

Committee/Meeting:	Date:	Classification:	Report No:
OVERVIEW AND SCRUTINY	6 March 2012	Unrestricted	
Report of: Corporate Director Resources		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2011/12 (Month 9)	
Originating officer(s) Peter Hayday, Service Head Financial Services, Risk & Accountability Michael Keating, Service Head One Tower Hamlets		Wards Affected: All	

Community Plan Theme	All
Strategic Priority	All

1. SUMMARY

1.1 This monitoring report details the financial position of the Council at the end of Quarter 3 compared to budget, and service performance against targets. This includes year end projection updates for the:

- General Fund Revenue and Housing Revenue Account;
- Capital Programme; together with
- An overview of performance for all of the reportable strategic measures.

1.2 This report will be considered by Cabinet on 14th March.

1.3 Finance Overview

1.3.1 General Fund

As at the end of the third quarter to 31st December 2011, the forecast outturn is now for a net budget underspend of £0.35m on an overall net budget of £311m. The projected underspend is the result of the industrial action taken by staff concerned about the governments proposals for changes to public sector pensions.

However there remain a number of on-going financial risks which continue to

be closely monitored and are summarised in Section 3 of this report and detailed in Appendix 2.

1.3.2 Housing Revenue Account

HRA is forecasting a breakeven position. Further information is provided in paragraph 3.7 and Appendix 3.

1.3.3 Capital Programme

Directorates have spent 62.8% of their capital budgets for the year (£105.7m against budgets of £168.3m). Programme slippage of £5.8m is currently being projected. Further information is provided in paragraphs 4.5 and 4.6.

1.4 Strategic Measures

The Strategic Measures Set enables the Council to monitor progress against our priorities. Of the measures reportable this quarter, 41% (including subset of measures) have met or exceeded their target (Green), 37% have not met their target but are above minimum expectation (Amber) and 22% are below minimum expectation (Red). 59% of all measures reportable this quarter have improved compared to this time last year and 11% have deteriorated.

1.5 More detailed performance and financial information is contained in the report and appendices, as follows:

- Appendix 1 – lists budget/target adjustments (including virements) and details of how the 2011/12 capital budget has changed since the previous quarter.
- Appendix 2 – provides the estimate budget outturn and explanations of major variances for Directorates for the General Fund.
- Appendix 3 – provides the estimate budget outturn and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme.
- Appendix 5 – provides an overview of performance for all of the reportable strategic measures.

2. DECISIONS REQUIRED

Cabinet is recommended to:

- 2.1. Review and note the Quarter 3 2011/12 performance; and
- 2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.

3. REVENUE

3.1 General Fund Summary

The following table summarises the General Fund position as at the end the third quarter (to 31st December 2011) and the projected outturn position. The budgets for each service area reflect the adjustments and virements made to date and which are detailed in Appendix 1.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	103,098	71,334	71,338	4	103,098	0
Chief Executive	11,104	8,328	7,963	(365)	11,104	0
Children, Schools and Families	92,089	193,445*	191,122	(2,323)	92,089	0
Communities, Localities & Culture	72,882	53,063	52,238	(825)	72,882	0
Development and Renewal	22,010	13,101	13,575	474	22,010	0
Resources	13,116	9,837	9,527	(310)	13,116	0
Corporate Costs/Capital Financing	(3,339)	8,793	8,443	(350)	(3,689)	(350)
TOTAL	310,960	357,901	354,206	(3,695)	310,610	(350)

* The budget to date is made up of the general fund budget to date of £72.780m, the Dedicated Schools Grant amount due of £96.453m, and other government grant amount due of £24.212m.

All the major variances to service directorate budgets as at the quarter end relate to differences between profiled contract spend and actual spend. These variances are projected to even out over the final quarter.

Other smaller year-to-date variances are explained in the detailed budget analysis in Appendix 2.

However, the year to date variance on the corporate costs budget of £0.35m is also projected to be the year end position, with a resultant corresponding underspend in the Council's overall 2011-12 budget. The reason for this projected underspend is detailed in Section 3.6 below.

3.2 Adults, Health and Wellbeing NIL

At the end of month nine Adults Health and Wellbeing are forecasting a breakeven position. The Directorate continues to have a number of budget risks as a result of demographic changes. However, these risks are currently being mitigated through additional NHS funding and the application of pre-agreed budget growth provisions.

A Transition Clients for Learning Disabilities

The Directorate submitted a growth bid as part of the 2011/12 budget setting process for Learning Disability clients entering the Directorate from the Children Schools and Families Directorate. The forecast funding requirement for this financial year was £0.6m which has been vired from the corporate risk provision.

B Dementia Clients

The Directorate submitted a growth bid as part of the 2011/12 budget setting process for Older People with dementia. The forecast funding requirement for this financial year was £2.1m which has now been vired from the corporate risk provision.

C Domiciliary Care Savings

As reported previously, the Directorate has an efficiency target for 2011/12 of £1.05m in respect of the re-tender of the domiciliary care contracts. Following discussions with Members the tender process was amended to reflect the Mayor's policy priorities and this procurement was judged suitable for the London Living wage to be included in the contracts. This has meant the new contracts will not be in place until April 2012. In order to mitigate this risk the Directorate has approached all existing providers to reduce their hourly cost by £2 per hour. However, there remains a potential savings slippage of some £0.8m that will be managed through the corporate contingency. Any remaining slippage for 2011/12 has been managed through the corporate contingency.

D NHS Social Care Funding

The Council has received £3.7m of funding in 2011/12 made available through the NHS to support Social Care expenditure. This funding is the subject of a Section 256 agreement and is required to meet the joint objectives of the Primary Care Trust (PCT) and the Council.

The Directorate has agreed a service plan with the Primary Care Trust which details the outcomes being sought by both parties through the additional allocation of resources.

The Directorate was notified by the Department of Health at the beginning of January 2012 of a further allocation made available through the NHS to support Social Care expenditure arising from Winter Pressures. The allocation for the Authority was £0.857m. This funding could affect the level of carry forward required by the Directorate at the end of the financial year.

3.3 Chief Executive NIL

A breakeven position continues to be forecast; however there remains a risk that the levels of budgeted income for Communications will be lower; this is due to changes to the external advertising market reducing overall demand for advertising and a reduced level of demand for design and print services. Mitigating action by the service is being taken to address these reductions and manage expenditure within budget.

3.4 Children, Schools and Families NIL

The Directorate is continuing to report that it will be able to operate within budget for 2011/12. Nonetheless, there remains an underlying gap of £0.302m in the savings targets for 2011/12 with budget pressures of up to £0.2m in total in Building and Technical Services (BATS) and Buildings & Development, which have no long-term funding to support them which will therefore need to be addressed. Separate strategies are being pursued to address the underlying issues in both of these areas.

3.5 Development and Renewal NIL

A breakeven position is currently forecast; the Directorate has taken mitigating action to manage the budget pressures relating to the Third Sector and the position is being closely monitored.

In line with the Medium Term Financial Plan presented to Cabinet in January and February, the 2011/12 budget has been adjusted to reflect the year one

New Homes Bonus of £4.3m. This government funding has been vired to D&R and will be used to provide the first tranche of £10m of Decent Homes Funding which is to be set aside in earmarked reserves over the next three years.

3.6 **Corporate Costs & Capital Financing** **£0.35m Underspend**

The Corporate Costs and Capital Financing budget is now forecasting an underspend for the year of £0.35m. This budget incorporates the Council's corporate contingency provisions which are used to fund one-off unforeseen costs and service department budget pressures which cannot be contained through mitigating actions by the service directorates.

As a result of the industrial action taken by staff during the third quarter in protest against the government's proposals for changes to the public sector pension schemes, there has been a 'windfall saving' in employee costs across all directorates totalling £350k. It is proposed that the service directorate budgets will be adjusted to reflect these savings which will then be reflected through the corporate provisions budget.

3.7 **Housing Revenue Account (HRA)** **NIL**

The overall projected HRA break-even position is the net result of a number of projected under and overspends as previously reported. These relate primarily to higher maintenance expenditure and capital financing requirements offset by reduced management and special service costs and higher than budgeted commercial rental income.

A detailed analysis of the HRA is attached as Appendix 3.

3.8 **Income Collection Performance Targets**

Details of income collection during 2011/12 are shown below.

Income Stream	Collected in 2010/11 %	Target to 31.12.11 %	Collected to 31.12.11 %	Direction of Travel
Business Rates	99.60	73.49	87.81	↑
Central Income	90.00	86.00	86.33	↑
Council Tax	95.10	71.30	71.55	↑
Housing Rents	99.87	100.00	99.41	↓
Service Charges	110.40	71.79	78.68	↑

Central Income includes Housing benefit, overpayments and other sources of income not shown in the other specific categories above. Collection has recovered this quarter and is now on target, with a majority of large invoices that were granted extended payment arrangements now paid in full. Collection dipped slightly over the December period but is expected to recover in January.

Although Council Tax collection remains slightly ahead of target and up on last year's performance, due to the high number of Single Person Discounts being removed as a result of the SPD review, the overall amount collectable has increased by over £0.3m. This will be recovered over the remaining instalments.

Collection of Housing Rents is 99.41%. This is due to collection in December falling below 100%, the first time in Quarter 3. This occurred despite various proactive measures taken by the Rents team to promote the importance of maintaining rent payments during December and over the Christmas period, including an article published in the East End Life.

Although a downturn occurred in December, it should be noted that this was a significant improvement when compared to previous years.

Details of parking income collection during 2011/12 are shown below.

Comparable parking income	Collected in 2010/11 %	Benchmark to 31.12.11 %	Collected to 31.12.11 %	Direction of Travel
PCNs	63.09	58.00	60.00	↑

The projected performance for the collection of income from Penalty Charge Notices (PCNs) for the first 9 months of 2011/12 was 58%. Actual performance over this period is 60%. The full year projection is a collection rate of 63%, which is in line with collection rate for 2010/11.

4. CAPITAL

- 4.1 The capital budget now totals £168.3m, decreased from £176.7m in Quarter 2. This is mainly due to the re-profiling of budgets for school expansion schemes (CSF) and for Watney Market Idea Store (CLC).
- 4.2 Details of all the changes to the capital programme budget are set out in Appendix 1.

- 4.3 Total capital expenditure to the end of Quarter 3 represented 62.8% of the revised capital programme budget for 2011/12 as follows:

	Annual Budget as at 31-Dec-11	Spent to 31-Dec-11	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	18.571	10.594	57.0%
Children, Schools and Families	16.424	11.734	71.4%
Resources	1.560	1.242	79.6%
Adults, Health and Wellbeing	0.295	0.149	50.5%
Development and Renewal	15.329	8.994	58.7%
Building Schools for the Future (BSF)	77.858	59.698	76.7%
Housing Revenue Account (HRA)	38.251	13.314	34.8%
GRAND TOTAL	168.288	105.725	62.8%

- 4.4 Projected capital expenditure for the year compared to budget is as follows:

	Annual Budget as at 31-Dec-11	Forecast to 31-Mar-12	Projected Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	18.571	18.336	-0.235
Children, Schools and Families	16.424	16.424	0.000
Resources	1.560	1.560	0.000
Adults, Health and Wellbeing	0.295	0.216	-0.079
Development and Renewal	15.329	13.756	-1.573
Building Schools for the Future (BSF)	77.858	77.858	0.000
Housing Revenue Account (HRA)	38.251	34.344	-3.907
GRAND TOTAL	168.288	162.494	-5.794

Total projected expenditure for the year of £162.5m reflects an £5.8m slippage against the 2011/12 budget. This is due in the main part to delays in the Housing Capital Programme (HRA). Resources will be carried forward and used for the agreed projects in future years. A summary of projected variances is set out below with a more detailed analysis included as Appendix 4.

4.5 Development and Renewal

Within the D&R budget, there is a contingency provision of £1.5m for DDA & Emergency property works. At this stage, there has been no call on this funding and therefore these sums of money will be available to fund new / future year capital schemes.

4.6 Housing Revenue Account

Housing Capital Programme - The mainstream, non Decent Homes element of the Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Due to delays and the re-phasing of works on certain schemes, in particular the Lister and Treeves project, it is anticipated that some slippage will occur into the first few months of the 2012/13 financial year. Resources will be carried forward as necessary in line with the HRA Business Plan model.

Regional Housing Pot: Birchfield & Malmesbury Estates - The master planning process is currently being reassessed and therefore slippage into 2012/13 is anticipated. The project is funded from Homes and Communities Grant and is not year specific.

Blackwall Reach - A moratorium was put in place on leaseholder buybacks until a development partnership was approved. The partner is now in place and buybacks are now progressing, however expenditure will slip into later years. The project is not year specific and resources are in place to fully fund the project.

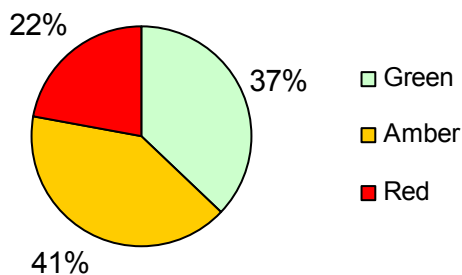
5 Strategic Performance Measures

- 5.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The Strategic Measures Set is reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that they are fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 5.2 Appendix 5 illustrates the latest performance against our strategic measures. Performance against the current target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below target – indicated as the solid green line, it is 'Amber'. Should it be performing above the target, it is indicated 'Green'. Performance is also measured against the equivalent quarter for the previous year, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward arrow ↓, if there is no change (or less than 10% change) it is neutral ⇔, and should it be improving, it is indicated as an upward arrow ↑.

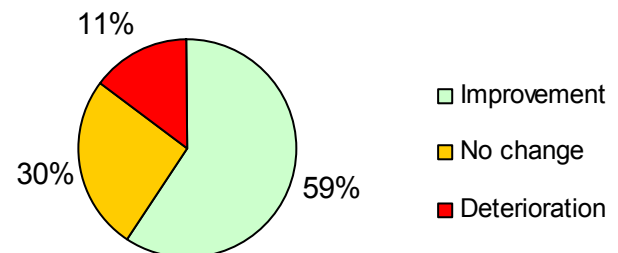
Strategic Performance Measures – Quarter 3 (October - December 2011)

- 5.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 45 measures in the Strategic Set, including subset of measures, 28 are reportable this quarter. Of these:
- 10 are meeting or exceeding their target (Green), with 10 of these an improvement from last year (↑);
 - 11 are above the minimum expectation but below target (Amber), with 5 of these improving (↑) and 1 of them deteriorating (↓) from last year's performance;
 - 6 are below the minimum expectation (Red), with 1 indicator improving (↑) and 2 deteriorating (↓); and
 - 1 indicator does not currently have a target as the government has recently changed the definition, therefore a RAG status and direction of travel is not available.

**Performance against target
(Q3)**



**Direction of travel compared to Q3
10/11**



- 5.4 The following sections detail our performance under three key headings:
- High performing areas;
 - Areas of improvement; and
 - High risk areas

High Performing Areas

- 5.5 The following measures exceeded their targets.

Affordable Housing

***Number of affordable homes delivered – gross (National155); and
Number of social rented housing completions for family housing - gross
(Strategic223)***

Affordable homes and family housing are key local priorities. We continue to exceed our targets for both of these measures and continue to lead performance both nationally and regionally on affordable homes delivered.

Quarter 3 has seen a significant increase in the number of affordable homes and family housing compared to this time last year. Based on performance thus far we are on track to achieve the Mayor's housing pledge of building 4,000 affordable homes, with a focus on family housing.

Improved street and environmental cleanliness

Levels of street and environmental cleanliness (NI195)

Cleanliness of the public realm is an important local priority captured in the Mayor's pledge to protect and improve our environment. Our commitment to this is reflected in our recent performance figures on all four areas of street and environmental cleanliness. Quarter 3 outturns show that we have significantly exceeded our targets on levels of litter and detritus, with both graffiti and fly posting also exceeding targets. Extensive work has taken place to manage this service effectively, ensuring that we maintain a good service for local people and make efficiencies where possible. Tower Hamlets operates a 24 hour service with a robust monitoring process. Work on this continues through our Waste Strategy and with local partners and residents.

Education

Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (NI 075)

Figures at Key Stage 4, an important mayoral pledge for improvement, are also strong with 61.4% of students achieving five or more A*-C grades at GCSE or equivalent including English and Maths. This exceeds our target and the national average. Recently published national ranking by the Department for Education shows that Tower Hamlets is the second most improved borough in the country for this measure.

Early Years Attainment

Achievement of at least 78 points across the Early Years Foundation Stage (NI072)

Our results illustrate a significant and sustained improvement with a 4.4 percentage point increase to 49.9% (above the 47% target) of children achieving 78 points across all 13 scales and at least 6+ in Personal and Social Education and Communication, Language and Literacy.

Areas of Improvement

- 5.6 In addition to those measures where we have exceeded our targets, there are also a number of other measures where performance has improved compared to last year.

Workforce to Reflect the Community

Percentage of LP07 or above staff that are from an ethnic minority/who have a disability (Strategic 103/104)

The percentage of LP07 or above staff that are from an ethnic minority or who have a disability has improved both since the previous quarter and since the same period last year. Both outturns remain below target but are above the minimum expectation. A number of new initiatives have been agreed as part of the Workforce to Reflect the Community programme to further improve these indicators going forward, including the percentage of LP07 or above staff that are women.

Customer Access

Overall Satisfaction (Strategic110a)

There continues to be an increase in the overall customer access satisfaction rate compared to this time last year, going from 87% to 92%, making it on target this quarter. The key driver of call resolution has also increased and has helped to drive up satisfaction. This is reflective of our commitment to providing supportive and responsive services to our residents, and in sustaining this even through more difficult periods of reduced resources.

Improving A-Level attainment

A Level Average Points Score per student in Tower Hamlets (Strategic301)

The A-Level Average Point Score measure contributes to monitoring our progress against our priority to improve educational attainment. In 2011 students in the borough achieved an average points score of 642.4. This is within the target range but below our very stretching target of 731.6. This year's 198.5 result is the highest ever point score per exam, a 0.5 point improvement on last year. Improving educational attainment, including A-Level results above the national average, is a crucial Mayoral pledge. The Mayor's drive to increase A-Level attainment is evident in the new Mayor's Education Award (MEA). The MEA is designed to help young people aged 16-19 from low income families continue in education and training by providing much needed financial support, in light of national changes to the Education Maintenance Allowance. In addition, the Mayor has also invested £400,000 in one-to-one A Level support.

Health and social care

Social care clients and carers in receipt of Self Directed Support (NI130)

Current figures show that 41.4% of social care clients and carers are in receipt of Self Directed Support which falls short of our ambitious target. However, current performance is a 1.1% improvement from the previous quarter and almost 11% improvement from the same time last year. We are therefore making progress in achieving the Community Plan priority and Mayoral pledge

of promoting support for independent living. During this time the Directorate has also implemented several projects within the Transforming Adult Social Care Programme (TASC) including a new customer journey.

Stopping smoking (NI123)

The latest smoking cessation figures relating to Quarter 2, a Mayoral pledge. This shows that half way through the year 1949 residents set quit dates and 1054 residents have achieved a 4 week quit. This gives a quit rate of 54% - a significant improvement from the last quarter and almost 50% higher than at the same point last year.

High Risk Areas

- 5.7 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their targets. This includes measures that are below their target and have not improved since the corresponding quarter for the previous year.

Employment

Overall employment rate - working age (NI151)

After a significant improvement between quarters two and three the gap between the borough's employment rate and the London average has increased from 6.7% to 8.6% (the London average remains unchanged). The Jobseekers Allowance (JSA) claimant rate has also increased in the last quarter from 9.2% to 9.9%. We are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion such as BME women and young people, into sustainable employment.

As part of creating a prosperous community good progress has also been made on the Mayor's pledges relating to jobs and industry through adopting a total place approach to employment services through the Employment Strategy. Additionally, the Government has just launched the ESF Families with Multiple Barriers to work programme to be delivered by Reed in Partnership. This programme will work alongside the Council's Family Intervention Programme and the Skillsmatch service to identify and support workless family members, other than those already engaged in labour market activities, to encourage them into work. The Olympic Games offer further opportunities for our residents.

Crime

Number of most serious violent crimes per 1,000 population (Strategic030)

This is the responsibility of the Metropolitan Police and the Council works with the police to support them where possible. The target for Serious Violent Crime is currently below target. The Police have developed a range of initiatives to tackle the issue and improve performance. Safer Neighbourhood teams now conduct weekly weapons sweeps on estates and other key locations to seize hidden weapons used in street violence. Safer Community Officers are working with partners to improve inter-neighbourhood relationships through mediation work. Brick Lane, with its night time economy, continues to be an area that contributes heavily to violent crime. The Local Authority have recently implemented a borough wide drinking control zone on the recommendation of the police to make an impact on alcohol related violence.

Number of serious acquisitive crimes per 1,000 population (Strategic031)

Serious acquisitive crime also presents a challenge for the Metropolitan Police within the borough; especially robbery, burglary and motor related crime. The Metropolitan Police are currently working with borough partners to develop and implement the Criminal Justice, Integrated Offender Management Programme. This initiative is designed to target known key offenders across a range of agencies to either reduce their re-offending rate or place them before the courts. Tackling drugs continues to be a focus for police activity because of its known link to acquisitive crime. To enable this work the Mayor has funded the Dealer a Day initiative and provided a borough policing team of 21 Officers. The Borough Commander has also requested additional support from New Scotland Yard in the form of the Territorial Support Group to target identified robbery problem areas.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 6.2 Any overspend we incur at the end of 2011/12, or at any time over the forthcoming period, will risk the financial position and would increase the savings targets required to meet spending cuts, with a potential impact on front-line services. We need to be prepared to demonstrate to Members that everything possible has been done to contain expenditure within budgets.

7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 7.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 7.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 7.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 7.4 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 8 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

8. ONE TOWER HAMLETS CONSIDERATIONS

The Council’s Strategic Plan and Strategic Indicators are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, Strategic priorities include the reduction of inequalities and the fostering of strong community cohesion and are measured by a variety of strategic indicators.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

An element of the monitoring report deals with environmental milestones within the Safe and Supportive agenda.

10. RISK MANAGEMENT IMPLICATIONS

In line with the Council's risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

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.

The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

The Strategic Indicator set contain a number of crime and disorder items under the Safe & Supportive theme, however there are no specific crime and disorder reduction implications.

12. EFFICIENCY STATEMENT

Efficiencies for 2011/12 are incorporated within the estimated forecast outturn.

13. APPENDICES

- Appendix 1 – lists budget/target adjustments (including virements) and details of how the 2011/12 capital budget has changed since the previous quarter.
- Appendix 2 – provides the estimate budget outturn and explanations of major variances for Directorates for the General Fund
- Appendix 3 – provides the estimate budget outturn and explanations of major variances for the HRA
- Appendix 4 – provides details of the capital programme.
- Appendix 5 – provides an overview of performance for all of the reportable strategic measures

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

No “background papers” were used in writing this report