

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red

		FULL YEAR								
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,503	78,505	79,776	1,271	117,189	119,093	2,590	2
	Income	(12,745)	(13,405)	(7,171)	(8,438)	(1,267)	(16,147)	(15,995)	(2,590)	19
	Net Expenditure	98,803	103,098	71,334	71,338	4	101,042	103,098	0	0
CHIEF EXECUTIVE'S	Expenditure	20,375	17,806	13,355	12,898	(457)	18,527	17,806	0	0
	Income	(7,700)	(6,702)	(5,027)	(4,935)	92	(7,614)	(6,702)	0	0
	Net Expenditure	12,675	11,104	8,328	7,963	(365)	10,913	11,104	0	0
CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,375	244,030	123,131	(120,899)	322,526	325,674	299	0
	Income	(322,084)	(325,375)	(244,031)	(26,679)	217,352	(322,526)	(325,674)	(299)	0
	Net Expenditure	0	0	(0)	96,453	96,453	0	0	(0)	0
CSF GENERAL FUND	Expenditure	123,510	157,522	121,855	115,048	(6,807)	153,490	157,367	(155)	(0)
	Income	(46,911)	(65,433)	(49,075)	(20,379)	28,696	(68,087)	(65,278)	155	(0)
	Net Expenditure	76,599	92,089	72,780	94,669	21,889	85,403	92,089	0	0
COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,539	118,781	86,727	81,981	(4,746)	118,495	118,794	13	0
	Income	(41,402)	(45,899)	(33,664)	(29,743)	3,921	(45,928)	(45,912)	(13)	0
	Net Expenditure	70,137	72,882	53,063	52,238	(825)	72,567	72,882	0	0
DEVELOPMENT & RENEWAL	Expenditure	88,906	84,307	59,824	58,841	(984)	83,031	85,988	1,680	2
	Income	(71,403)	(62,297)	(46,723)	(45,265)	1,458	(65,612)	(63,978)	(1,680)	3
	Net Expenditure	17,503	22,010	13,101	13,575	474	17,419	22,010	0	0
RESOURCES	Expenditure	263,633	331,069	248,302	261,098	12,798	330,804	331,069	0	0
	Income	(253,359)	(317,953)	(238,465)	(251,571)	(13,108)	(317,953)	(317,953)	0	0
	Net Expenditure	10,274	13,116	9,837	9,527	(310)	12,851	13,116	0	0
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(350)	0
	Income	0	0	0	0	0	0	0	0	0
	Net Expenditure	19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(350)	10
TOTAL	Expenditure	1,060,980	1,148,025	861,391	741,216	(120,173)	1,154,827	1,152,102	4,078	0
	Income	(755,604)	(837,064)	(624,155)	(387,010)	237,144	(843,867)	(841,492)	(4,428)	1
	Net Expenditure	305,376	310,960	237,236	354,206	116,971	310,960	310,610	(350)	(0)

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

ADULTS, HEALTH & WELLBEING		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAO Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast)		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%		
A53 Commissioning and Strategy M&A	Expenditure	1,672	218	125	133	8	228	231	13	6	1	Vote Budget Manager: D.Cohen Budget Risk: Low Date forecast last reviewed: 30/09/2011	8%
	Income	(96)	(50)	0	0	0	(50)	(50)	0	0	0		
	Net Expenditure	1,576	168	125	133	8	178	181	13	8	2		
A04 Preventative Technology	Expenditure	82	82	32	32	0	82	82	0	0	0	Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: 30/09/2011	0%
	Income	(82)	(82)	0	0	0	(82)	(82)	0	0	0		
	Net Expenditure	0	0	32	32	0	0	0	0	0	0		
A05 Carers Grant	Expenditure	1,116	1,167	730	669	(61)	1,097	1,067	(100)	(9)	(3)	Vote Budget Manager: B.Disney Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-7%
	Income	0	(50)	(27)	(44)	(17)	(57)	(27)	23		(53)		
	Net Expenditure	1,116	1,117	703	625	(78)	1,040	1,040	(77)	(7)	0		
A41 Personalisation	Expenditure	550	550	440	438	(2)	531	550	0	0	4	Vote Budget Manager: P.Thorogood Budget Risk: High Date forecast last reviewed: 31/10/2011	0%
	Income	(550)	(550)	(384)	(382)	2	(531)	(550)	0	0	4		
	Net Expenditure	0	0	56	56	0	0	0	0	0	0		
A42 Older People Commissioning	Expenditure	22,940	25,358	15,500	16,202	702	25,208	26,534	1,176	5	5	Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/11/2011	0%
	Income	(3,210)	(3,210)	(300)	(993)	(693)	(5,229)	(4,421)	(1,211)	38	(15)		
	Net Expenditure	19,730	22,148	15,200	15,209	9	19,979	22,113	(35)	(0)	11		
A43 Learning disabilities Commissioning	Expenditure	22,289	22,194	14,000	15,317	1,317	23,523	24,211	2,017	9	3	The gross expenditure is a result of supporting clients in the community, in particular on domiciliary care and direct payments. The surplus of income is the result of shared care packages which are partly funded by NHS Tower Hamlets. Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/11/2011	7%
	Income	(4,078)	(3,647)	(1,400)	(1,823)	(423)	(4,252)	(4,373)	(726)	20	3		
	Net Expenditure	18,211	18,547	12,600	13,494	894	19,271	19,838	1,291	7	3		
A44 Mental Health Commissioning	Expenditure	9,569	10,060	7,020	6,878	(142)	9,871	9,809	(251)	(2)	(1)	The decrease in gross expenditure is a result of reducing residential/nursing placements and placing clients in supported accommodation. Vote Budget Manager: R.Fradgley Budget Risk: High Date forecast last reviewed: 15/11/2011	-1%
	Income	(1,617)	(2,007)	(150)	(103)	47	(1,930)	(1,876)	131	(7)	(3)		
	Net Expenditure	7,952	8,053	6,870	6,775	(95)	7,941	7,933	(120)	(1)	(0)		
A45 Physical Disabilities Commissioning	Expenditure	7,067	7,665	5,500	6,500	1,000	9,226	9,175	1,510	20	(1)	There has been an increase in the number of clients in the physical disabilities client group, which has led to an increase in gross expenditure. Part of this has been offset by income. The surplus of income is the result of an increase in income for shared care packages which are partly funded by NHS Tower Hamlets. Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/11/2011	18%
	Income	(1,236)	(1,334)	(500)	(629)	(129)	(1,637)	(1,841)	(507)	38	12		
	Net Expenditure	5,831	6,331	5,000	5,871	871	7,589	7,334	1,003	16	(3)		
A46 HIV Commissioning	Expenditure	273	273	190	130	(60)	176	174	(99)	(36)	(1)	Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/11/2011	-36%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	273	273	190	130	(60)	176	174	(99)	(36)	(1)		
A47 Access to Resources	Expenditure	0	1,037	775	782	7	1,040	1,048	11	1	1	Vote Budget Manager: D.Ingram Budget Risk: Low Date forecast last reviewed: 30/09/2011	1%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	1,037	775	782	7	1,040	1,048	11	1	1		
A48 Strategic Commissioning	Expenditure	0	608	450	460	10	625	626	18	3	0	Vote Budget Manager: B.Disney Budget Risk: Low Date forecast last reviewed: 30/09/2011	4%
	Income	0	(96)	0	0	0	(96)	(96)	0	0	0		
	Net Expenditure	0	512	450	460	10	529	530	18	4	0		

ADULTS, HEALTH & WELLBEING		FULL YEAR										Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status			
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)								
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%						
A50 Supporting People	Expenditure	14,526	14,274	9,900	9,903	3	14,604	14,274	0	0	(2)						
	Income	0	0	0	0	0	0	0	0	0	0						
	Net Expenditure	14,526	14,274	9,900	9,903	3	14,604	14,274	0	0	(2)						0%
A55 Quality and Performance	Expenditure	678	758	450	428	(22)	764	719	(39)	(5)	(6)						
	Income	(29)	(105)			0	(105)	(105)	0	0	0						
	Net Expenditure	649	653	450	428	(22)	659	614	(39)	(6)	(7)						-6%
A56 Social Services I.T.	Expenditure	356	356	180	205	25	397	397	41	12	0						
	Income	0	0	0	0	0	0	0	0	0	0						
	Net Expenditure	356	356	180	205	25	397	397	41	12	0						12%
A57 Strategic Projects	Expenditure	0	0	0	0	0	0	0	0	0	0						
	Income	0	0	0	0	0	0	0	0	0	0						
	Net Expenditure	0	0	0	0	0	0	0	0	0	0						0%
A58 Technical Resources	Expenditure	444	835	645	646	1	653	837	2	0	28						
	Income	(1)	(23)	(25)	(32)	(7)	(37)	(32)	(9)	39	(14)						
	Net Expenditure	443	812	620	614	(6)	616	805	(7)	(1)	31						-1%
A59 Corporate Services	Expenditure	761	2,042	1,750	567	(1,183)	630	630	(1,412)	(69)	0						
	Income	0	(115)	(4,000)	(4,120)	(120)	(135)	(135)	(20)	17	0						
	Net Expenditure	761	1,927	(2,250)	(3,553)	(1,303)	495	495	(1,432)	(74)	0						-74%
A61 Business Supp & Prog Management	Expenditure	1,304	1,022	830	1,013	183	1,215	1,248	226	22	3						
	Income	(784)	(124)			0	(219)	(252)	(128)	103	15						
	Net Expenditure	520	898	830	1,013	183	996	996	98	11	0						11%
A62 Strategy and Policy	Expenditure	152	158	145	138	(7)	158	148	(10)	(6)	(6)						
	Income	(111)	(111)			0	(86)	(86)	25	(23)	0						
	Net Expenditure	41	47	145	138	(7)	72	62	15	32	(14)						32%
Commissioning & Strategy	Expenditure	83,779	88,657	58,662	60,441	1,779	90,028	91,760	3,103	4	2						
	Income	(11,794)	(11,504)	(6,786)	(8,126)	(1,340)	(14,446)	(13,926)	(2,422)	21	(4)						
	Net Expenditure	71,985	77,153	51,876	52,315	439	75,582	77,834	681	1	3						1%

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		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %					
A38 Older People Service Head	Expenditure	0	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	0%
	Income	0	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0	0	0		
A08 Older People Mental Health	Expenditure	390	380	295	303	8	411	396	16	4	(4)	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	4%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	390	380	295	303	8	411	396	16	4	(4)			
A09 Older People Assess & Care Mngmt	Expenditure	1,788	754	755	756	1	745	756	2	0	1	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	0%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	1,788	754	755	756	1	745	756	2	0	1			
A15 Occupational Therapy	Expenditure	1,794	642	480	485	5	653	653	11	2	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	2%	
	Income	(18)	0	0	0	0	0	0	0	0	0			
	Net Expenditure	1,776	642	480	485	5	653	653	11	2	0			
A16 Community Equipment Service	Expenditure	919	919	613	613	0	1,173	1,140	221	24	(3)	Demand for community equipment continues to exceed resources. With the increase in the population especially older people and the push to support more disabled people in the community demand continues to rise for community equipment. This position takes into account the sharing of the overspend with NHS Tower Hamlets and Barts and the London NHS Trust. Vote Budget Manager: Budget Risk: Date forecast last reviewed:	0%	
	Income	0	0	0	0	0	0	(221)	(221)	0				
	Net Expenditure	919	919	613	613	0	1,173	919	0	0	(22)			
A30 Adult Resources Sub Div M&A	Expenditure	88	100	70	68	(2)	95	95	(5)	(5)	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	-5%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	88	100	70	68	(2)	95	95	(5)	(5)	0			
A31 Physical Disabilities Establishments	Expenditure	660	614	410	337	(73)	519	520	(94)	(15)	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	-15%	
	Income	(1)	(1)	(1)	(1)	0	(1)	(1)	0	0	0			
	Net Expenditure	659	613	409	336	(73)	518	519	(94)	(15)	0			
A33 Older People Day Centres	Expenditure	1,639	1,705	1,170	1,161	(9)	1,685	1,685	(20)	(1)	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	-1%	
	Income	(37)	(37)	(30)	(30)	0	(37)	(37)	0	0	0			
	Net Expenditure	1,602	1,668	1,140	1,131	(9)	1,648	1,648	(20)	(1)	0			
A34 Home Care	Expenditure	6,158	5,431	4,150	3,817	(333)	5,000	5,017	(414)	(8)	0	The in house homecare service is focussing on the delivery of a reablement service as part of the new Customer Journey and is delivering less long term support. The number of service users receiving long term support continues to fall each month as no new referrals are being accepted and users are being transferred out of the service to externally commissioned support. Vote Budget Manager: Budget Risk: Date forecast last reviewed:	-8%	
	Income	(97)	(5)	0	0	0	(5)	(5)	0	0	0			
	Net Expenditure	6,061	5,426	4,150	3,817	(333)	4,995	5,012	(414)	(8)	0			
A02 Disabilities & Health Divisional M&A	Expenditure	175	195	150	142	(8)	185	184	(11)	(6)	(1)	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	-6%	
	Income	0	(20)	(20)	(20)	0	(20)	(20)	0	0	0			
	Net Expenditure	175	175	130	122	(8)	165	164	(11)	(6)	(1)			
A11 Physical Disabilities Sub Div M&A	Expenditure	93	27	27	35	8	27	27	0	0	0	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	0%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	93	27	27	35	8	27	27	0	0	0			

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		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
								£'000	%	%			
A12 P.D. Assess & Care Management	Expenditure	1,057	246	248	248	0	247	248	2	1	0	Vote Budget Manager: L.Keast Budget Risk: Medium Date forecast last reviewed: 31/10/2011	1%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	1,057	246	248	248	0	247	248	2	1	0		
A13 Learning Dis Sub Division M&A	Expenditure	83	83	40	55	15	72	107	24	29	49	Vote Budget Manager: D.Sheridan Budget Risk: Low Date forecast last reviewed: 30/09/2011	50%
	Income	(35)	(35)	(23)	(23)	0	(35)	(35)	0	0	0		
	Net Expenditure	48	48	17	32	15	37	72	24	50	95		
A14 Learning Dis Assess & Care Mngmt	Expenditure	951	951	620	634	14	953	978	27	3	3	Vote Budget Manager: D.Sheridan Budget Risk: Medium Date forecast last reviewed: 31/10/2011	3%
	Income	(79)	(79)	(53)	(53)	0	(79)	(79)	0	0	0		
	Net Expenditure	872	872	567	581	14	874	899	27	3	3		
A17 Vulnerable Adults and Drugs	Expenditure	372	138	138	138	0	138	138	0	0	0	Vote Budget Manager: L.Keast Budget Risk: Low Date forecast last reviewed: 30/09/2011	0%
	Income	(36)	(8)			0	(8)	(8)	0	0	0		
	Net Expenditure	336	130	138	138	0	130	130	0	0	0		
A18 Hospital Social Work Teams	Expenditure	1,147	496	493	519	26	496	493	(3)	(1)	(1)	Vote Budget Manager: L.Keast Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-1%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	1,147	496	493	519	26	496	493	(3)	(1)	(1)		
A19 Adult Protection	Expenditure	310	348	250	160	(90)	240	238	(110)	(32)	(1)	Underspend is due to minimal spend on Deprivation of Liberties. Vote Budget Manager: A.Tyrer Budget Risk: Low Date forecast last reviewed: 30/09/2011	-35%
	Income	(42)	(38)	0	39	39	0	(38)	0	0	0		
	Net Expenditure	268	310	250	199	(51)	240	200	(110)	(35)	(17)		
A23 Mental Health Sub Division M&A	Expenditure	83	90	68	68	0	90	90	0	0	0	Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-100%
	Income	(81)	(89)	(45)	(45)	0	(90)	(90)	(1)	1	0		
	Net Expenditure	2	1	23	23	0	0	0	(1)	(100)	0		
A24 Area Mental Health Teams	Expenditure	2,588	2,624	1,960	1,955	(5)	2,612	2,612	(12)	(0)	0	Vote Budget Manager: S.Diffey Budget Risk: Medium Date forecast last reviewed: 31/10/2011	2%
	Income	(427)	(427)	(150)	(122)	28	(381)	(381)	46	(11)	0		
	Net Expenditure	2,161	2,197	1,810	1,833	23	2,231	2,231	34	2	0		
A25 Mental Health Day Centres	Expenditure	484	515	373	373	0	507	514	(1)	(0)	1	Vote Budget Manager: L.A.Johnson Budget Risk: Medium Date forecast last reviewed: 31/10/2011	1%
	Income	(34)	(34)	(25)	(19)	6	(23)	(26)	8	(24)	13		
	Net Expenditure	450	481	348	354	6	484	488	7	1	1		
A32 Learning disabilities Day Centre	Expenditure	456	463	360	304	(56)	372	390	(73)	(16)	5	Vote Budget Manager: D.Sheridan Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-16%
	Income	(5)	(5)	(3)	(3)	0	(1)	(5)	0	0	400		
	Net Expenditure	451	458	357	301	(56)	371	385	(73)	(16)	4		
A37 Emergency Duty Social Work Service	Expenditure	281	284	205	313	108	420	420	136	48	0	The projected overspend is mainly due to increased costs due to single status. Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: 31/10/2011	52%
	Income	(20)	(20)			0	(20)	(20)	0	0	0		
	Net Expenditure	261	264	205	313	108	400	400	136	52	0		
A81 First Response	Expenditure	0	1,385	770	745	(25)	1,351	1,343	(42)	(3)	(1)	Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-3%
	Income	0	(69)	0	0	0	(69)	(69)	0	0	0		
	Net Expenditure	0	1,316	770	745	(25)	1,282	1,274	(42)	(3)	(1)		

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		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
								£'000	%	%			
A82 Reablement	Expenditure	0	1,363	670	625	(45)	1,178	1,295	(68)	(5)	10	The in house homecare service is focussing on the delivery of a reablement service as part of the new Customer Journey and is delivering less long term support. The number of service users receiving long term support continues to fall each month as no new referrals are being accepted and users are being transferred out of the service to externally commissioned support. Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-5%
	Income	0	(75)		0	0	0	(75)	0	0	0		
	Net Expenditure	0	1,288	670	625	(45)	1,178	1,220	(68)	(5)	4		
A83 Longer Term Support	Expenditure	0	2,446	1,570	1,551	(19)	2,430	2,413	(33)	(1)	(1)	Vote Budget Manager: I.Williamson Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-1%
	Income	0	(27)	(18)	(18)	0	0	(27)	0	0	0		
	Net Expenditure	0	2,419	1,552	1,533	(19)	2,430	2,386	(33)	(1)	(2)		
Adult Social Care	Expenditure	21,516	22,199	15,885	15,405	(480)	21,599	21,752	(447)	(2)	1	Service Head: K.Marks	-3%
	Income	(912)	(969)	(368)	(295)	73	(769)	(1,137)	(168)	17	48		
	Net Expenditure	20,604	21,230	15,517	15,110	(407)	20,830	20,615	(615)	(3)	(1)		
A66 Learning and Development	Expenditure	587	587	440	440	0	569	587	0	0	3	Vote Budget Manager: P.Thorogood Budget Risk: Medium Date forecast last reviewed: 31/10/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	587	587	440	440	0	569	587	0	0	3		
A68 Supported Employment	Expenditure	20	20	5	5	0	6	6	(14)	(70)	0	Vote Budget Manager: P.Thorogood Budget Risk: Low Date forecast last reviewed: 30/09/2011	-70%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	20	20	5	5	0	6	6	(14)	(70)	0		
A71 Finance Services	Expenditure	791	1,738	1,020	989	(31)	1,686	1,686	(52)	(3)	0	Vote Budget Manager: P.Thorogood Budget Risk: Medium Date forecast last reviewed: 31/10/2011	-6%
	Income	(39)	(932)	(17)	(17)	0	(932)	(932)	0	0	0		
	Net Expenditure	752	806	1,003	972	(31)	754	754	(52)	(6)	0		
A72 Payroll On cost	Expenditure	1,554	0	0	0	0	0	0	0	0	0	Vote Budget Manager: P.Thorogood Budget Risk: Low Date forecast last reviewed: 30/09/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	1,554	0	0	0	0	0	0	0	0	0		
A90 Support Services Holding A/C	Expenditure	3,301	3,302	2,493	2,493	0	3,301	3,302	0	0	0	Vote Budget Manager: P.Thorogood Budget Risk: Low Date forecast last reviewed: 30/09/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	3,301	3,302	2,493	2,493	0	3,301	3,302	0	0	0		
A91 Adult Services Holding Accounts	Expenditure	0	0	0	4	4	0	0	0	0	0	Vote Budget Manager: P.Thorogood Budget Risk: Low Date forecast last reviewed: 30/09/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	4	4	0	0	0	0	0		
Other	Expenditure	6,253	5,647	3,958	3,931	(27)	5,562	5,581	(66)	(1)	0	Service Head: P.Thorogood	-1%
	Income	(39)	(932)	(17)	(17)	0	(932)	(932)	0	0	0		
	Net Expenditure	6,214	4,715	3,941	3,914	(27)	4,630	4,649	(66)	(1)	0		
TOTAL FOR ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,503	78,505	79,776	1,271	117,189	119,093	2,590	2	2	Director: S.Cody	0%
	Income	(12,745)	(13,405)	(7,171)	(8,438)	(1,267)	(16,147)	(15,995)	(2,590)	19	(1)		
	Net Expenditure	98,803	103,098	71,334	71,338	4	101,042	103,098	0	0	2		

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

CHIEF EXECUTIVES		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%		
C14 Communications	Expenditure	2,833	2,781	2,086	2,168	82	3,693	2,781	0	0	(25)	Vote Budget Manager: Takki Sulaiman Budget Risk: High Date forecast last reviewed: 18/01/2012	0%
	Income	(3,237)	(2,324)	(1,743)	(1,767)	(24)	(3,236)	(2,324)	0	0	(28)		
	Net Expenditure	(404)	457	343	401	58	457	457	0	0	0		
TOTAL FOR COMMUNICATIONS	Expenditure	2,833	2,781	2,086	2,168	82	3,693	2,781	0	0	(25)	Service Head: Takki Sulaiman	0%
Income	(3,237)	(2,324)	(1,743)	(1,767)	(24)	(3,236)	(2,324)	0	0	(28)			
Net Expenditure	(404)	457	343	401	58	457	457	0	0	0			
C16 Strategy & Performance	Expenditure	555	901	676	581	(95)	901	901	0	0	0	Variance to date following reorganisation as posts are filled.	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	555	901	676	581	(95)	901	901	0	0	0		
C21 Healthy Boroughs until end July 2011	Expenditure	0	0	0	16	16	0	0	0	0	0	Programme finished July 2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	16	16	0	0	0	0	0		
TOTAL FOR STRATEGY & PERFORMANCE	Expenditure	555	901	676	597	(79)	901	901	0	0	0	Service Head: Michael Keating	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	555	901	676	597	(79)	901	901	0	0	0		
C52 Legal Services	Expenditure	3,601	3,526	2,645	2,437	(208)	3,995	3,526	0	0	(12)	Variance to date reflects timing differences in income to be received, and a reduction in costs.	0%
	Income	(3,635)	(3,634)	(2,726)	(2,651)	75	(3,634)	(3,634)	0	0	0		
	Net Expenditure	(34)	(108)	(81)	(214)	(133)	361	(108)	0	0	(130)		
C58 Electoral Registration	Expenditure	596	580	435	435	0	580	580	0	0	0	Vote Budget Manager: Sue Hayes Budget Risk: Medium Date forecast last reviewed: 17/01/2012	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	596	580	435	435	0	580	580	0	0	0		
C60 Borough Elections	Expenditure	30	30	23	23	1	30	30	0	0	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 17/01/2012	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	30	30	23	23	1	30	30	0	0	0		
C82 Business Unit Support team	Expenditure	0	468	351	347	(4)	0	468	0	352	0	Vote Budget Manager: Sue Hayes Budget Risk: Low Date forecast last reviewed: 17/01/2012	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	468	351	347	(4)	0	468	0	352	0		
C84 Information Governance & Complaints	Expenditure	350	350	263	194	(69)	350	350	0	0	0	Vote Budget Manager: David Galpin Budget Risk: Low Date forecast last reviewed: 17/01/2012	0%
	Income	(249)	(249)	(187)	(88)	99	(249)	(249)	0	0	0		
	Net Expenditure	101	101	76	106	30	101	101	0	0	0		
TOTAL FOR LEGAL & ELECTORAL SERVICES	Expenditure	4,577	4,954	3,716	3,436	(280)	4,955	4,954	0	0	(0)	Service Head: Isabella Freeman	0%
	Income	(3,884)	(3,883)	(2,912)	(2,739)	173	(3,883)	(3,883)	0	0	0		
	Net Expenditure	693	1,071	803	697	(106)	1,072	1,071	0	0	(0)		
C54 One Tower Hamlets	Expenditure	2,343	1,350	1,013	963	(50)	1,354	1,350	0	0	(0)	Variance to date reflects timing differences in the funding of schemes' expenditure.	0%
	Income	(10)	(9)	(7)	(20)	(13)	(9)	(9)	0	0	0		
	Net Expenditure	2,333	1,341	1,006	943	(63)	1,345	1,341	0	0	(0)		
											Vote Budget Manager: Michael Keating Budget Risk: High Date forecast last reviewed: 10/01/2012	0%	

CHIEF EXECUTIVES		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%		
TOTAL FOR ONE TOWER HAMLETS	Expenditure	2,343	1,350	1,013	963	(50)	1,354	1,350	0	0	(0)		0%
	Income	(10)	(9)	(7)	(20)	(13)	(9)	(9)	0	0	0		
	Net Expenditure	2,333	1,341	1,006	943	(63)	1,345	1,341	0	0	(0)	Service Head: Michael Keating	
C56 Registration of Births, Deaths	Expenditure	862	912	684	652	(32)	912	912	0	0	0		0%
	Income	(479)	(479)	(359)	(400)	(41)	(479)	(479)	0	0	0		
	Net Expenditure	383	433	325	252	(73)	433	433	0	0	0	Vote Budget Manager: JohnS Williams Vote Budget Manager: Medium Date forecast last reviewed: 10/01/2012	0%
C62 Democratic Services	Expenditure	2,732	2,887	2,165	2,091	(74)	2,797	2,887	0	0	3		0%
	Income	(7)	(7)	(5)	(4)	1	(7)	(7)	0	0	0		
	Net Expenditure	2,725	2,880	2,160	2,087	(73)	2,790	2,880	0	0	3	Vote Budget Manager: JohnS Williams Budget Risk: High Date forecast last reviewed: 10/01/2012	0%
C78 Demo Representation & Mgt	Expenditure	830	830	623	622	(1)	830	830	0	0	0		0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	830	830	623	622	(1)	830	830	0	0	0	Vote Budget Manager: JohnS Williams Budget Risk: Low Date forecast last reviewed: 10/01/2012	0%
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	Expenditure	4,424	4,629	3,472	3,365	(107)	4,539	4,629	0	0	2		0%
	Income	(486)	(486)	(365)	(404)	(40)	(486)	(486)	0	0	0		
	Net Expenditure	3,938	4,143	3,107	2,961	(146)	4,053	4,143	0	0	2	Service Head: JohnS Williams	
C80 Corporate Management	Expenditure	3,162	3,191	2,393	2,369	(24)	3,085	3,191	0	0	3		0%
	Income	(33)	0	0	(5)	(5)	0	0	0	0	0		
	Net Expenditure	3,129	3,191	2,393	2,364	(29)	3,085	3,191	0	0	3	Vote Budget Manager: Aman Dalvi Budget Risk: High Date forecast last reviewed: 16/01/2012	0%
TOTAL FOR CHIEF EXECUTIVES	Expenditure	17,894	17,806	13,355	12,898	(457)	18,527	17,806	0	0	(20)		0%
	Income	(7,650)	(6,702)	(5,027)	(4,935)	92	(7,614)	(6,702)	0	0	(28)		
	Net Expenditure	10,244	11,104	8,328	7,963	(365)	10,913	11,104	0	0	2	Director: Aman Dalvi	

SERVICE TRANSFER TO/FROM OTHER DIRECTORATES

C18 Third Sector Team - to D&R	Expenditure	2,481
	Income	(50)
	Net Expenditure	2,431

REVISED TOTAL FOR CHIEF EXECUTIVES	Expenditure	20,375
	Income	(7,700)
	Net Expenditure	12,675

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red

<2% Green
2% - 5% Amber
>5% Red

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status							
Original Budget £'000		Latest Budget £'000		Budget to Date £'000		Actual to Date £'000		Variance to Date £'000		Previous Forecast Outturn £'000				Latest Forecast Outturn £'000		Variance (Latest Budget to Latest Forecast Outturn) £'000 %		Variance (Previous & Latest Forecast Outturn) %		
TOTAL FOR PRE-PRIMARY EDUCATION		Expenditure	4,733	4,738	3,554	2,392	(1,162)	4,728	4,738	0	0	0	0	0	0	0	0	0	Service Head: Kate Bingham Budget Risk: High Date forecast last reviewed: 13/09/2011	0%
		Income	(103)	(69)	(52)	(325)	(273)	(59)	(69)	0	0	17	17	17	17	17	17			
		Net Expenditure	4,630	4,669	3,502	2,066	(1,435)	4,669	4,669	0	0	0	0	0	0	0	0			
TOTAL FOR PRIMARY EDUCATION DSG		Expenditure	149,415	150,867	113,151	44,842	(68,308)	149,267	150,867	0	0	0	0	0	0	0	0	0	Service Head: Kate Bingham Budget Risk: High Date forecast last reviewed: 13/09/2011	0%
		Income	(4,840)	(5,993)	(4,494)	(10,802)	(6,307)	(4,392)	(5,993)	0	0	36	36	36	36	36	36			
		Net Expenditure	144,575	144,875	108,656	34,040	(74,616)	144,875	144,875	0	0	0	0	0	0	0	0			
TOTAL FOR SECONDARY EDUCATION DSG		Expenditure	129,287	130,215	97,661	56,396	(41,266)	129,034	131,027	812	1	0	2	2	2	2	2	2	Service Head: Kate Bingham Budget Risk: High Date forecast last reviewed: 13/09/2011	1%
		Income	(17,412)	(18,540)	(13,905)	(11,755)	2,150	(17,448)	(18,540)	0	0	6	6	6	6	6	6			
		Net Expenditure	111,875	111,676	83,757	44,641	(39,116)	111,586	112,488	812	1	0	2	2	2	2	2			
TOTAL FOR SPECIAL EDUCATION DSG		Expenditure	13,586	13,674	10,256	2,825	(7,430)	13,662	13,674	0	0	0	0	0	0	0	0	0	Service Head: Kate Bingham Budget Risk: High Date forecast last reviewed: 13/09/2011	0%
		Income	(911)	(904)	(678)	(3,548)	(2,870)	(892)	(904)	0	0	1	1	1	1	1	1			
		Net Expenditure	12,675	12,770	9,577	(723)	(10,300)	12,770	12,770	0	0	0	0	0	0	0	0			
G17 Support For Learning Serv DSG		Expenditure	3,973	3,973	2,980	2,634	(346)	3,854	3,854	(119)	(3)	0	0	0	0	0	0	0	Vote Budget Manager: Liz Vickerie Budget Risk: Medium Date forecast last reviewed: 24/06/2011	1%
		Income	(1,091)	(1,091)	(818)	(614)	205	(934)	(934)	157	(14)	(0)	(0)	(0)	(0)	(0)	(0)			
		Net Expenditure	2,882	2,882	2,162	2,020	(141)	2,920	2,920	38	1	0	0	0	0	0	0			
G29 Pupil Referral Unit		Expenditure	4,925	4,924	3,693	3,206	(487)	4,994	5,005	81	2	0	0	0	0	0	0	0	Budget Risk: Stephen Pugh High Date forecast last reviewed: 20/07/2011	15%
		Income	(727)	(727)	(545)	(586)	(41)	(829)	(824)	(97)	13	(1)	(1)	(1)	(1)	(1)	(1)			
		Net Expenditure	4,198	4,197	3,148	2,620	(528)	4,165	4,181	(16)	15	0	0	0	0	0	0			
H10 Learning & Achiev't M & A DSG		Expenditure	160	160	120	160	40	160	160	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Anne Canning Budget Risk: Low Date forecast last reviewed: 24/06/2011	0%
		Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Net Expenditure	160	160	120	160	40	160	160	0	0	0	0	0	0	0	0			
H11 Early Years Service DSG		Expenditure	3,135	3,407	2,555	2,482	(73)	3,458	3,457	50	1	(0)	(0)	(0)	(0)	(0)	(0)	(0)	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 24/06/2011	1%
		Income	0	0	0	(0)	(0)	(0)	(0)	(0)	0	0	0	0	0	0	0			
		Net Expenditure	3,135	3,407	2,555	2,482	(73)	3,457	3,457	50	1	(0)	(0)	(0)	(0)	(0)	(0)			
H16 Special Educ Needs DSG		Expenditure	9,049	9,049	6,787	4,419	(2,368)	8,863	8,600	(449)	(5)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	Underspend due to lower recoupment costs than expected, and fewer high SEN placements Vote Budget Manager: David Carroll Budget Risk: Medium Date forecast last reviewed: 13/09/2011	-5%
		Income	(2,427)	(2,427)	(1,820)	1,252	3,072	(2,421)	(2,312)	115	(5)	(5)	(5)	(5)	(5)	(5)	(5)			
		Net Expenditure	6,622	6,622	4,966	5,671	704	6,442	6,288	(334)	(5)	(2)	(2)	(2)	(2)	(2)	(2)			
H18 Educ Psychology Serv DSG		Expenditure	128	128	96	0	(96)	128	128	0	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	Vote Budget Manager: David Carroll Budget Risk: Low Date forecast last reviewed: 24/06/2011	0%
		Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Net Expenditure	128	128	96	0	(96)	128	128	0	0	(0)	(0)	(0)	(0)	(0)	(0)			

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status	
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%			
H27 14-19 Years DSG	Expenditure	459	459	344	231	(113)	381	381	(78)	(17)	0		Vote Budget Manager: Di Warne Budget Risk: Medium Date forecast last reviewed: 24/06/2011	0%
	Income	(77)	(77)	(58)	0	58	(0)	(0)	77	(100)	0			
	Net Expenditure	382	381	286	231	(55)	381	381	(1)	(0)	0			
H78 Pupil Admissions & Excl DSG	Expenditure	681	801	601	527	(74)	806	803	2	0	(0)		Vote Budget Manager: Terry Bryan Budget Risk: Low Date forecast last reviewed: 20/07/2011	0%
	Income	(117)	(117)	(88)	(301)	(213)	(120)	(120)	(3)	2	(0)			
	Net Expenditure	564	684	513	226	(287)	686	683	(1)	(0)	(0)			
TOTAL FOR LEARNING & ACHIEVEMENT	Expenditure	22,510	22,901	17,175	13,658	(3,517)	22,643	22,388	(513)	(2)	(1)		Service Head: Anne Canning	-1%
	Income	(4,439)	(4,439)	(3,329)	(249)	3,080	(4,305)	(4,190)	249	(6)	(3)			
	Net Expenditure	18,071	18,461	13,846	13,410	(437)	18,338	18,197	(264)	(1)	(1)			
H55 Children Looked After DSG	Expenditure	279	279	210	188	(22)	279	279	0	0	0		Vote Budget Manager: Jenny Boyd Budget Risk: Low Date forecast last reviewed: 16/08/2011	0%
	Income	(40)	0	0	0	0	0	0	0	0	0			
	Net Expenditure	239	279	210	188	(22)	279	279	0	0	0			
H62 Attendance & Welfare Service	Expenditure	55	55	41	55	14	55	55	0	0	0		Vote Budget Manager: David Hough Budget Risk: Low Date forecast last reviewed: 16/08/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	55	55	41	55	14	55	55	0	0	0			
TOTAL FOR CHILDRENS SOCIAL CARE	Expenditure	334	334	251	243	(8)	334	334	0	0	0		Service Head: Children's Social Care	0%
	Income	(40)	0	0	0	0	0	0	0	0	0			
	Net Expenditure	294	334	251	243	(8)	334	334	0	0	0			
H79 CSF Resources Management DSG	Expenditure	1,352	1,662	1,247	1,369	122	1,875	1,662	0	0	(11)	Provisional assessment of improved school meals position.	Vote Budget Manager: Kate Bingham Budget Risk: Low Date forecast last reviewed: 24/06/2011	-33%
	Income	0	0	0	0	0	0	(548)	(548)	0	0			
	Net Expenditure	1,352	1,662	1,247	1,369	122	1,875	1,114	(548)	(33)	(41)			
H83 CSF Human Resources DSG	Expenditure	867	982	737	1,408	671	982	982	0	0	0		Vote Budget Manager: Mark Keeble Budget Risk: High Date forecast last reviewed: 25/10/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	867	982	737	1,408	671	982	982	0	0	0			
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	2,219	2,644	1,983	2,776	793	2,857	2,644	0	0	(7)		Service Head: Kate Bingham	-21%
	Income	0	0	0	0	0	0	(548)	(548)	0	0			
	Net Expenditure	2,219	2,644	1,983	2,776	793	2,857	2,096	(548)	(21)	(27)			
TOTAL FOR EXTERNAL FUNDING (H68)	Expenditure	0	0	0	0	0	0	0	0	0	0		Service Head: Kate Bingham Budget Risk: High Date forecast last reviewed: 13/09/2011	0%
	Income	(294,339)	(295,430)	(221,573)	0	221,573	(295,430)	(295,430)	0	0	0			
	Net Expenditure	(294,339)	(295,430)	(221,573)	0	221,573	(295,430)	(295,430)	0	0	0			
TOTAL FOR CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,375	244,030	123,131	(120,899)	322,525	325,673	299	0	1		Director: Isobel Cattermole	0%
	Income	(322,084)	(325,375)	(244,031)	(26,679)	217,352	(322,526)	(325,674)	(299)	0	1			
	Net Expenditure	0	0	(0)	96,453	96,453	(1)	(1)	(0)	0	2			

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red

<2% Green
2% - 5% Amber
>5% Red

		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k		RAG Status	
CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)	Proposed mitigating action and dates			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%				
TOTAL FOR PRE-PRIMARY EDUCATION GF		Expenditure	134	40	30	0	(30)	40	40	0	0	0			0%
		Income	0	0	0	0	0	0	0	0	0				
		Net Expenditure	134	40	30	0	(30)	40	40	0	0	0	Service Head: Kate Bingham Budget Risk: Low Date forecast last reviewed: 15/01/2012		
TOTAL FOR PRIMARY EDUCATION GF		Expenditure	4,003	4,564	3,423	0	(3,423)	4,564	4,564	0	0	0			0%
		Income	0	0	0	0	0	0	0	0	0				
		Net Expenditure	4,003	4,564	3,423	0	(3,423)	4,564	4,564	0	0	0	Service Head: Kate Bingham Budget Risk: Low Date forecast last reviewed: 15/01/2012		
TOTAL FOR SECONDARY EDUCATION GF		Expenditure	5,338	4,768	3,576	208	(3,368)	4,768	4,768	0	0	(0)			0%
		Income	0	0	0	(0)	(0)	0	0	0	0	0			
		Net Expenditure	5,338	4,768	3,576	207	(3,368)	4,768	4,768	0	0	(0)	Service Head: Kate Bingham Budget Risk: Low Date forecast last reviewed: 15/01/2012		
TOTAL FOR SPECIAL EDUCATION GF		Expenditure	481	731	548	0	(548)	731	731	0	0	0			0%
		Income	0	0	0	0	0	0	0	0	0				
		Net Expenditure	481	731	548	0	(548)	731	731	0	0	0	Service Head: Kate Bingham Budget Risk: Low Date forecast last reviewed: 15/01/2012		
G10 Learning & Achievement M & A GF		Expenditure	175	175	131	128	(3)	168	171	(4)	(2)	2			-25%
		Income	(160)	(160)	(120)	(160)	(40)	(160)	(160)	0	0	0			
		Net Expenditure	15	15	11	(32)	(43)	8	11	(4)	(25)	37	Vote Budget Manager: Anne Canning Budget Risk: Low Date forecast last reviewed: 15/01/2012		
G11 Early Years Service GF		Expenditure	2,967	3,360	2,520	1,750	(770)	3,360	3,360	0	0	0			13%
		Income	(2,890)	(3,282)	(2,462)	(315)	2,146	(3,273)	(3,273)	10	(0)	0			
		Net Expenditure	77	77	58	1,435	1,377	87	87	10	13	0	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 15/12/2011		
G12 Local Authority Day Nurseries		Expenditure	2,777	2,624	1,968	1,799	(169)	2,612	2,612	(12)	(0)	0			0%
		Income	(2,570)	(2,570)	(1,927)	(203)	1,724	(2,558)	(2,558)	12	(0)	0			
		Net Expenditure	207	55	41	1,596	1,555	55	55	0	0	0	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 15/12/2011		
G13 Childrens Centres		Expenditure	10,033	10,066	7,549	5,768	(1,781)	10,021	10,024	(42)	(0)	0			-12%
		Income	(10,033)	(10,033)	(7,525)	27	7,551	(9,993)	(9,995)	38	(0)	0			
		Net Expenditure	0	33	25	5,795	5,770	28	29	(4)	(12)	4	Vote Budget Manager: Mohammed Jolil Budget Risk: Low Date forecast last reviewed: 20/01/2012		
G14 School Improvement Primary		Expenditure	461	1,163	873	732	(141)	1,010	1,010	(153)	(13)	(0)	Combination of vacancies and better than expected income from schools.		-39%
		Income	(453)	(623)	(467)	(471)	(3)	(1,212)	(680)	(57)	9	(44)			
		Net Expenditure	8	540	405	261	(144)	(202)	330	(210)	(39)	(263)	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 15/12/2012		
G16 Special Educational Needs GF		Expenditure	4,580	5,141	2,869	3,350	481	4,994	4,962	(179)	(3)	(1)	Savings initiatives are working. Offset by higher spend on SEN equipment. Variance absorbed by grant.		0%
		Income	(228)	(790)	(592)	(54)	538	(812)	(610)	180	(23)	(25)			
		Net Expenditure	4,352	4,352	2,277	3,296	1,019	4,182	4,352	0	0	4	Vote Budget Manager: David Carroll Budget Risk: High Date forecast last reviewed: 15/01/2012		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn) %		
									£'000	%			
G18 Educational Psychology Serv GF	Expenditure	1,307	1,347	1,010	1,030	20	1,388	1,387	40	3	(0)	Vote Budget Manager: David Carroll Budget Risk: Low Date forecast last reviewed: 15/01/2012	-5%
	Income	(694)	(734)	(551)	(208)	342	(868)	(804)	(70)	9	(7)		
	Net Expenditure	613	613	459	822	362	520	583	(30)	(5)	12		
G20 School Governance & Information	Expenditure	153	263	197	201	4	265	267	4	2	1	Vote Budget Manager: Hania Franek Budget Risk: Low Date forecast last reviewed: 15/01/2012	3%
	Income	0	(110)	(83)	(110)	(28)	(110)	(110)	0	0	(0)		
	Net Expenditure	153	153	115	91	(24)	155	157	4	3	1		
G22 Student Awards	Expenditure	68	68	51	186	134	146	146	78	114	0	Vote Budget Manager: Di Warne Budget Risk: Low Date forecast last reviewed: 15/12/2011	0%
	Income	(68)	(68)	(51)		51	(146)	(146)	(78)	114	0		
	Net Expenditure	0	0	0	186	186	0	0	0	0	0		
G26 School Improvement Secondary	Expenditure	1,150	1,752	1,314	1,334	20	1,703	1,703	(49)	(3)	0	Vote Budget Manager: Anne Canning Budget Risk: Medium Date forecast last reviewed: 15/12/2011	0%
	Income	(1,063)	(1,070)	(802)	(827)	(24)	(1,615)	(1,021)	49	(5)	(37)		
	Net Expenditure	87	682	512	507	(5)	88	682	0	0	676		
G27 14 to 19 Year GF	Expenditure	0	0	0	2	2	0	0	0	0	0	Vote Budget Manager: Kevin Munday Budget Risk: Medium Date forecast last reviewed:	0%
	Income	0	0	0	19	19	0	0	0	0	0		
	Net Expenditure	0	0	0	20	20	0	0	0	0	0		
G30 Arts & Music Service	Expenditure	1,081	1,385	1,039	1,002	(36)	1,385	1,385	0	0	0	Vote Budget Manager: Karen Brock / Shabbir Ahmed Budget Risk: Medium Date forecast last reviewed: 15/01/2012	0%
	Income	(1,081)	(1,081)	(810)	(405)	405	(1,385)	(1,081)	(0)	0	(22)		
	Net Expenditure	0	304	228	597	369	0	304	(0)	(0)	0		
G33 E-Learning	Expenditure	114	531	398	523	125	643	643	112	21	0	Vote Budget Manager: Terry Patterson Budget Risk: Medium Date forecast last reviewed: 15/12/2011	0%
	Income	0	0	0	1	1	(529)	(112)	(112)	0	(79)		
	Net Expenditure	114	531	398	525	126	114	531	0	0	366		
G34 Excellence In Cities	Expenditure	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Alan Watts Budget Risk: Low Date forecast last reviewed:	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0	0		
G35 Further Education & Training	Expenditure	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: David Tully Budget Risk: High Date forecast last reviewed:	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0	0		
H17 Support for Learning Service	Expenditure	53	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Liz Vickerie Budget Risk: Low Date forecast last reviewed: 24/06/2011	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	53	0	0	0	0	0	0	0	0	0		
G78 Pupil Admissions & Excls GF	Expenditure	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Terry Bryan Budget Risk: Medium Date forecast last reviewed:	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0	0		
TOTAL FOR LEARNING AND ACHIEVEMENT	Expenditure	24,919	27,875	19,920	17,806	(2,114)	27,695	27,670	(205)	(1)	(0)	Service Head: Anne Canning	-3%
	Income	(19,240)	(20,521)	(15,391)	(2,707)	12,684	(22,660)	(20,550)	(29)	0	(9)		
	Net Expenditure	5,679	7,354	4,529	15,099	10,570	5,035	7,121	(233)	(3)	41		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR										Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)					
									£'000	%				
G37 Youth & Community Learning M&A	Expenditure	224	179	135	131	(3)	178	178	(1)	(1)	0	Vote Budget Manager: Mary Durkin Budget Risk: Low Date forecast last reviewed: 15/11/2011	-1%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	224	179	135	131	(3)	178	178	(1)	(1)	0			
G19 Parental Engagement & Support	Expenditure	1,124	1,124	843	865	21	1,261	1,250	126	11	(1)	Vote Budget Manager: Jill McGinley Budget Risk: High Date forecast last reviewed: 15/11/2011	0%	
	Income	(346)	(346)	(260)	(232)	28	(482)	(471)	(125)	36	(2)			
	Net Expenditure	778	778	584	633	49	779	779	1	0	0			
G39 Youth & Connexions Service	Expenditure	8,975	8,559	6,419	5,158	(1,261)	8,680	8,683	124	1	0	Vote Budget Manager: Dinar Hossain Budget Risk: Medium Date forecast last reviewed: 15/01/2012	0%	
	Income	(4,002)	(3,402)	(2,552)	(325)	2,227	(3,523)	(3,531)	(129)	4	0			
	Net Expenditure	4,973	5,157	3,867	4,833	966	5,157	5,152	(5)	(0)	(0)			
H40 Careers Service	Expenditure	0	1,180	885	741	(144)	1,175	1,187	7	0	0	Vote Budget Manager: Steve Grocott Budget Risk: High Date forecast last reviewed: 15/01/2012	8%	
	Income	0	(1,075)	(806)	(197)	609	(1,070)	(1,074)	1	0	0			
	Net Expenditure	0	105	79	544	465	105	113	8	8	8			
G41 Healthy Lives	Expenditure	369	369	277	283	6	390	390	21	6	0	Vote Budget Manager: Lorraine Hachou Budget Risk: Low Date forecast last reviewed: 15/11/2011	0%	
	Income	(262)	(262)	(197)	(47)	150	(283)	(283)	(21)	8	0			
	Net Expenditure	107	107	81	236	156	107	107	0	0	0			
G42 Community Languages Services	Expenditure	777	888	666	733	67	1,032	1,030	142	16	(0)	Additional grants from schools and capacity building Vote Budget Manager: Jamal Uddin Budget Risk: Low Date forecast last reviewed: 15/01/2012	0%	
	Income	(60)	(170)	(128)	(145)	(18)	(315)	(313)	(143)	84	(1)			
	Net Expenditure	717	717	538	587	49	717	717	(0)	(0)	0			
G44 Extended Schools	Expenditure	734	1,295	971	997	26	1,212	1,212	(83)	(6)	(0)	Vote Budget Manager: Lorraine Hachou / Claire Hatton Budget Risk: Low Date forecast last reviewed: 15/11/2011	2%	
	Income	(95)	(95)	(71)	(55)	16	(543)	8	103	(108)	(101)			
	Net Expenditure	639	1,200	900	942	42	669	1,220	20	2	82			
G45 Play	Expenditure	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Claire Hatton Budget Risk: Low Date forecast last reviewed: 24/06/2011	0%	
	Income	0	0	0	0	0	0	0	0	0	0			
	Net Expenditure	0	0	0	0	0	0	0	0	0	0			
G60 Youth Offending Service	Expenditure	1,436	1,727	1,295	1,261	(35)	1,791	1,776	49	3	(1)	Vote Budget Manager: Stuart Johnson Budget Risk: Medium Date forecast last reviewed: 15/01/2012	0%	
	Income	(784)	(841)	(630)	(24)	606	(885)	(893)	(52)	6	1			
	Net Expenditure	652	887	665	1,237	572	906	883	(4)	(0)	(3)			
TOTAL FOR YOUTH AND COMMUNITY LEARNING	Expenditure	13,639	15,321	11,491	10,167	(1,323)	15,719	15,706	385	3	(0)	Service Head: Mary Durkin	0%	
	Income	(5,549)	(6,191)	(4,643)	(1,024)	3,619	(7,101)	(6,557)	(366)	6	(8)			
	Net Expenditure	8,090	9,130	6,848	9,143	2,295	8,618	9,149	19	0	6			

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast)		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%		
G49 Childrens Social Care M&A	Expenditure	198	706	529	291	(239)	696	696	(10)	(1)	(0)	Vote Budget Manager: Helen Lincoln Budget Risk: Low Date forecast last reviewed: 15/11/2011	-5%
	Income	0	(508)	(381)	8	388	(508)	0	0	0	0		
	Net Expenditure	198	198	148	298	150	188	188	(10)	(5)	(0)		
G50 Child Protection & Reviewing	Expenditure	2,181	2,304	1,728	1,624	(104)	2,277	2,242	(62)	(3)	(2)	Vote Budget Manager: Ann Roach Budget Risk: High Date forecast last reviewed: 15/01/2012	-3%
	Income	(124)	1	0	(12)	(13)	0	0	(1)	(100)	0		
	Net Expenditure	2,057	2,304	1,728	1,612	(116)	2,277	2,242	(62)	(3)	(2)		
G51 Childrens Res M&A	Expenditure	685	702	526	549	23	729	729	27	4	(0)	Vote Budget Manager: Hilary Bull Budget Risk: Low Date forecast last reviewed: 15/11/2011	4%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	685	702	526	549	23	729	729	27	4	(0)		
G52 Childrens Res Residential	Expenditure	1,483	1,597	1,198	1,147	(51)	1,561	1,582	(15)	(1)	1	Vote Budget Manager: Hilary Bull Budget Risk: Low Date forecast last reviewed: 15/11/2011	-1%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	1,483	1,597	1,198	1,147	(51)	1,561	1,582	(15)	(1)	1		
G53 Childrens Res Family Placement	Expenditure	2,689	2,642	1,982	1,870	(112)	2,638	2,638	(4)	(0)	0	Vote Budget Manager: Hilary Bull Budget Risk: Low Date forecast last reviewed: 15/11/2011	0%
	Income	(66)	(66)	(50)	(32)	18	(54)	(54)	12	(18)	0		
	Net Expenditure	2,623	2,576	1,932	1,838	(94)	2,584	2,584	8	0	0		
G54 Childrens Res Commissioning	Expenditure	16,612	16,372	12,279	11,075	(1,204)	16,099	16,029	(343)	(2)	(0)	Budgeted LAC of 326 which is currently 302. In addition, the continued use of in-house placements and rigorous scrutiny of external placements continues to reduce costs. It should be noted however that this is a very volatile budget. It only takes one or two high cost placements to materially affect the projected spend. Monitoring is undertaken monthly. Vote Budget Manager: Hilary Bull Budget Risk: High Date forecast last reviewed: 15/01/2012	-2%
	Income	(434)	(484)	(363)	(199)	164	(484)	(484)	0	(0)	0		
	Net Expenditure	16,178	15,888	11,916	10,876	(1,040)	15,615	15,545	(343)	(2)	(0)		
G55 Children Looked After GF	Expenditure	2,064	2,016	1,512	1,500	(12)	2,014	2,014	(2)	(0)	0	Vote Budget Manager: Shahid Tilly Budget Risk: Medium Date forecast last reviewed: 15/01/2012	0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	2,064	2,016	1,512	1,500	(12)	2,014	2,014	(2)	(0)	0		
G56 Leaving Care	Expenditure	2,368	2,311	1,733	1,507	(226)	2,213	2,151	(160)	(7)	(3)	Vote Budget Manager: Jo Bird Budget Risk: Medium Date forecast last reviewed: 15/01/2012	-7%
	Income	(164)	(164)	(123)	(40)	83	(178)	(150)	14	(8)	(16)		
	Net Expenditure	2,204	2,147	1,610	1,467	(143)	2,035	2,001	(146)	(7)	(2)		
G57 Fieldwork Advice & Assessment	Expenditure	4,286	4,420	3,315	3,148	(166)	4,401	4,351	(69)	(2)	(1)	Vote Budget Manager: Paul McGee Budget Risk: High Date forecast last reviewed: 15/01/2012	-2%
	Income	(427)	(247)	(185)	(146)	39	(298)	(263)	(16)	7	(12)		
	Net Expenditure	3,859	4,173	3,130	3,003	(127)	4,103	4,088	(85)	(2)	(0)		
G58 Children with Disabilities	Expenditure	3,223	3,201	2,400	3,001	600	3,294	3,294	93	3	0	Vote Budget Manager: Khalida Khan Budget Risk: Medium Date forecast last reviewed: 15/11/2011	4%
	Income	(914)	(914)	(686)	(260)	426	(914)	(914)	0	(0)	0		
	Net Expenditure	2,309	2,286	1,715	2,740	1,026	2,380	2,380	94	4	0		
G59 Emergency Duty Team	Expenditure	318	418	314	302	(12)	518	405	(13)	(3)	(22)	Vote Budget Manager: Paul McGee Budget Risk: Low Date forecast last reviewed: 15/01/2012	2%
	Income	(44)	(44)	(33)	302	33	(44)	(22)	22	(50)	(50)		
	Net Expenditure	274	374	281	302	21	474	383	9	2	(19)		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%		
G61 Children with Mental Health	Expenditure	1,445	1,420	1,065	886	(179)	1,406	1,406	(14)	(1)	(0)	Vote Budget Manager: Bill Williams Budget Risk: Low Date forecast last reviewed: 15/11/2011	-1%
	Income	0	0	0	(34)	(34)	0	0	0	0	0		
	Net Expenditure	1,445	1,420	1,065	853	(212)	1,406	1,406	(14)	(1)	(0)		
G62 Attendance & Welfare Serv GF	Expenditure	1,437	1,647	1,235	1,277	42	1,748	1,748	101	6	0	Vote Budget Manager: David Hough Budget Risk: Low Date forecast last reviewed: 15/01/2012	0%
	Income	(509)	(719)	(539)	(505)	34	(821)	(820)	(102)	14	(0)		
	Net Expenditure	928	928	696	772	76	927	928	(0)	(0)	0		
H57 Family Support & Protection	Expenditure	4,482	4,562	3,421	3,376	(45)	4,697	4,689	127	3	(0)	Vote Budget Manager: Sukriti Sen Budget Risk: Low Date forecast last reviewed: 15/01/2012	-1%
	Income	(822)	(822)	(617)	(361)	256	(999)	(999)	(177)	22	0		
	Net Expenditure	3,660	3,740	2,805	3,015	210	3,698	3,690	(50)	(1)	(0)		
G75 IT Social Care	Expenditure	562	562	422	366	(56)	561	561	(1)	(0)	0	Vote Budget Manager: Andrew Cross Budget Risk: Low Date forecast last reviewed: 15/11/2011	-1%
	Income	(347)	(347)	(260)	(173)	87	(347)	(347)	(1)	0	0		
	Net Expenditure	215	216	162	193	31	214	214	(2)	(1)	0		
TOTAL FOR CHILDRENS SOCIAL CARE	Expenditure	44,033	44,880	33,660	31,919	(1,741)	44,852	44,535	(345)	(1)	(1)	Service Head: Jenny Boyd	-1%
	Income	(3,851)	(4,314)	(3,235)	(1,754)	1,481	(4,647)	(4,561)	(247)	6	(2)		
	Net Expenditure	40,182	40,566	30,424	30,165	(259)	40,205	39,974	(592)	(1)	(1)		
G65 Transformation Project	Expenditure	222	104	78	85	6	106	106	2	2	0	Vote Budget Manager: Anthony Walters Budget Risk: Low Date forecast last reviewed: 15/12/2011	2%
	Income	(50)	(18)	(14)	(4)	10	(18)	(18)	0	0	0		
	Net Expenditure	172	86	65	81	16	88	88	2	2	0		
G71 Strategy & Policy	Expenditure	686	686	515	449	(65)	668	664	(22)	(3)	(1)	Vote Budget Manager: Layla Richards Budget Risk: Low Date forecast last reviewed: 15/12/2011	-1%
	Income	(17)	(26)	(20)	(7)	13	(12)	(12)	14	(54)	0		
	Net Expenditure	669	660	495	443	(52)	656	652	(8)	(1)	(1)		
G74 Equalities Development	Expenditure	802	694	521	471	(50)	644	644	(50)	(7)	0	Vote Budget Manager: Sasta Miah Budget Risk: Low Date forecast last reviewed: 15/12/2011	-7%
	Income	0	0	0	(1)	(1)	0	0	0	0	0		
	Net Expenditure	802	694	521	470	(51)	644	644	(50)	(7)	0		
TOTAL FOR DIRECTOR'S SERVICES	Expenditure	1,710	1,485	1,113	1,005	(109)	1,418	1,414	(70)	(5)	(0)	Service Head: Isobel Cattermole	-4%
	Income	(67)	(44)	(33)	(11)	22	(30)	(30)	14	(32)	0		
	Net Expenditure	1,643	1,441	1,080	993	(67)	1,388	1,384	(56)	(4)	(0)		
G79 CSF Resources Management GF	Expenditure	227	227	170	168	(3)	221	221	(6)	(3)	0	Vote Budget Manager: Kate Bingham Budget Risk: Low Date forecast last reviewed: 15/12/2011	-2%
	Income	(47)	(47)	(35)	(26)	9	(44)	(44)	3	(6)	1		
	Net Expenditure	180	180	135	141	6	177	177	(3)	(2)	(0)		
G67 Commissioned Services	Expenditure	1,509	2,023	1,517	1,501	(16)	1,985	1,985	(38)	(2)	0	Vote Budget Manager: Karen Badgery Budget Risk: Low Date forecast last reviewed: 15/12/2011	-3%
	Income	(43)	(339)	(254)	(298)	(43)	(352)	(352)	(13)	4	(0)		
	Net Expenditure	1,466	1,684	1,263	1,203	(60)	1,633	1,633	(51)	(3)	0		
G68 Major Government Grant Funding	Expenditure	0	135	101	86	(15)	135	135	0	0	0	Vote Budget Manager: David Tully Budget Risk: Low Date forecast last reviewed:	0%
	Income	0	(130)	(98)	(4)	93	(135)	(130)	0	0	(3)		
	Net Expenditure	0	5	3	82	78	0	5	0	0	0		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR										Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)					
									£'000	%				
G70 Childrens Information Systems	Expenditure	265	236	177	203	25	270	270	34	14	0		Vote Budget Manager: Iqbal Vaza Budget Risk: Low Date forecast last reviewed: 15/01/2012	14%
	Income	(73)	0	0	0	0	0	0	0	0	0			
	Net Expenditure	192	236	177	203	25	270	270	34	14	0			
G72 Programme Management	Expenditure	148	148	111	112	1	160	160	12	8	0		Vote Budget Manager: John Mitchell Budget Risk: Low Date forecast last reviewed: 15/12/2011	-5%
	Income	0	0	0	0	0	(20)	(20)	(20)	0	0			
	Net Expenditure	148	148	111	112	1	140	140	(8)	(5)	0			
G80 Information & Support Services	Expenditure	434	431	323	334	10	405	405	(26)	(6)	0		Vote Budget Manager: Chris Canty Budget Risk: Low Date forecast last reviewed: 20/12/2012	-8%
	Income	(68)	(100)	(75)	75	(100)	(100)	0	0	0	0			
	Net Expenditure	366	331	248	334	86	305	305	(26)	(8)	0			
G81 Building Dev & Tech Service	Expenditure	780	6,527	4,895	506	(4,389)	6,544	6,544	17	0	0		Vote Budget Manager: Pat Watson Budget Risk: High Date forecast last reviewed: 15/01/2012	0%
	Income	(231)	(230)	(173)	(110)	62	(314)	(230)	0	(0)	(27)			
	Net Expenditure	549	6,296	4,722	395	(4,327)	6,230	6,314	18	0	1			
G82 Childrens Services Finance	Expenditure	821	821	616	583	(33)	854	854	33	4	0		Vote Budget Manager: David Tully Budget Risk: High Date forecast last reviewed: 15/12/2011	-2%
	Income	(202)	(163)	(122)	(74)	49	(208)	(208)	(45)	28	(0)			
	Net Expenditure	619	658	494	509	15	646	646	(12)	(2)	0			
G83 CSF Human Resources GF	Expenditure	1,947	2,017	1,513	1,055	(457)	2,046	2,045	28	1	(0)		Vote Budget Manager: Mark Keeble Budget Risk: High Date forecast last reviewed: 15/12/2011	2%
	Income	(250)	(250)	(188)	188	(250)	(250)	0	0	0	0			
	Net Expenditure	1,697	1,767	1,325	1,055	(270)	1,796	1,795	28	2	(0)			
G86 Professional Dev Centre	Expenditure	616	628	471	366	(105)	622	602	(26)	(4)	(3)		Vote Budget Manager: Clare Goodbody Budget Risk: Medium Date forecast last reviewed: 20/01/2012	-100%
	Income	(627)	(627)	(470)	(532)	(62)	(588)	(602)	25	(4)	2			
	Net Expenditure	(11)	1	1	(166)	(167)	33	0	(1)	(100)	(100)			
G87 Contract Services	Expenditure	13,686	13,686	10,264	8,576	(1,688)	12,915	13,188	(498)	(4)	2		Vote Budget Manager: Michael Hales Budget Risk: High Date forecast last reviewed: 20/01/2012	-7%
	Income	(13,686)	(13,686)	(10,264)	(7,280)	2,984	(12,915)	(13,188)	498	(4)	2			
	Net Expenditure	0	0	0	1,296	1,296	0	0	(0)	(7)	0			
H82 Holding Account & Support Services	Expenditure	5,843	12,228	13,871	25,811	11,940	8,854	13,063	836	7	48		This vote is used for central recharges and any departmental contingencies, including offsetting any net underspends reported through CMBM. Vote Budget Manager: David Tully Budget Risk: High Date forecast last reviewed: 20/01/2012	7%
	Income	0	(39)	(29)	0	29	(39)	0	39	(100)	(100)			
	Net Expenditure	5,843	12,189	13,842	25,811	11,970	8,815	13,063	875	7	48			
H87 Building & Technical Services	Expenditure	1,080	1,080	810	749	(61)	909	910	(170)	(16)	0		Vote Budget Manager: Neil Bartlett Budget Risk: High Date forecast last reviewed: 15/12/2011	0%
	Income	(1,080)	(1,080)	(810)	(305)	505	(900)	(900)	180	(17)	0			
	Net Expenditure	0	0	0	444	444	9	10	10	0	6			
TOTAL FOR CHILDRENS SERVICES RESOURCES	Expenditure	27,356	40,186	34,839	40,049	5,210	35,919	40,381	197	0	12		Service Head: Kate Bingham	4%
	Income	(16,307)	(16,690)	(12,517)	(8,629)	3,888	(15,865)	(16,024)	666	(4)	1			
	Net Expenditure	11,049	23,496	22,322	31,420	9,098	20,054	24,357	863	4	21			

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)		FULL YEAR									Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status		
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)				Variance (Previous & Latest Forecast)	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			%	
G91 Revenue Holding Accounts		Expenditure	1,897	17,674	13,255	13,894	639	17,785	17,557	(117)	(1)	(1)	Vote Budget Manager: Various Budget Risk: Various Date forecast last reviewed: 15/11/2011	0%
		Income	(1,897)	(17,674)	(13,255)	(6,253)	7,003	(17,785)	(17,557)	117	(1)	(1)		
		Net Expenditure	0	0	0	7,641	7,641	0	0	0	0	0		
G95 CCN Pooled Budgets		Expenditure	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Khalida Khan Budget Risk: Low Date forecast last reviewed:	0%
		Income	0	0	0	0	0	0	0	0	0	0		
		Net Expenditure	0	0	0	0	0	0	0	0	0	0		
TOTAL FOR HOLDING ACCOUNTS		Expenditure	1,897	17,674	13,255	13,894	639	17,785	17,557	(117)	(1)	(1)	Service Head: Kate Bingham	0%
		Income	(1,897)	(17,674)	(13,255)	(6,253)	7,003	(17,785)	(17,557)	117	(1)	(1)		
		Net Expenditure	0	0	0	7,641	7,641	0	0	0	0	0		
TOTAL FOR CSF GENERAL FUND		Expenditure	123,510	157,522	121,855	115,048	(6,807)	153,490	157,367	(155)	(0)	3	Director: Isobel Cattermole	0%
		Income	(46,911)	(65,433)	(49,075)	(20,379)	28,696	(68,087)	(65,278)	155	(0)	(4)		
		Net Expenditure	76,599	92,089	72,780	94,669	21,889	85,403	92,089	0	0	8		

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

COMMUNITIES, LOCALITIES & CULTURE		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)	Explanation of any variance that is considered to be significant and all variances greater than £100k	RA6 Status
		Proposed mitigating action and dates											
E01 Management & Support	Expenditure	2,284	3,628	2,729	2,674	(55)	3,751	3,606	(22)	(1)	(4)		0%
	Income	(2,284)	(3,628)	(2,686)	(2,255)	431	(3,526)	(3,606)	22	(1)	2		
	Net Expenditure	0	0	43	419	376	225	0	0	0	(100)	Service Head: Robin Beattie Budget Risk: Low Date forecast last reviewed: December 2011	
E02 Olympics	Expenditure	0	225	169	125	(44)	0	225	0	0	0		0%
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	225	169	125	(44)	0	225	0	0	0	Vote Budget Manager: Thorsten Dreyer Budget Risk: Low Date forecast last reviewed: December 2011	
Strategy & Resources Total	Expenditure	2,284	3,853	2,898	2,799	(99)	3,751	3,831	(22)	(1)	2		0%
	Income	(2,284)	(3,628)	(2,686)	(2,255)	431	(3,526)	(3,606)	22	(1)	2		
	Net Expenditure	0	225	212	544	332	225	225	0	0	0	Service Head: Robin Beattie Budget Risk: Low Date forecast last reviewed: December 2011	
E10 Public Realm M&A	Expenditure	656	681	500	574	74	758	772	91	13	2		0%
	Income	(656)	(681)	(511)	(522)	(11)	(758)	(772)	(91)	13	2		
	Net Expenditure	0	0	(11)	52	63	0	0	0	0	0	Vote Budget Manager: Jamie Blake Budget Risk: Low Date forecast last reviewed: December 2011	
E12 Transportation & Highways	Expenditure	10,394	11,221	8,640	8,447	(193)	11,062	11,276	55	0	2	Variance to date reflects timing delays in processing high value invoices. There is risk that insurance cost increases of £300k notified in December will not be mitigated and result in overspend.	0%
	Income	(2,704)	(2,778)	(1,773)	(1,604)	169	(2,996)	(2,818)	(40)	1	(6)		
	Net Expenditure	7,690	8,443	6,867	6,843	(24)	8,066	8,458	15	0	5	Vote Budget Manager: Margaret Cooper Budget Risk: High Date forecast last reviewed: December 2011	
E15 Clean & Green	Expenditure	33,425	33,040	23,540	22,585	(955)	33,132	32,861	(179)	(1)	(1)	Variance to date reflects timing delays in processing high value invoices. Out-turn reflects operational savings on refuse collection and recycling contracts.	0%
	Income	(5,665)	(5,666)	(3,533)	(942)	2,591	(5,549)	(5,526)	140	(2)	(0)	Variance to date reflects delay in trade waste income being processed	
	Net Expenditure	27,760	27,374	20,007	21,643	1,636	27,583	27,335	(39)	(0)	(1)	Vote Budget Manager: Simon Baxter Budget Risk: High Date forecast last reviewed: December 2011	
E23 Concessionary Fares	Expenditure	5,749	7,695	5,771	5,568	(203)	7,689	7,711	16	0	0		0%
	Income	(3)	(175)	(132)	(14)	118	(175)	(164)	11	(6)	(6)		
	Net Expenditure	5,746	7,520	5,639	5,554	(85)	7,514	7,547	27	0	0	Vote Budget Manager: John Chilton Budget Risk: Low Date forecast last reviewed: December 2011	
E24 Parking Control	Expenditure	7,457	7,549	5,680	5,513	(167)	7,549	7,549	0	0	0		0%
	Income	(7,457)	(7,549)	(10,199)	(9,941)	258	(7,549)	(7,549)	0	0	0		
	Net Expenditure	0	0	(4,519)	(4,428)	91	0	0	0	0	0	Vote Budget Manager: John Chilton Budget Risk: Low Date forecast last reviewed: December 2011	
Public Realm Total	Expenditure	57,681	60,186	44,131	42,687	(1,444)	60,190	60,169	(17)	(0)	(0)		0%
	Income	(16,485)	(16,849)	(16,148)	(13,023)	3,125	(17,027)	(16,829)	20	(0)	(1)		
	Net Expenditure	41,196	43,337	27,983	29,664	1,681	43,163	43,340	3	0	0	Service Head: Jamie Blake	
E80 Safer Communities Management	Expenditure	152	176	132	173	41	245	226	50	28	(8)		238%
	Income	(155)	(155)	(116)	(155)	(39)	(155)	(155)	0	0	0		
	Net Expenditure	(3)	21	16	18	2	90	71	50	238	(21)	Vote Budget Manager: Andy Bamber Budget Risk: Low Date forecast last reviewed: December 2011	
E81 Community Safety Partnership, DV & HC	Expenditure	1,506	1,942	1,457	563	(894)	1,936	1,921	(21)	(1)	(1)	Variance to date due to delay in Metropolitan Police sending invoices	-3%
	Income	(60)	(635)	(476)	(476)	0	(599)	(655)	(20)	3	9		
	Net Expenditure	1,446	1,307	981	87	(894)	1,337	1,266	(41)	(3)	(5)	Vote Budget Manager: Emily Fieran-Reed Budget Risk: Medium Date forecast last reviewed: December 2011	

COMMUNITIES, LOCALITIES & CULTURE		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
									£'000	%			
E83 Enforcement & Intervention	Expenditure	2,415	2,515	1,864	1,972	108	2,570	2,558	43	2	(0)	Variance due to re-profiling of spend Vote Budget Manager: Gavin Dooley Budget Risk: Medium Date forecast last reviewed: December 2011	0%
	Income	(114)	(230)	(172)	(165)	7	(279)	(281)	(51)	22	1		
	Net Expenditure	2,301	2,285	1,692	1,807	115	2,291	2,277	(8)	(0)	(1)		
E84 Drugs Action Team	Expenditure	5,161	5,763	4,323	3,835	(488)	5,556	5,566	(197)	(3)	0	Variance to date reflects timing delays in processing transactions/Out-turn reflects savings on salaries Vote Budget Manager: Rachael Sadegh Budget Risk: Low Date forecast last reviewed: December 2011	-9%
	Income	(3,761)	(4,306)	(3,229)	(2,900)	329	(4,245)	(4,245)	61	(1)	0		
	Net Expenditure	1,400	1,457	1,094	935	(159)	1,311	1,321	(136)	(9)	1		
E85 Env Commercial Services	Expenditure	4,431	4,772	3,568	3,500	(68)	4,708	4,731	(41)	(1)	0	Variance to date reflects delay in processing recharges Vote Budget Manager: Collin Perrins Budget Risk: Medium Date forecast last reviewed: December 2011	-1%
	Income	(1,354)	(1,567)	(1,164)	(1,444)	(280)	(1,522)	(1,562)	5	(0)	3		
	Net Expenditure	3,077	3,205	2,404	2,056	(348)	3,186	3,169	(36)	(1)	(1)		
E86 Env Health Protection Services	Expenditure	4,482	4,546	3,413	3,017	(396)	4,536	4,445	(101)	(2)	(2)	Variance to date reflects delay in receipt of invoices from coroner's Court and for Out-of-Hours service. Variance reflects impact of the introduction of Pest Control charges. Vote Budget Manager: Andrew Weaver Budget Risk: Medium Date forecast last reviewed: December 2011	-1%
	Income	(953)	(984)	(738)	(485)	253	(943)	(907)	77	(8)	(4)		
	Net Expenditure	3,529	3,562	2,675	2,532	(143)	3,593	3,538	(24)	(1)	(2)		
Safer Communities Total	Expenditure	18,147	19,714	14,757	13,060	(1,697)	19,551	19,447	(267)	(1)	(1)	Service Head: Andy Bamber	-2%
	Income	(6,397)	(7,877)	(5,895)	(5,625)	270	(7,743)	(7,805)	72	(1)	1		
	Net Expenditure	11,750	11,837	8,862	7,435	(1,427)	11,808	11,642	(195)	(2)	(1)		
E40 Divisional Management	Expenditure	134	219	172	153	(19)	205	205	(14)	(6)	0	Vote Budget Manager: Heather Bonfield Budget Risk: Low Date forecast last reviewed: December 2011	0%
	Income	(134)	(219)	(142)	(147)	(5)	(205)	(205)	14	(6)	0		
	Net Expenditure	0	0	30	6	(24)	0	0	0	0	0		
E41 Idea Stores	Expenditure	8,931	8,691	6,560	6,136	(424)	8,549	8,635	(56)	(1)	1	Variance to date reflects budget profiling of expenditure Vote Budget Manager: Judith St John Budget Risk: Low Date forecast last reviewed: December 2011	2%
	Income	(1,185)	(1,410)	(279)	(123)	156	(1,229)	(1,224)	186	(13)	(0)		
	Net Expenditure	7,746	7,281	6,281	6,013	(268)	7,320	7,411	130	2	1		
E42 Sports & Physical Activity	Expenditure	4,767	4,606	3,333	3,505	172	4,687	4,720	114	2	1	Variance reflects impact of inflation increase on GLL contract, and additional income from GLL as part of the leisure management contract. Vote Budget Manager: Lisa Pottinger Budget Risk: High Date forecast last reviewed: December 2011	0%
	Income	(386)	(674)	(150)	12	162	(789)	(791)	(117)	17	0		
	Net Expenditure	4,381	3,932	3,183	3,517	334	3,898	3,929	(3)	(0)	1		
E43 Parks & Open Spaces	Expenditure	3,285	3,911	2,972	2,749	(223)	3,876	3,907	(4)	(0)	1	Variance to date reflects timing delays in processing grounds maintenance invoices Vote Budget Manager: Michael Rowan Budget Risk: Medium Date forecast last reviewed: December 2011	2%
	Income	(339)	(825)	(300)	(210)	90	(727)	(761)	64	(8)	5		
	Net Expenditure	2,946	3,086	2,672	2,539	(133)	3,149	3,146	60	2	(0)		
E44 Arts & Events	Expenditure	2,243	2,340	1,798	1,777	(21)	2,331	2,417	77	3	4	Vote Budget Manager: Steve Murray Budget Risk: Low Date forecast last reviewed: December 2011	0%
	Income	(1,120)	(1,044)	(930)	(845)	85	(1,058)	(1,122)	(78)	7	6		
	Net Expenditure	1,123	1,296	868	932	64	1,273	1,295	(1)	(0)	2		
E45 Mile End Park	Expenditure	787	787	565	482	(83)	717	787	0	0	10	Vote Budget Manager: Michael Rowan Budget Risk: Low Date forecast last reviewed: December 2011	0%
	Income	(787)	(787)	(590)	(763)	(173)	(718)	(787)	0	0	10		
	Net Expenditure	0	0	(25)	(281)	(256)	(1)	0	0	0	(100)		
E47 Lifelong Learning	Expenditure	4,476	5,276	2,697	2,687	(10)	5,201	5,216	(60)	(1)	0	Risk that costs for accommodation of Oaklands School in the Bethnal Green Centre will not be recovered from BSF Vote Budget Manager: Judith St John Budget Risk: Low Date forecast last reviewed: December 2011	-3%
	Income	(3,585)	(3,610)	(272)	(290)	(18)	(3,707)	(3,607)	3	(0)	(3)		
	Net Expenditure	891	1,666	2,425	2,397	(28)	1,494	1,609	(57)	(3)	8		

COMMUNITIES, LOCALITIES & CULTURE		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
									£'000	%			
Cultural Services Total		Expenditure 24,623	25,830	18,097	17,489	(608)	25,566	25,887	57	0	1		1%
		Income (7,536)	(8,569)	(2,663)	(2,366)	297	(8,433)	(8,497)	72	(1)	1		
Net Expenditure		17,087	17,261	15,434	15,123	(311)	17,133	17,390	129	1	2	Service Head: Heather Bonfield	
E71 Service Integration		Expenditure 104	249	187	186	(1)	265	312	63	25	18		28%
		Income 0	(27)	0	0	0	(27)	(27)	0	0	0		
Net Expenditure		104	222	187	186	(1)	238	285	63	28	20	Service Head: Shazia Hussain Budget Risk: Medium Date forecast last reviewed: October 2011	
Service Integration Total													
E30 Fleet Management		Expenditure 909	1,212	804	1,017	213	1,212	1,337	125	10	10	Variance reflects one-off costs of localisation hubs	0%
		Income (909)	(1,212)	(812)	(821)	(9)	(1,212)	(1,337)	(125)	10	10		
Net Expenditure		0	0	(8)	196	204	0	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: December 2011	
E31 Passenger Transport		Expenditure 5,171	5,117	3,888	3,471	(417)	5,248	5,121	4	0	(2)		0%
		Income (5,171)	(5,117)	(3,517)	(3,475)	42	(5,248)	(5,121)	(4)	0	(2)		
Net Expenditure		0	0	371	(4)	(375)	0	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: December 2011	
E32 DSO Vehicle Workshop		Expenditure 489	489	367	343	(24)	489	492	3	1	1		0%
		Income (489)	(489)	(345)	(322)	23	(489)	(492)	(3)	1	1		
Net Expenditure		0	0	22	21	(1)	0	0	0	0	0	Vote Budget Manager: Margaret Cooper Budget Risk: Low Date forecast last reviewed: December 2011	
E82 Street Trading		Expenditure 2,131	2,131	1,598	929	(669)	2,223	2,198	67	3	(1)		0%
		Income (2,131)	(2,131)	(1,598)	(1,856)	(258)	(2,223)	(2,198)	(67)	3	(1)		
Net Expenditure		0	0	0	(927)	(927)	0	0	0	0	0	Vote Budget Manager: Gavin Dooley Budget Risk: Medium Date forecast last reviewed: December 2011	
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE		Expenditure 111,539	118,781	86,727	81,981	(4,746)	118,495	118,794	13	0	0		0%
		Income (41,402)	(45,899)	(33,664)	(29,743)	3,921	(45,928)	(45,912)	(13)	0	(0)		
Net Expenditure		70,137	72,882	53,063	52,238	(825)	72,567	72,882	0	0	0	Director: Stephen Halsey	

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5% Amber
>5% Red

DEVELOPMENT & RENEWAL GENERAL FUND		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	Flag Status
									£'000	%	%		
J04 BC Revenue	Expenditure	2,799	666	499	433	(66)	740	660	(6)	(1)	(11)		-23%
	Income	(1,146)	(322)	(242)	(138)	103	(381)	(397)	(75)	23	4		
	Net Expenditure	1,653	344	258	295	37	359	263	(80)	(23)	(27)	Vote Budget Manager: Owen Whalley Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J06 Development Decisions	Expenditure	2,212	2,090	1,567	1,333	(235)	2,082	1,942	(148)	(7)	(7)		-385%
	Income	(2,292)	(2,012)	(1,509)	(1,655)	(146)	(2,018)	(2,164)	(151)	8	7	Underspend due to increased one off planning fee income - due to the introduction of CIL.	
	Net Expenditure	(80)	78	58	(323)	(381)	64	(221)	(299)	(385)	(445)	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 30th January 2012	
K99 Building Control Trading Account	Expenditure	2,227	1,156	867	719	(148)	1,013	927	(229)	(20)	(8)		-100%
	Income	(2,227)	(1,156)	(867)	(640)	227	(1,013)	(927)	229	(20)	(8)	Net nil impact on the general fund, as the trading accounts projected to be breakeven. Forecasting slightly less income than anticipated. Directorate is closely monitoring the trading income and spend.	
	Net Expenditure	0	(0)	(0)	79	79	0	0	0	(100)	0	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 30th January 2012	
J44 Application Support	Expenditure	0	532	399	373	(26)	706	526	(6)	(1)	(26)		-2%
	Income	0	(206)	(155)	(154)	1	(386)	(206)	(0)	0	(47)		
	Net Expenditure	0	326	245	219	(26)	320	320	(7)	(2)	(0)	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	
J45 Planning Projects & Initiative	Expenditure	0	596	447	728	282	1,451	1,428	833	140	(2)		-9%
	Income	0	(520)	(390)	(597)	(207)	(1,356)	(1,359)	(839)	161	0		
	Net Expenditure	0	76	57	131	74	95	69	(7)	(9)	(28)	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	
J46 Conservation, Strategic Planning and Tra	Expenditure	0	2,490	1,868	1,472	(396)	2,200	2,382	(108)	(4)	8		7%
	Income	0	(611)	(458)	(17)	441	(374)	(374)	237	(39)	0		
	Net Expenditure	0	1,879	1,410	1,455	45	1,826	2,008	128	7	10	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	
J47 PBC Management	Expenditure	0	308	231	320	89	317	321	13	4	1		5%
	Income	0	(48)	(36)	(36)	(0)	(48)	(48)	0	0	0		
	Net Expenditure	0	260	195	284	89	269	273	13	5	2	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	
K98 Local Land Charges Trading Account	Expenditure	392	515	386	253	(133)	500	527	12	2	5		-152%
	Income	(430)	(430)	(323)	(468)	(145)	(430)	(571)	(141)	33	33		
	Net Expenditure	(38)	85	64	(215)	(279)	70	(44)	(129)	(152)	(163)	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 30th January 2012	
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	Expenditure	7,630	8,352	6,264	5,631	(634)	9,009	8,713	361	4	(3)		-12%
	Income	(6,095)	(5,305)	(3,979)	(3,706)	273	(6,005)	(6,046)	(740)	14	1		
	Net Expenditure	1,535	3,047	2,285	1,925	(361)	3,004	2,667	(380)	(12)	(11)	Service Head: Owen Whalley	
J08 Programmes and Projects Funding	Expenditure	1,605	29	21	76	55	29	88	59	207	203		0%
	Income	(1,580)	0	0	0	0	0	(61)	(61)	0	0		
	Net Expenditure	25	29	21	76	55	29	27	(2)	0	(7)	Vote Budget Manager: Chris Holme Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J12 Resources	Expenditure	3,143	2,871	2,153	2,086	(67)	3,360	3,064	193	7	(9)		0%
	Income	(662)	(617)	(463)	(463)	(0)	(1,112)	(805)	(188)	31	(28)		
	Net Expenditure	2,481	2,254	1,691	1,623	(68)	2,248	2,259	5	0	0	Vote Budget Manager: Chris Holme Budget Risk: Low Date forecast last reviewed: 30th January 2012	

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5% Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

DEVELOPMENT & RENEWAL GENERAL FUND		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	PIG Status
TOTAL FOR RESOURCES	Expenditure	4,748	2,900	2,175	2,162	(13)	3,389	3,152	252	9	(7)		0%
	Income	(2,242)	(617)	(463)	(463)	(0)	(1,112)	(866)	(249)	40	(22)		
	Net Expenditure	2,506	2,283	1,712	1,699	(13)	2,277	2,286	3	0	0	Service Head: Chris Holme	
J14 Management & Support Services	Expenditure	3,577	358	269	287	19	345	369	11	3	7	Budget and cost centre has been reallocated to relevant vote heads, therefore the variance is due to movements in budget and do not impact overall target.	5%
	Income	(13)	(135)	(101)	(101)	0	(135)	(135)	0	0	0		
	Net Expenditure	3,564	223	167	186	19	210	234	11	5	11	Aman Dalvi Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J16 Asset Management	Expenditure	1,492	1,873	1,405	1,109	(296)	1,828	1,828	(45)	(2)	0	Forecasting underspend due to vacant posts	
	Income	(1,024)	(775)	(581)	(565)	16	(775)	(775)	0	(0)	0		
	Net Expenditure	468	1,098	823	544	(279)	1,053	1,053	(45)	(4)	0	Service Head: Ann Sutcliffe Budget Risk: Medium Date forecast last reviewed: 30th January 2012	-4%
J18 Olympics	Expenditure	947	738	554	495	(59)	717	688	(50)	(7)	(4)		
	Income	(166)	(46)	(35)	(21)	13	(46)	(29)	17	(37)	(37)		
	Net Expenditure	781	692	519	473	(46)	671	659	(33)	(5)	(2)	Service Head: Nick Smales Budget Risk: Low Date forecast last reviewed: 30th January 2012	-5%
J20 Strategy, Regeneration and Sustainability	Expenditure	3,153	8,032	2,809	2,605	(204)	3,897	7,987	(45)	(1)	105		
	Income	(2,007)	(1,787)	(1,340)	(888)	452	(1,906)	(1,757)	30	(2)	(8)		
	Net Expenditure	1,146	6,245	1,468	1,717	249	1,991	6,230	(15)	(0)	213	Service Head: Jackie Odunoye Budget Risk: Medium Date forecast last reviewed: 30th January 2012	0%
J22 Housing Regeneration	Expenditure	506	580	435	520	85	610	664	84	15	9		
	Income	(588)	(588)	(441)	(315)	126	(588)	(587)	1	(0)	(0)		
	Net Expenditure	(82)	(8)	(6)	205	211	22	77	85	(1,028)	250	Service Head: Jackie Odunoye Budget Risk: Medium Date forecast last reviewed: 30th January 2012	-1028%
J24 Employment & Enterprise	Expenditure	2,163	2,729	2,047	1,756	(291)	2,905	2,909	180	7	0		
	Income	(1,237)	(1,452)	(1,089)	(708)	381	(1,595)	(1,570)	(118)	8	(2)		
	Net Expenditure	926	1,277	958	1,048	91	1,310	1,339	63	5	2	Service Head: Nick Smales Budget Risk: Low Date forecast last reviewed: 30th January 2012	5%
J26 Lettings	Expenditure	2,535	2,863	1,957	1,718	(239)	2,321	2,567	(296)	(10)	11	The establishment map has been reviewed and the budget will be re-aligned to reflect the establishment, hence, the outturn will be in line with the revised budget.	
	Income	(1,658)	(1,733)	(1,300)	(1,288)	12	(1,445)	(1,459)	274	(16)	1		
	Net Expenditure	877	1,129	657	430	(227)	876	1,108	(21)	(2)	26	Service Head: Colin Cormack Budget Risk: Low Date forecast last reviewed: 30th January 2012	-2%
J30 BSF Programme	Expenditure	1,442	1,343	1,007	1,170	163	3,091	1,863	520	39	(40)	Additional costs relating to the Building Schools for the Future PFI contract will be funded by an agreed drawdown from reserves.	
	Income	(940)	(940)	(705)	(550)	155	(2,701)	(1,400)	(460)	49	(48)		
	Net Expenditure	502	403	302	620	318	390	463	60	15	19	Service Head: Ann Sutcliffe Budget Risk: Medium Date forecast last reviewed: 30th January 2012	15%

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5% Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

DEVELOPMENT & RENEWAL GENERAL FUND		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	%	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	Flag Status
J32 Admin Buildings	Expenditure	22,399	20,232	15,173	15,130	(43)	20,102	20,212	(20)	(0)	1	The latest budget includes £550k growth relating to National Non-Domestic Rates (NNDR) which is applied to offset the budget pressure in this area. Service Head: Ann Sutcliffe Budget Risk: Low Date forecast last reviewed: 30th January 2012	-4%
	Income	(18,289)	(18,289)	(13,717)	(13,150)	567	(18,340)	(18,340)	(51)	0	0		
	Net Expenditure	4,110	1,943	1,457	1,980	523	1,762	1,872	(71)	(4)	6		
J34 Depots	Expenditure	476	365	273	354	81	330	415	50	14	26	Service Head: Ann Sutcliffe Budget Risk: High Date forecast last reviewed: 30th January 2012	-64%
	Income	(459)	(459)	(344)	(340)	4	(245)	(448)	11	(2)	83		
	Net Expenditure	17	(94)	(71)	14	85	85	(34)	61	(64)	(139)		
J40 Homeless & Housing Advice	Expenditure	37,838	31,274	23,455	24,001	546	31,526	31,658	384	1	0	Forecast includes assumed drawdowns from the Homelessness reserve. Vote Budget Manager: C.Cormack Budget Risk: High Date forecast last reviewed: 30th January 2012	1%
	Income	(36,685)	(30,121)	(22,591)	(23,113)	(522)	(30,406)	(30,496)	(375)	1	0		
	Net Expenditure	1,153	1,153	865	888	23	1,120	1,162	9	1	4		
TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure	88,906	81,638	57,822	56,938	(885)	80,070	83,025	1,387	2	4	Director: Jackie Odunoye	-1%
	Income	(71,403)	(62,247)	(46,685)	(45,208)	1,477	(65,299)	(63,908)	(1,660)	3	(2)		
	Net Expenditure	17,503	19,391	11,137	11,729	592	14,771	19,117	(274)	(1)	29		
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES													
J42 Third Sector Team - transfer from CE	Expenditure		2,669	2,002	1,903	(99)	2,961	2,963	294	11	0	RISK: A review of this budget has identified that there is an ongoing pressure relating to staff salaries. The Directorate has taken mitigating action to manage the budget pressures relating to the Third Sector and the position is being closely monitored. Vote Budget Manager: Nick Smales Budget Risk: High Date forecast last reviewed: 30th January 2012	10%
	Income		(50)	(38)	(57)	(20)	(314)	(70)	(20)	40	(78)		
	Net Expenditure		2,619	1,964	1,846	(118)	2,647	2,893	274	10	9		
REVISED TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure	88,906	84,307	59,824	58,841	(984)	83,031	85,988	1,680	2	4	Director: Jackie Odunoye	0%
	Income	(71,403)	(62,297)	(46,723)	(45,265)	1,458	(65,612)	(63,978)	(1,680)	3	(2)		
	Net Expenditure	17,503	22,010	13,101	13,575	474	17,419	22,010	0	0	26		

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

2% to 5%
Amber
>5% Red<2% Green
2% - 5% Amber
>5% Red

RESOURCES	FULL YEAR											Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
	Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast)			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%			
R34 Internal Audit	Expenditure	799	882	662	751	90	882	882	0	0	0	The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end. Vote Budget Manager: Minesh Jani Budget Risk: Medium Date forecast last reviewed: 19/01/2012	0%
	Income	(973)	(973)	(730)	(862)	(132)	(973)	(973)	0	0	0		
	Net Expenditure	(174)	(91)	(68)	(111)	(43)	(91)	(91)	0	0	0		
R40 Risk Management	Expenditure	681	596	447	385	(62)	596	596	0	0	0	The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end. Vote Budget Manager: Minesh Jani Budget Risk: Medium Date forecast last reviewed: 19/01/2012	0%
	Income	(592)	(592)	(444)	(382)	62	(592)	(592)	0	0	0		
	Net Expenditure	89	4	3	3	0	4	4	0	0	0		
TOTAL FOR AUDIT & RISK	Expenditure	1,480	1,478	1,109	1,136	28	1,478	1,478	0	0	0	Service Head: Minesh Jani	0%
Income	(1,565)	(1,565)	(1,174)	(1,244)	(70)	(1,565)	(1,565)	0	0	0			
Net Expenditure	(85)	(87)	(65)	(108)	(43)	(87)	(87)	0	0	0			
R36 Council Tax & NNDR	Expenditure	33,865	38,473	28,855	36,638	7,783	38,473	38,473	0	0	0	Risk identified from qualification of Housing Benefit (HB) subsidy claims from previous years due to award of Single Persons Discount (SPD) - HB subsidy may be adjusted down by DWP - ongoing work with DA and the HB service. Vote Budget Manager: Roger Jones Budget Risk: High Date forecast last reviewed: 23/01/2012	0%
	Income	(31,197)	(35,705)	(26,779)	(34,562)	(7,783)	(35,705)	(35,705)	0	0	0		
	Net Expenditure	2,668	2,768	2,076	2,076	0	2,768	2,768	0	0	0		
R42 Debtors Income Service	Expenditure	1,218	1,117	838	867	29	1,117	1,117	0	0	0	Vote Budget Manager: Roger Jones Budget Risk: Low Date forecast last reviewed: 23/01/2012	0%
	Income	(1,185)	(1,185)	(889)	(911)	(22)	(1,185)	(1,185)	0	0	0		
	Net Expenditure	33	(68)	(51)	(44)	7	(68)	(68)	0	0	0		
R44 Cashiers	Expenditure	480	480	360	433	73	480	480	0	0	0	Vote Budget Manager: Roger Jones Budget Risk: Low Date forecast last reviewed: 23/01/2012	0%
	Income	(508)	(508)	(381)	(435)	(54)	(508)	(508)	0	0	0		
	Net Expenditure	(28)	(28)	(21)	(2)	19	(28)	(28)	0	0	0		
R48 Information Services	Expenditure	8,948	9,615	7,211	7,075	(136)	9,352	9,615	0	0	3	The in year variance To date variance reflects a number of adjustments for depreciation, telephony loan repayment, SW savings Vote Budget Manager: Claire Symonds Budget Risk: High Date forecast last reviewed: 15/12/2011	0%
	Income	(9,674)	(9,673)	(7,255)	(7,458)	(203)	(9,673)	(9,673)	0	0	0		
	Net Expenditure	(726)	(58)	(44)	(383)	(340)	(321)	(58)	0	0	3		
R50 Customer Access	Expenditure	6,745	6,385	4,789	4,692	(97)	6,385	6,385	0	0	0	Variance to date reflects variable income SLA income due to One Stop Shops - remaining 3 months increases income due to higher levels of SLA activity in Winter months and budget expected to balance. Vote Budget Manager: Claire Symonds Budget Risk: High Date forecast last reviewed: 11/01/2012	0%
	Income	(3,306)	(2,305)	(1,729)	(1,600)	129	(2,305)	(2,305)	0	0	0		
	Net Expenditure	3,439	4,080	3,060	3,092	32	4,080	4,080	0	0	0		
R54 Housing Benefits	Expenditure	187,969	249,924	187,443	187,442	1	249,924	249,924	0	0	0	Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Steve Hill Budget Risk: High Date forecast last reviewed: 23/01/2012	0%
	Income	(187,474)	(249,429)	(187,072)	(187,071)	(1)	(249,429)	(249,429)	0	0	0		
	Net Expenditure	495	495	371	371	0	495	495	0	0	0		
R58 Benefits Admin	Expenditure	8,034	8,034	6,026	6,080	55	8,034	8,034	0	0	0	Vote Budget Manager: Steve Hill Budget Risk: High Date forecast last reviewed: 23/01/2012	0%
	Income	(6,217)	(6,217)	(4,663)	(4,717)	(54)	(6,217)	(6,217)	0	0	0		
	Net Expenditure	1,817	1,817	1,363	1,363	0	1,817	1,817	0	0	0		
R60 Reprographics	Expenditure	421	421	316	390	74	421	421	0	0	0	Variance to date is due to the fact that income is to yet be received as the service is a trading account - expected to balance budget at year-end. Vote Budget Manager: Steve Burr Budget Risk: Low Date forecast last reviewed: 17/01/2012	0%
	Income	(425)	(425)	(319)	(318)	1	(425)	(425)	0	0	0		
	Net Expenditure	(4)	(4)	(3)	72	75	(4)	(4)	0	0	0		

RESOURCES		FULL YEAR										Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast Outturn)					
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%			
TOTAL FOR CUSTOMER ACCESS & ICT	Expenditure	247,680	314,449	235,837	243,617	7,782	314,186	314,449	0	0	0	3		0%
	Income	(239,986)	(305,447)	(229,085)	(237,072)	(7,989)	(305,447)	(305,447)	0	0	0	0		
	Net Expenditure	7,694	9,002	6,752	6,545	(206)	8,739	9,002	0	0	0	3	Service Head: Claire Symonds	
R38 Procurement	Expenditure	1,008	1,089	817	959	142	1,089	1,089	0	0	0	0	Additional income from a Comensura rebate - to be used to fund additional R2P training in 2011-12.	0%
	Income	(752)	(752)	(564)	(779)	(215)	(752)	(752)	0	0	0	0		
	Net Expenditure	256	337	253	180	(73)	337	337	0	0	0	0	Vote Budget Manager: Richard Parsons Budget Risk: Medium Date forecast last reviewed: 16/01/2012	0%
R46 Payments	Expenditure	634	551	413	374	(39)	551	551	0	0	0	0		0%
	Income	(803)	(803)	(602)	(594)	8	(803)	(803)	0	0	0	0		
	Net Expenditure	(169)	(252)	(189)	(220)	(31)	(252)	(252)	0	0	0	0	Vote Budget Manager: Richard Parsons Budget Risk: Low Date forecast last reviewed: 16/01/2012	0%
TOTAL FOR PROCUREMENT & PAYMENTS	Expenditure	1,642	1,640	1,230	1,333	103	1,640	1,640	0	0	0	0		0%
	Income	(1,555)	(1,555)	(1,166)	(1,373)	(207)	(1,555)	(1,555)	0	0	0	0		
	Net Expenditure	87	85	64	(40)	(104)	85	85	0	0	0	0	Service Head: Richard Parsons	
R32 Corporate Finance	Expenditure	2,281	2,281	1,711	1,710	(1)	2,281	2,281	0	0	0	0		0%
	Income	(2,261)	(2,261)	(1,696)	(1,695)	1	(2,261)	(2,261)	0	0	0	0		
	Net Expenditure	20	20	15	15	0	20	20	0	0	0	0	Vote Budget Manager: Peter Hayday Budget Risk: Medium Date forecast last reviewed: 19/01/2012	0%
R82 Non-Distributed Costs	Expenditure	1,395	1,213	910	972	62	1,213	1,213	0	0	0	0		0%
	Income	0	0	0	(62)	(62)	0	0	0	0	0	0		
	Net Expenditure	1,395	1,213	910	910	0	1,213	1,213	0	0	0	0	Vote Budget Manager: Peter Hayday Budget Risk: Low Date forecast last reviewed: 19/01/2012	0%
TOTAL FOR CORPORATE FINANCE & NDC	Expenditure	3,676	3,494	2,621	2,682	62	3,494	3,494	0	0	0	0		0%
	Income	(2,261)	(2,261)	(1,696)	(1,757)	(61)	(2,261)	(2,261)	0	0	0	0		
	Net Expenditure	1,415	1,233	925	925	0	1,233	1,233	0	0	0	0	Service Head: Peter Hayday	
R62 Business Development	Expenditure	560	689	517	4,739	4,222	689	689	0	0	0	0	£689K project expenditure to be funded by revenue budget and the remaining project expenditure to be funded at year-end.	0%
	Income	(560)	0	0	(4,222)	(4,222)	0	0	0	0	0	0		
	Net Expenditure	0	689	517	517	0	689	689	0	0	0	0	Vote Budget Manager: Ekbal Hussain Budget Risk: Low Date forecast last reviewed: 12/12/2011	0%
TOTAL FOR BUSINESS DEVELOPMENT	Expenditure	560	689	517	4,739	4,222	689	689	0	0	0	0		0%
	Income	(560)	0	0	(4,222)	(4,222)	0	0	0	0	0	0		
	Net Expenditure	0	689	517	517	0	689	689	0	0	0	0	Service Head: Ekbal Hussain	
R90 HR Strategy	Expenditure	1,486	1,075	806	754	(52)	910	1,075	0	0	18	0		0%
	Income	(1,253)	(1,112)	(834)	(834)	(1,112)	(1,112)	(1,112)	0	0	0	0		
	Net Expenditure	233	(37)	(28)	(80)	(52)	(202)	(37)	0	0	18	0	Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 16/01/2012	0%
R92 HR Consultancy	Expenditure	3,021	1,889	1,417	1,520	103	1,889	1,889	0	0	0	0		0%
	Income	(2,914)	(1,804)	(1,353)	(1,335)	18	(1,804)	(1,804)	0	0	0	0		
	Net Expenditure	107	85	64	185	121	85	85	0	0	0	0	Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 16/01/2012	0%
R94 HR Operations	Expenditure	2,376	4,646	3,485	3,955	471	4,820	4,646	0	0	(4)	0		0%
	Income	(2,582)	(3,539)	(2,654)	(3,080)	(426)	(3,539)	(3,539)	0	0	0	0		
	Net Expenditure	(206)	1,107	830	875	45	1,281	1,107	0	0	(4)	0	Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 16/01/2012	0%
R96 PAS Schemes	Expenditure	1,190	1,201	901	981	80	1,190	1,201	0	0	0	1		0%
	Income	(683)	(670)	(503)	(654)	(152)	(670)	(670)	0	0	0	0		
	Net Expenditure	507	531	398	327	(71)	520	531	0	0	0	2	Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 16/01/2012	0%

RESOURCES	FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status	
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)			
								£'000	%	%			
TOTAL FOR HR SERVICES	Expenditure	8,073	8,811	6,608	7,210	602	8,809	8,811	0	0	0		0%
	Income	(7,432)	(7,125)	(5,344)	(5,903)	(559)	(7,125)	(7,125)	0	0	0		
	Net Expenditure	641	1,686	1,265	1,307	43	1,684	1,686	0	0	0	Service Head: Simon Kilbey	
R80 Directors Office	Expenditure	522	508	381	381		508	508	0	0	0		0%
	Income	0	0	0		0	0	0	0	0	0		
	Net Expenditure	522	508	381	381	0	508	508	0	0	0	Vote Budget Manager: Junu Begum Budget Risk: Low Date forecast last reviewed: 10/01/12	
TOTAL FOR RESOURCES	Expenditure	263,633	331,069	248,302	261,098	12,798	330,804	331,069	0	0	0		0%
	Income	(253,359)	(317,953)	(238,465)	(251,571)	(13,108)	(317,953)	(317,953)	0	0	0		
	Net Expenditure	10,274	13,116	9,837	9,527	(310)	12,851	13,116	0	0	2	Director: Chris Naylor	

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

CORPORATE COSTS & CAPITAL FINANCING		FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)		
								£'000	%	%			
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,385	11,724	8,793	8,443	(350)	15,043	11,724	0	0	(22)		
	Income	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	19,385	11,724	8,793	8,443	(350)	15,043	11,724	0	0	(22)		
Contingency and Below the line items		(15,063)	0	0	0	(4,278)	(15,413)	(350)	2	260	Variance due to reduction in employee costs as a result of industrial action.	10%	
Net Expenditure		19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(350)	10	(134)	Director: C Naylor	