126				
Income	-14,540	-15,634	-13,508	2,126				
<b>C06 Neighbourhood Renewal Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	6,305	0	0	0				
Income	-4,880	0	0	0				
<b>C08 Community Safety</b>	<b>1,425</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	2,109	2,677	3,109	432				
Income	-2,184	-2,723	-3,091	-368				
<b>C14 Communications</b>	<b>-75</b>	<b>-46</b>	<b>18</b>	<b>64</b>			<b>0</b>	<b>0</b>
Expenditure	762	703	755	52				
Income	0	0	-83	-83				
<b>C16 Strategy &amp; Performance</b>	<b>762</b>	<b>703</b>	<b>672</b>	<b>-31</b>			<b>0</b>	<b>0</b>
Expenditure	3,401	3,700	3,589	-111				
Income	-3,401	-3,401	-3,315	86				
<b>C52 Legal Services</b>	<b>0</b>	<b>299</b>	<b>274</b>	<b>-25</b>			<b>0</b>	<b>0</b>
					The Corporate Strategy underspend was due to the reorganisation of the Scrutiny Policy, Corporate Equalities and Third Sector Teams. The timescale for the recruitment of staff to the new posts result in the underspend on the budget.			
Expenditure	3,009	1,664	1,580	-84				
Income	-136	-235	-329	-94				
<b>C54 Scrutiny &amp; Equalities</b>	<b>2,873</b>	<b>1,429</b>	<b>1,251</b>	<b>-178</b>			<b>0</b>	<b>0</b>
Expenditure	662	662	728	66				
Income	-329	-329	-387	-58				
<b>C56 Registration of Births, Deaths</b>	<b>333</b>	<b>333</b>	<b>341</b>	<b>8</b>			<b>0</b>	<b>0</b>

	FULL YEAR				REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)	Difference between outturn and Latest Budget £'000		Transfers to/(From) Ear marked reserves
<b>CHIEF EXECUTIVE'S/RESOURCES</b>						
Expenditure	605	491	466	-25		45
Income	0	0	-20	-20		
<b>C58 Electoral Registration</b>	<b>605</b>	<b>491</b>	<b>446</b>	<b>-45</b>	<b>0</b>	<b>45</b>
Expenditure	15	30	35	5		
Income	0	0	0	0		
<b>C60 Borough Elections</b>	<b>15</b>	<b>30</b>	<b>35</b>	<b>5</b>	<b>0</b>	<b>0</b>
Expenditure	2,603	2,574	2,608	34		
Income	-310	-282	-296	-14		
<b>C62 Democratic Services</b>	<b>2,293</b>	<b>2,292</b>	<b>2,312</b>	<b>20</b>	<b>0</b>	<b>0</b>
Expenditure	1,369	1,369	1,369	0		
Income	0	0	0	0		
<b>C78 Demo Representation &amp; Mgt</b>	<b>1,369</b>	<b>1,369</b>	<b>1,369</b>	<b>0</b>	<b>0</b>	<b>0</b>
Expenditure	4,101	4,283	3,580	-703	0	400
Income	-156	-156	-67	89		
<b>C80 Corporate Management</b>	<b>3,945</b>	<b>4,127</b>	<b>3,513</b>	<b>-614</b>	<b>0</b>	<b>400</b>
Expenditure	2,240	2,244	2,350	106		
Income	-2,240	-2,240	-2,290	-50		
<b>R32 Corporate Finance</b>	<b>0</b>	<b>4</b>	<b>60</b>	<b>56</b>	<b>0</b>	<b>0</b>
Expenditure	869	871	916	45		
Income	-869	-869	-875	-6		
<b>R34 Internal Audit</b>	<b>0</b>	<b>2</b>	<b>41</b>	<b>39</b>	<b>0</b>	<b>0</b>

	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/Risk Area	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
<b>CHIEF EXECUTIVE'S/RESOURCES</b>								
Expenditure	30,299	31,756	32,917	1,161	Additional Council Tax benefits payments of £1.2m were more than offset by additional Council Tax benefits subsidy of £1.8m.			
Income	-27,468	-27,652	-29,478	-1,826				
<b>R36 Council Tax &amp; NNDR</b>	<b>2,831</b>	<b>4,104</b>	<b>3,439</b>	<b>-665</b>			<b>0</b>	<b>0</b>
Expenditure	732	880	1,171	291	This overspend was primarily due to recruitment difficulties and a reliance on temporary and interim staff. Permanent appointments have now been made to the senior posts, and all interim contracts have now ceased			
Income	-732	-732	-753	-21				
<b>R38 Procurement</b>	<b>0</b>	<b>148</b>	<b>418</b>	<b>270</b>			<b>0</b>	<b>0</b>
Expenditure	455	455	629	174				
Income	-455	-455	-629	-174				
<b>R40 Risk Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	925	925	890	-35				
Income	-925	-925	-928	-3				
<b>R42 Debtors Income Service</b>	<b>0</b>	<b>0</b>	<b>-38</b>	<b>-38</b>			<b>0</b>	<b>0</b>
Expenditure	404	588	629	41				
Income	-404	-404	-449	-45				
<b>R44 Cashiers</b>	<b>0</b>	<b>184</b>	<b>180</b>	<b>-4</b>			<b>0</b>	<b>0</b>
Expenditure	838	841	800	-41				
Income	-838	-838	-853	-15				
<b>R46 Payments</b>	<b>0</b>	<b>3</b>	<b>-53</b>	<b>-56</b>			<b>0</b>	<b>0</b>
Expenditure	10,628	13,038	11,149	-1,889	Expected contribution to fund capitalisation of Licenses cost not required.			
Income	-10,653	-13,185	-11,523	1,662				
<b>R48 Information Services</b>	<b>-25</b>	<b>-147</b>	<b>-374</b>	<b>-227</b>			<b>0</b>	<b>0</b>
Expenditure	6,073	7,047	7,386	339				
Income	-4,292	-4,526	-4,802	-276				
<b>R50 Contact Centre</b>	<b>1,781</b>	<b>2,521</b>	<b>2,584</b>	<b>63</b>			<b>0</b>	<b>0</b>
Expenditure	0	20,097	21,460	1,363	The variance arises from the under-budgeting for the costs of administration buildings, partly arising from the costs of vacant surplus accommodations. Partly from interim costs incurred while vacant accommodation awaits disposal, and partly from the landlord's cost of maintenance to the East India Dock complex.			
Income	0	-19,008	-17,839	1,169				
<b>R52 Admin Buildings</b>	<b>0</b>	<b>1,089</b>	<b>3,621</b>	<b>2,532</b>			<b>0</b>	<b>0</b>

	FULL YEAR				Difference between outturn and Latest Budget £'000	Comment/Risk Area	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
<b>CHIEF EXECUTIVE'S/RESOURCES</b>								
Expenditure	0	452	514	62				
Income	0	-434	-428	6				
<b>R56 Depots</b>	<b>0</b>	<b>18</b>	<b>86</b>	<b>68</b>			<b>0</b>	<b>0</b>
Expenditure	0	451	665	214				
Income	0	-382	-661	-279				
<b>R60 Reprographics</b>	<b>0</b>	<b>69</b>	<b>4</b>	<b>-65</b>			<b>0</b>	<b>0</b>
Expenditure	1,477	1,477	1,383	-94				
Income	-1,477	-1,477	-1,469	8				
<b>R64 Payroll</b>	<b>0</b>	<b>0</b>	<b>-86</b>	<b>-86</b>			<b>0</b>	<b>0</b>
Expenditure	759	779	784	5				
Income	-759	-759	-764	-5				
<b>R66 Pensions</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>0</b>			<b>0</b>	<b>0</b>
Expenditure	520	519	507	-12				
Income	-167	-167	-164	3				
<b>R68 Employment Training Schemes</b>	<b>353</b>	<b>352</b>	<b>343</b>	<b>-9</b>			<b>0</b>	<b>0</b>
Expenditure	549	549	525	-24				
Income	0	0	0	0				
<b>R70 Graduate Training Scheme</b>	<b>549</b>	<b>549</b>	<b>525</b>	<b>-24</b>			<b>0</b>	<b>0</b>
Expenditure	828	2,436	2,782	346				
Income	-828	-1,736	-2,103	-367				
<b>R72 H R Operations</b>	<b>0</b>	<b>700</b>	<b>679</b>	<b>-21</b>			<b>0</b>	<b>0</b>
Expenditure	1,371	1,373	1,646	273	The structure of HR services is currently under review and interim staffing resources utilised while the restructuring is finalised have resulted in an overspend on the budget.			
Income	-1,305	-1,305	-1,379	-74				
<b>R74 H R Strategy</b>	<b>66</b>	<b>68</b>	<b>267</b>	<b>199</b>			<b>0</b>	<b>0</b>
Expenditure	921	3,431	3,187	-244				
Income	-810	-2,974	-2,708	266				
<b>R76 Learning &amp; Development</b>	<b>111</b>	<b>457</b>	<b>479</b>	<b>22</b>			<b>0</b>	<b>0</b>
Expenditure	401	475	333	-142	The budget set aside for the directorate's contribution towards the cost of implementing Single Status was not required in full for 2007/08.			
Income	0	0	0	0				
<b>R82 Non-Distributed Costs</b>	<b>401</b>	<b>475</b>	<b>333</b>	<b>-142</b>			<b>0</b>	<b>0</b>
<b>Chief Executive's / Resources</b>	<b>20,607</b>	<b>22,812</b>	<b>23,766</b>	<b>953</b>			<b>0</b>	<b>445</b>

CORPORATE COSTS / CAPITAL FINANCING	Expenditure			Income			Net Variance			REQUESTS FOR:	
	Latest Budget	Outturn	Variance	Latest Budget	Outturn	Variance	Latest Budget	Outturn	Variance	Transfers to/(From) Ear marked reserves	Carry Forwards
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Expenditure	14,017	15,969	1,952	-	(749)	(749)	14,017	15,220	1,203	-	224
Levies & Contributions	2,283	2,401	118	-	-	-	2,283	2,401	118	-	-
Capital Financing & Treasury	21,178	16,535	(4,643)	(3,976)	(7,398)	(3,422)	17,202	9,137	(8,065)	-	-
Asset Rentals	-	-	-	(23,385)	(23,444)	(59)	(23,385)	(23,444)	(59)	-	-
<b>Expenditure/(Income)</b>	<b>37,478</b>	<b>34,905</b>	<b>(2,573)</b>	<b>(27,361)</b>	<b>(31,591)</b>	<b>(4,230)</b>	<b>10,117</b>	<b>3,315</b>	<b>(6,803)</b>	<b>-</b>	<b>224</b>
											<b>Overall surplus resulting from increased investment income</b>

Children's Services	Actual			Comment/Risk Areas	REQUESTS FOR:	
	Latest Budget £'000	Outturn as at 31/03/08 (before any transfers/carry forwards)	Variance £'000		Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure		1,171	1,171			
Income		-1,171	-1,171			
<b>Contract Services: Building Cleaning</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure		1,130	1,130			
Income		-1,130	-1,130			
<b>Contract Services: Welfare Catering</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure		8,578	8,578	The projected deficit stems from several factors. 1. Unexpected and exceptional food price rises. 2. An apparent downward trend in meal uptake due to the implementation of the government's new nutritional guidelines. 3. Increased staff absence requiring cover. 4. Not all of the proposed centralisation economies have come to fruition.		
Income		-8,186	-8,186			
<b>Contract Services: Schools Catering</b>	<b>0</b>	<b>392</b>	<b>392</b>			<b>-100</b>
Expenditure		142	142			
Income		-142	-142			
<b>Schools Finance Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure		167	167			
Income		-167	-167			
<b>Development Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>			



Children's Services	Actual			Variance £'000	Comment/Risk Areas	REQUESTS FOR:	
	Latest Budget £'000	Outturn as at 31/03/08 (before any transfers/ carry forwards)				Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure Income		777 -777	777 -777	777 -777			
<b>School Keeping Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		1,993 -1,993	1,993 -1,993	1,993 -1,993			
<b>Building &amp; Technical Services Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		184 -184	184 -184	184 -184			
<b>89108 Governors Trading Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		449 -449	449 -449	449 -449			
<b>81506 Attendance and Welfare Services SLA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		170 -170	170 -170	170 -170			
<b>89010 Workplace Nursery</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		1,188 -1,188	1,188 -1,188	1,188 -1,188			
<b>81602 SLS Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Expenditure Income		15,949 -15,557	15,949 -15,557	15,949 -15,557			
<b>Children' Services Total</b>	<b>0</b>	<b>392</b>	<b>392</b>	<b>392</b>			<b>-392</b>

Development & Renewal	FULL YEAR			REQUESTS FOR:	
	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)	Variance £'000	Transfers to/(From) Ear marked reserves	Carry Forwards
	£'000	£'000	£'000		
Expenditure	1,605	1,635	30		
Income	-1,605	-1,671	-66		
<b>Building Control</b>	<b>0</b>	<b>-36</b>	<b>-36</b>		<b>36</b>
<b>Development &amp; Renewal Total</b>	<b>0</b>	<b>-36</b>	<b>-36</b>		<b>36</b>

Communities, Localities & Culture	Actual		Variance £'000	Comment/ Risk Areas	REQUESTS FOR:	
	Latest Budget £'000	Outturn as at 31/03/08 (before any transfers/ carry forwards)			Transfers to/(From) Ear marked reserves	Carry Forwards
Expenditure	1,907	2,081	174		-174	
Income	-1,907	-1,891	16		-16	
<b>E30 Fleet Management</b>	<b>0</b>	<b>190</b>	<b>190</b>	The Transport Services Unit which includes Fleet Management and Passenger Transport Services, operates as an internal trading organisation. The variances reflect the cost of additional service requirements from clients and a small operating surplus.	<b>-190</b>	
Expenditure	4,575	4,661	86		-86	
Income	-4,575	-4,921	-346		346	
<b>E31 Passenger Transport</b>	<b>0</b>	<b>-260</b>	<b>-260</b>		<b>260</b>	
Expenditure	423	419	-4		4	
Income	-423	-399	24		-24	
<b>E32 DSO Vehicle Workshop</b>	<b>0</b>	<b>20</b>	<b>20</b>		<b>-20</b>	
<b>Communities, Localities &amp; Culture Trading AC</b>	<b>0</b>	<b>-50</b>	<b>-50</b>		<b>50</b>	

		Expected Annual	Expected Annual	Expected Annual	ACTIUAL Annual	(Over)/under		Of which
		Efficiency Gains	Efficiency Gains	Efficiency Gains	Efficiency Gains	Achievement		Cashable...
		Forward Look	Mid Year Look	Backward Look	Backward Look	Backward Look		Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08		2007/08
		£000	£000	£000	£000	£000		£000
<b>Adults Health &amp; Wellbeing:</b>								
SAV/AS/01	Review of HIV, Drugs & Alcohol and Vulnerable Adult services	65	65	65	65	0		65
SAV/AS/02	Agency costs- Vendor Managed Service	123	123	123	123	0		123
SAV/AS/03	Aligning Homecare service provision	550	550	550	550	0		550
NCE/AS/01	Social care for adults & older people - unit cost rises below inflation	2,767	2,767	2,767	2,767	0	* See below	0
	<b>sub-total</b>	<b>3,505</b>	<b>3,505</b>	<b>3,505</b>	<b>3,505</b>	<b>0</b>		<b>738</b>
<b>Children's Services:</b>								
SAV/CS/06	Looked After Children Co-ordinator post	50	50	50	50	0		50
SAV/CS/07	LAC administrator post	30	30	30	30	0		30
SAV/CS/08	Integration of Children's Services	180	180	180	180	0		180
SAV/CS/09	Head of School Improvement	85	85	85	85	0		85
SAV/CS/12	Pupil Referral Unit Admin Post	25	25	25	25	0		25
SAV/CS/14	Home to School Transport	60	60	60	60	0		60
NCE/CS/01	Commissioning Budget (Section 23)	422	422	422	422	0		0
	<b>sub-total</b>	<b>852</b>	<b>852</b>	<b>852</b>	<b>852</b>	<b>0</b>		<b>430</b>
<b>Culture &amp; Sport:</b>								
SAV/EC/07	Ornamental Gardening Service management	35	35	35	35	0		35
NCE/EC/01	Ideas Stores - Unit costs	1,433	1,433	1,433	1,433	0		0
	<b>sub-total</b>	<b>1,468</b>	<b>1,468</b>	<b>1,468</b>	<b>1,468</b>	<b>0</b>		<b>35</b>
<b>Environmental Services:</b>								
SAV/EC/01	Agency Staff - Vendor Managed Service	123	123	123	123	0		123
SAV/EC/02	CCTV Line Rental	20	20	20	0	20		20
SAV/EC/03	Parking Control - Review Traffic Enforcement & Recovery Process	200	200	200	200	0		200
SAV/EC/04	Parking Control - Reorganisation of Service/Structural Procedures	120	0	120	120	0		120
SAV/EC/05	Rationalisation Inspection/Monitoring St Management	200	200	200	200	0		200
SAV/EC/06	Review of Licensing Service	60	60	60	60	0		60
SAV/EC/08	Structural Reviews - Operational/Back Office	230	230	230	130	100		230
SAV/EC/09	Sustainability	35	35	35	35	0		35
SAV/EC/10	Review of Consumer Advice	30	30	30	30	0		30
SAV/EC/11	Private Sector Housing	40	40	40	40	0		40
SAV/EC/12	Environmental Protection Measures	35	35	35	35	0		35
SAV/EC/13	Strategy & Programmes	45	45	45	45	0		45
SAV/EC/14	Street lighting maintenance - invest to save	35	35	35	0	35		35
NCE/EC/02	Environmental Health/Trading Standards	25	25	25	0	25		0
<b>HRA - E&amp;C</b>								
HOU/EC/05	Noise Services	7	7	7	7	0		7
HOU/EC/06	Corporate Property Services	31	31	31	0	31		31
HOU/EC/13	Health & Safety	2	2	2	0	2		2

		Expected Annual	Expected Annual	Expected Annual	ACTIUAL Annual	(Over)/under	Of which
		Efficiency Gains	Efficiency Gains	Efficiency Gains	Efficiency Gains	Achievement	Cashable...
		Forward Look	Mid Year Look	Backward Look	Backward Look	Backward Look	Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08	2007/08
		£000	£000	£000	£000	£000	£000
<b>Development &amp; Renewal:</b>							
SAV/DR/01	Improved IT & digitisation for administrative & technical support	10	10	10	10	0	10
SAV/DR/02	Improved IT & records management	10	10	10	10	0	10
SAV/DR/03	Planning Consultation - utilisation of the 'Limehouse' software package	20	20	20	0	20	20
SAV/DR/04	Agency staff - Vendor Managed Services	51	51	51	51	0	51
NCE/DR/01	Conservation & character statements	5	5	5	5	0	0
NCE/DR/02	Improved outcomes from utilisation of co-financing budget through better targeting	35	35	35	35	0	0
NCE/DR/03	Unit cost savings of Skillmatch job brokerage placements	30	30	30	30	0	0
NCE/DR/04	Control	25	25	25	25	0	0
NCE/DR/05	Electronic scanning of Land Charge source data	5	5	5	5	0	0
	<b>sub-total</b>	<b>1,429</b>	<b>1,309</b>	<b>1,429</b>	<b>1,196</b>	<b>233</b>	<b>1,304</b>
<b>Local Transport:</b>							
	<b>sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LA Social Housing:</b>							
SAV/HGF/01	Improved rent collection	136	136	136	136	0	136
SAV/HGF/02	Housing Benefits - improved efficiencies	94	94	94	94	0	94
SAV/HGF/03	Agency staff - VMS	38	38	38	38	0	38
NCE/HGF/01	Family Rent Deposit Scheme	368	368	368	368	0	0
	<b>sub-total</b>	<b>636</b>	<b>636</b>	<b>636</b>	<b>636</b>	<b>0</b>	<b>268</b>
<b>Non-School Education Services:</b>							
SAV/CS/01	Vendor Managed Service	230	230	230	230	0	230
SAV/CS/02	Maximising take-up of benefit payments to young people leaving care	80	80	80	80	0	80
SAV/CS/03	Young People's Development Nurse	12	12	12	12	0	12
SAV/CS/04	Families First Project with NCH	100	100	100	100	0	100
SAV/CS/05	Family Support with Newpin	80	80	80	80	0	80
SAV/CS/10	City Learning Centre	25	25	25	25	0	25
SAV/CS/11	Schools Causing Concern	65	65	65	65	0	65
NCE/CS/02	Advice & Assessment workers - increase of workload	45	45	45	45	0	0
NCE/CS/03	Special Guardianship	39	39	39	39	0	0
NCE/CS/04	Safeguarding Children	66	66	66	66	0	0
NCE/CS/06	Information Management System	50	50	50	50	0	0
NCE/CS/07	National Education Strategy	82	82	82	82	0	0
NCE/CS/08	Children's Administrator	30	30	30	30	0	0
NCE/CS/09	Parent's Co-ordinator	46	46	46	46	0	0
NCE/CS/10	Junior Youth	50	50	50	50	0	0
NCE/CS/11	LEA Standards Fund Grants	73	73	73	73	0	0
NCE/CS/12	Finance	24	24	24	24	0	0
NCE/CS/13	Integration of Children's Services	94	94	94	94	0	0
	<b>sub-total</b>	<b>1,191</b>	<b>1,191</b>	<b>1,191</b>	<b>1,191</b>	<b>0</b>	<b>592</b>
<b>Supporting People:</b>							
	<b>sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Homelessness:</b>							
	<b>sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		Expected Annual Efficiency Gains	Expected Annual Efficiency Gains	Expected Annual Efficiency Gains	ACTUAL Annual Efficiency Gains	(Over)/under Achievement	Of which Cashable...
		Forward Look	Mid Year Look	Backward Look	Backward Look	Backward Look	Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08	2007/08
		£000	£000	£000	£000	£000	£000
<b>Other Cross Cutting Efficiencies not covered above:</b>							
<b>- Corporate Services</b>							
SAV/CE/01	Customer Access review	40	40	40	40	0	40
SAV/CE/03	Crime Reduction Services/ASBCU	29	29	29	29	0	29
SAV/CE/04	Payments - review	0		0	0	0	0
SAV/CE/05	Review of Registrars fees and charges	10	10	10	10	0	10
SAV/CE/06	Insurance Mutual	40	40	40	40	0	40
SAV/CE/08	Equalities & Inclusion service restructure	33	33	33	33	0	33
SAV/CE/09	Corporate HR review	50	50	50	0	50	50
SAV/CE/10	Legal/Electoral Registration restructuring	39	39	39	39	0	39
SAV/CE/13	Directorate-wide continuous improvement initiatives	50		50	50	0	50
SAV/CE/16	Communications staffing reduction	25	25	25	25	0	25
NCE/CE/01	Growth in Domestic/Non-Domestic properties	45	45	45	45	0	0
NCE/CE/02	Policy & Partnership team	4	4	4	4	0	0
NCE/CE/04	Legal restructuring	71	71	71	71	0	0
NCE/CE/05	Corporate Finance service improvements	40	40	40	40	0	0
NCE/CE/06	Equalities reorganisation	13	13	13	13	0	0
NCE/CE/08	Corporate Human Resources review	60	60	60	60	0	0
NCE/CE/09	DRE reorganisation	19	19	19	19	0	0
NCE/CE/11	Research & Scrutiny reorganisation	10	10	10	10	0	0
NCE/CE/12	Youth Offending Team	5	5	5	5	0	0
NCE/CE/13	Customer Access reorganisation	39	39	39	39	0	0
NCE/CE/14	East End Life - increased circulation	50	50	50	50	0	0
NCE/CE/16	Streamlined processes for tackling crime & ASB	18	18	18	18	0	0
NCE/CE/17	Graduate Development Programme	8	8	8	8	0	0
NCE/CE/18	Youth Training Initiatives	9	9	9	9	0	0
<b>HRA - CE</b>							
HOU/CE/01	Complaints Team restructure	13	13	13	13	0	13
HOU/CE/03	Housing Insurance costs	18	18	18	18	0	18
HOU/CE/04	Legal Services restructure	109	109	109	109	0	109
HOU/CE/05	Performance & Information (restructure)	14	14	14	14	0	14
HOU/CE/06	DRE restructure	63	63	63	63	0	63
HOU/CE/07	Corporate Human Resources review	86	86	86	86	0	86
HOU/CE/09	Purchasing efficiencies	17	17	17	17	0	17
HOU/CE/10	East End Life reduced subsidy	8	8	8	8	0	8
HOU/CE/11	Crime Reduction Service restructure	100	100	100	100	0	100
	<b>sub-total</b>	<b>1,135</b>	<b>1,085</b>	<b>1,135</b>	<b>1,085</b>	<b>50</b>	<b>744</b>
<b>Procurement - Goods &amp; Services</b>							
SAV/CE/11	Agency staff - Vendor Managed Service	40	40	40	40	0	40
SAV/CE/14	ICT - consolidation of new infrastructure & systems	160	160	160	160	0	160
HOU/CE/08	ICT savings	215	215	215	215	0	215
NCE/CE/07	New Desktop Refresh Contract with Dell	122	122	122	122	0	0
NCE/CE/03	Procurement - e-tendering	20	20	20	20	0	0
No pro forma	ICT Help Desk	25	25	25	25	0	25
	<b>sub-total</b>	<b>582</b>	<b>582</b>	<b>582</b>	<b>582</b>	<b>0</b>	<b>440</b>
<b>Procurement - Construction</b>							
	<b>sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>- Productive Time</b>							
SAV/CE/07	Performance & Improvement	31	31	31	31	0	31
	<b>sub-total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>31</b>
<b>- Transactions</b>							
SAV/CE/12	Purchasing efficiencies	20	20	20	20	0	20
	<b>sub-total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>0</b>	<b>20</b>
<b>- Miscellaneous Efficiencies</b>							
		668	668	668	576	92	668
	<b>sub-total</b>	<b>668</b>	<b>668</b>	<b>668</b>	<b>576</b>	<b>92</b>	<b>668</b>
	<b>Total</b>	<b>11,517</b>	<b>11,347</b>	<b>11,517</b>	<b>11,142</b>	<b>375</b>	<b>5,270</b>
*	This is an estimate only. Further analysis has to take place when national costs are known.						