

Committee/Meeting: Cabinet	Date: 05/12/12	Classification: Unrestricted	Report No: 56/123
Report of: Corporate Director Resources Originating officer(s) Alan Finch, Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Corporate Strategy and Equality		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2012/13 (Month 6) Wards Affected: All	

Community Plan Theme	All
Strategic Priority	All

1. **SUMMARY**

1.1 This monitoring report details the financial position of the Council at the end of Quarter 2 compared to budget, and service performance against targets. This includes year-end projection updates for the:

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

1.2 This report will be considered by Overview & Scrutiny on 4th December.

1.3 **Finance Overview**

1.3.1 General Fund

As at the end of September 2012, Directorates forecast an overspend of £0.482m for the year end on an overall net budget of £292m.

1.3.2 HRA

The HRA is projecting an overall underspend of £0.425m. Further information on this is provided both in Section 3 and Appendix 3 of this report.

1.3.3 Capital Programme

Directorates have spent 28.2% of their capital budgets for the year (£54.4m against budgets of £192.8m). Programme slippage of £24.7m is currently being projected, due in the main part to delays in procurement on the decent

homes programme, the costs of which will instead be incurred in future years. Further information is provided in section 4 of the report and Appendix 4.

1.4 Strategic Plan and Measures

1.4.1 The Strategic Plan provides the framework for delivering the Council's priorities and contributions to the Community Plan, including the Mayor's Pledges. There are currently 68 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time. Of the total activities within the Plan, 9 (13%) were due for completion between April and September 2012. 8 of these 9 are complete, the remaining activity 'Improve Equipment and Accommodation' is delayed but with a 90% completeness percentage.

1.4.2 The strategic measures set enables the Council to monitor progress against our priorities. Of the 24 measures reportable this quarter (including subset of measures), 7 (29%) are at or above the standard target (lower bandwidth), with 6 (25%) meeting or exceeding the stretched target (GREEN).

1.4.3 Detailed monitoring information for the Strategic Plan and strategic measures is contained in the report and Appendices 5 & 6.

1.5 Appendices

More detailed performance and financial information is contained in the following report appendices:

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget.
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances.
- Appendix 5 – provides an overview of progress against the Strategic Plan activities.

- Appendix 6 - provides an overview of performance for all of the reportable strategic measures.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

- 2.1. Review and note the Quarter 2 2012/13 performance; and
- 2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.
- 2.3. Cabinet is asked to approve the transfer of £808,000 from the Olympic reserve set aside to fund additional expenditure as a result of the Olympics as set out at section 3.4 and 3.6 of this report.

3. **REVENUE**

- 3.1 The following table summarises the current expected outturn position for the General Fund.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	100,265	42,481	42,480	-1	100,265	0
Chief Executive	9,447	4,584	4,612	28	9,447	0
Children, Schools and Families	82,838	41,419	43,457	2,038	82,320	-518
Communities, Localities and Culture	78,797	29,878	29,220	-658	78,797	0
Development and Renewal	20,217	10,109	10,056	-53	20,217	0
Resources	12,160	6,080	6,440	360	13,160	1,000
Corporate Costs / Capital Financing	-11,458	4,949	7,570	2,621	-11,458	0
Total	292,266	139,500	143,835	4,335	292,748	482

- 3.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2.

- 3.3 **Adults, Health and Wellbeing** **NIL**
 A breakeven position is forecast for the financial year. This reflects the use of budget contingencies to offset slippage in savings relating to Domiciliary Care Commissioning and In-House Home Care. The application of contingencies for one-year only has been agreed by the Lead-Member – Resources.
- 3.4 **Chief Executive** **NIL**
 A breakeven position is forecast for the financial year. £0.235m was spent before and during the Olympics on the events and marketing to promote tourism in the Borough. This will be funded from Olympic Reserves set aside for the purpose.
- 3.5 **Children, Schools and Families** **£0.518m Underspend**
 Overall, the CSF budget is expected to break-even with the exception of the Mayor's Educational Allowance where originally estimated rates of claims and eligibility have proven to be too high, with the experience of the first full academic year of the initiative. The projected underspend on this activity for 2012/13 financial year is £0.518m.
- 3.6 **Communities, Localities & Culture** **NIL**
 A breakeven position is forecast for the financial year. At the end of month six, the variance to date reflect the increased cost of cleaning due to the Olympics. £0.115m relates mainly due to additional costs incurred on account of CCTV in Victoria Park and £0.458m relates to increased cost on account of On-Street Cleansing during Olympics. Cabinet is asked to formally approve the use of the earmarked Olympics reserve set aside for this purpose.
- 3.7 **Development and Renewal** **NIL**
 A breakeven position is forecast for the financial year.
- 3.8 **Resources** **£1 million Reduced Income**
 The variance on the housing benefits net budget is due to lower than anticipated levels of Housing Benefits subsidy income arising from changes in the treatment of overpayments raised by the Council under the subsidy grant regulations. Implementation of new software by DWP has reduced instances of Housing Benefit overpayments, resulting in a reduction in Housing Benefit subsidy. This was first reported to CMT in the month 5 report.
- 3.9 **Corporate Costs & Capital Financing** **NIL**
 A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation, severance payments and minimum revenue provision being processed at year-end.

3.10 Projected General Fund Overspend

The net projected overspend of £482,000 represents a 0.2% variance on total budget. Officers are required by standing orders to seek to contain costs within available budgets. Any overspend that exists at the year-end will need to be met in the first instance from budget contingencies.

3.11 Housing Revenue Account (HRA) £0.425m Underspend

The overall projected HRA underspend relates primarily to a projected underspend on the energy budget, as the 2012/13 budget anticipated that gas & electricity prices would increase by 30%, whereas gas prices in 2012/13 will be 13% higher, and electricity will be 2% lower. Both the budget and patterns of energy consumption will continue to be closely monitored. A detailed analysis of the HRA is attached as Appendix 3.

3.12 Additional Information

October Cabinet agreed funding of £900,000 in 2012/13 to establish grant funding to faith groups to facilitate effective asset management of local community assets. The funding will be allocated from an earmarked reserve to the appropriate Directorate budget head during 2012/13.

3.13 Income Collection Performance Targets

Details of income collection during 2012/13 are shown below.

Income Stream	Collected in 2011/12 %	2012/13 Target to 30.09.12 %	2012/13 Collected to 30.09.12 %	Direction of Travel
Business Rates	99.40	48.99	59.92	↑
Central Income	93.00	82.00	75.00	↓
Council Tax	95.40	47.60	47.50	↑
Housing Rents	99.61	99.60	99.01	↑
Service Charges	£12.850m (102%)	£6.95m	£7.02m (101.0%)	↑

The central income collection is slightly below target but better than last year, with the expectation that it will recover fully by the end of the financial year.

Income collection on the whole is currently exceeding targets and is forecast to remain this way throughout year.

4. CAPITAL

- 4.1 The capital budget now totals £192.8m, compared to £186.4m in previous quarter. The main reason for the increase in this budget is the approval of two section 106 funded schemes by Development and Renewal relating to Bromley by Bow station and Wellington Way Health Centre.
- 4.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 4.3 Total capital expenditure to the end of Quarter 2 represented 28.2% of the revised capital programme budget for 2012/13 as follows:

	Annual Budget as at 30-Sep-12	Spent to 30-Sep-12	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	12.748	3.782	29.7%
Children, Schools and Families Resources	16.705	8.702	52.1%
Adults, Health and Wellbeing	0.128	0.000	0.0%
Development and Renewal	0.402	0.005	1.2%
Building Schools for the Future (BSF)	21.108	1.337	6.3%
Housing Revenue Account (HRA)	65.244	26.997	41.4%
Corporate GF provision for schemes under development	66.432	13.574	20.4%
	10.000	0.000	0.0%
GRAND TOTAL	192.767	54.397	28.2%

This compares with 33.8% at the same stage last year.

- 4.4 Projected capital expenditure for 2012/13 compared to budget is as follows:

	Annual Budget as at 30-Sep-12	Projection 31-Mar-13	Forecast Variance
	£m	£m	£m
Communities, Localities and Culture	12.748	12.757	0.009
Children, Schools and Families Resources	16.705	16.289	-0.416
Adults, Health and Wellbeing	0.128	0.128	0.000
Development and Renewal	0.402	0.242	-0.160
Building Schools for the Future (BSF)	21.108	21.108	0.000
Housing Revenue Account (HRA)	65.244	65.244	0.000
Corporate GF provision for schemes under development	66.432	52.340	-14.092
	10.000	0.000	-10.000
GRAND TOTAL	192.767	168.108	-24.659

Programme slippage of £24.7m is currently being projected, due in the main part to delays in procurement on the decent homes backlog programme, the costs of which will instead be incurred in future years. This figure also includes a £10m provision for General Fund capital schemes.

4.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £816.1m against which spend of £786m is forecast resulting in a total underspend variance of £30m. The main reason for this underspend is that a £30m that was set aside in the budget for new General Fund schemes has not been allocated although £25m for this is earmarked to Poplar Baths/Dame Colet House schemes.

	All year budget as at 30-Sep-12	Projection 30-Sep-12	Variance
	£m	£m	£m
Communities, Localities and Culture	60.468	60.478	0.010
Children, Schools and Families	116.505	116.378	-0.127
Resources	2.236	2.236	0.000
Adults, Health and Wellbeing	0.840	0.840	0.000
Development and Renewal	35.185	35.185	0.000
Building Schools for the Future (BSF)	325.890	325.890	0.000
Housing Revenue Account (HRA)	245.008	245.008	0.000
Corporate GF provision for schemes under development	30.000	0.000	-30.000
GRAND TOTAL	816.132	786.015	-30.117

5. STRATEGIC PLAN 2012/13

5.1 The Council's performance management and accountability framework requires members to consider our progress against Strategic Plan activities every 6 months. This section provides a monitoring update for the first 6 months of the 2012/13 Plan.

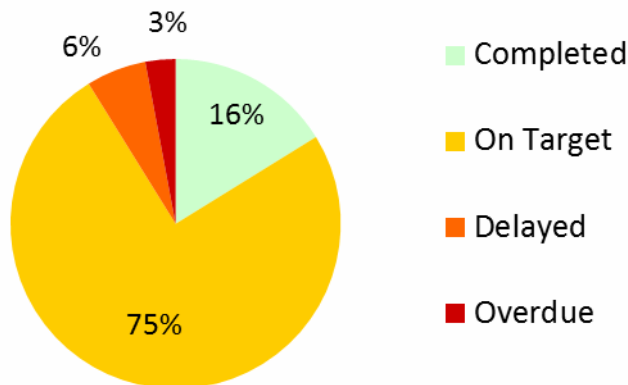
5.2 All activities within the Strategic Plan have been monitored and are included in Appendix 5. The following criteria are used to report on the status of activities:

- Completed (Green) - where an activity has been completed.
- On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
- Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.
- Overdue (Red) - where an activity has been identified as likely to not be completed this financial year. Managers have provided comments for all

overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.

- 5.3 There are currently 68 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time.
- 5.4 Of the total activities within the Plan, 9 (13%) were due for completion between April and September 2012. 8 of these 9 are complete, the remaining activity 'Improve Equipment and Accommodation' is delayed but with a 90% completeness percentage. Launching the new approach to Telecare milestone within this activity will now launch in November, a two month delay.
- 5.5 In total 11 (16%) activities are completed, 51 (75%) are on target with 4 (6%) delayed and 2 (3%) overdue.

Activity Status Q2 12/13



- 5.6 Overall performance in delivering against the Strategic Plan is strong. The Council responded effectively to the Olympics, including managing the programme of events and activities, mitigating the impact of the Olympic Route Network and supporting residents into Games-time jobs.
- 5.7 The Council has developed, and is delivering, an effective programme to manage the impact of welfare reform on local residents. In addition, work is on-track in addressing homelessness and supporting housing decency.
- 5.8 The good education attainment results highlighted in section 6 reflect the supporting work of the Council, and progress in delivering the second year of the Mayor's Education Allowance is on-track.

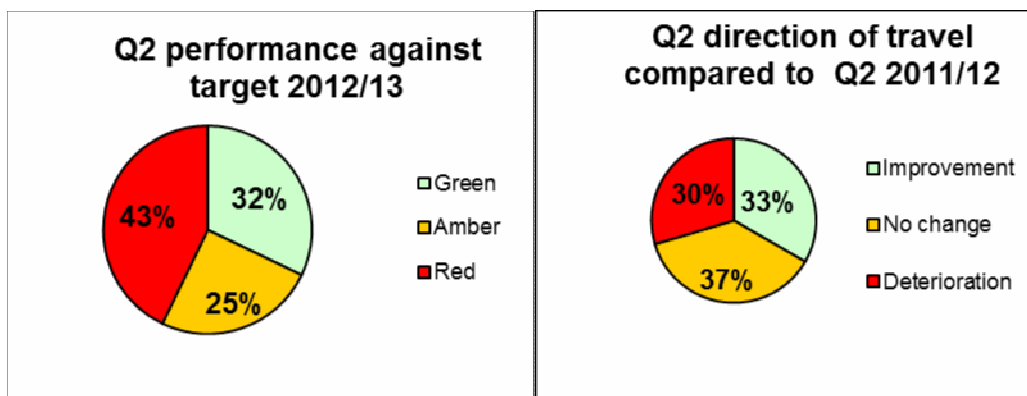
- 5.9 Community Safety remains a priority and work to further develop the THEO Service has taken place, including the implementation of a community feedback initiative, progress on the development and consultation on a Saturation Policy to establish stronger licensing controls in areas of high Crime and ASB, and further support for action to reduce violence against women and girls.
- 5.10 Recent activity to support health and wellbeing includes improvements at St. George's Pool and Mile End Stadium, significant work with schools and support to the PCT on smoking cessation.
- 5.11 Of the total 68 activities in the Strategic Plan, two activities have been assessed as being overdue, as they are unlikely to be completed this financial year. Details on the overdue activities, including remedial action, are outlined below. In addition, Performance Review Group will review all activities at risk of not achieving their year-end target, to consider what further action is required.
- 5.12 *Deliver regeneration at Robin Hood Gardens and Ocean Estate*
Ocean Estate remains overall on target to deliver 819 new homes within contract dates and refurbishment/environmental works by April 2013. Start on site for Robin Hood Gardens is now projected for quarter 1 2013/14. This has slipped due to delays experienced in the submission and approval of the reserved matters application.
- 5.13 *Prepare for the Introduction of the Community Infrastructure Levy (CIL)*
The examination in public (EIP) is now programmed for Autumn 2013 rather than December 2012. This rescheduling allows further time for a longer discussion and approval process, including consideration by full Council prior to EIP. The CIL will still be delivered in advance of the required deadline of April 2014.

6. STRATEGIC PERFORMANCE MEASURE

- 6.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures set reflect the Council's continued commitment to set itself stretching targets. It is reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.

6.2 Appendix 6 illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below standard target – indicated as the dotted red line, it is marked as 'Red'. Should it be at or above the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or above the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less that 5% change) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

- 6.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 47 measures in the strategic set, including subset of measures, 28 are reportable this quarter. Of these:
- 9 (32%) are meeting or exceeding their stretch target (Green), with 6 of these an improvement from last year (↑);
 - 7 (25%) are above the standard target but below the stretch target (Amber), with 2 of these improving (↑) and 2 deteriorating (↓) compared to last year's performance; and
 - 12 (43%) are below the standard target (Red), with performance remaining unchanged for 6 measures and deteriorating for 4 measures (↓).



Performance Summary

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

6.5 High Performing Areas

The following measures exceeded their stretch targets.

Overcrowded families re-housed (lets to overcrowded households)

736 lets were made to overcrowded households this quarter, far exceeding the quarterly target.

Homelessness prevention through casework intervention

This outturn is the latest available and relates to June (Q1) rather than September. The outturn for Quarter 1 is above the standard and stretch target.

Street cleanliness - graffiti

Leading up to the Olympics, extra resources were put in place and hotspot areas targeted to clear up defacement. Targeted wards were Bethnal Green South, Bow West, Mile End East, Millwall, & Shadwell. With the exception of Bethnal Green South and parts of Shadwell, the other wards generally have low levels of graffiti.

Street cleanliness – fly-posting

Performance is better than the standard target, stretch target and compared to this time last year. Leading up to the Olympics, extra resources were put in place to reduce fly posting with hotspot areas targeted.

Crime - rate of residential burglary

The rate of residential burglary has exceeded its stretch target.

Smoking cessation

This outturn is the latest available and relates to June (Q1) rather than September. The Quarter 1 outturn far exceeds the stretch target. Tower Hamlets continues to perform well on this measure.

Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths.

The provisional result for 2012/13 (academic year 2011/12) is 61.2%, above the stretched target. Final figures will be confirmed in January 2013, at which point it is normal to see a slight improvement in the figures.

Achievement at level 4 or above in both English and Maths at Key Stage 2

The provisional results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the provisional national average results of 80%. Final results will be published in January 2013.

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

Provisional results show that 55% of children achieved at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. This is above the stretched target and a significant improvement from the previous year's performance. Final data will be published in January 2013.

6.6 Areas of Improvement

In addition to the high performing measures, two measures have also improved compared to last year.

Workforce to Reflect the Community - Percentage of senior staff that have a disability

The outturn for September (4.1%) is above the standard target (2.96%) but slightly below the stretch target (5.5%). Work is on-going to develop action plans within directorates to improve performance. It is hoped that the outputs of the Navigate programme will help to improve performance against this indicator.

Social care clients and carers in receipt of Self Directed Support

The provisional outturn at the end of Quarter 2 is 47.1% compared to the stretch target of 48.6%. In comparison with the Quarter 1 outturn (39.8%) the current performance is showing a strong upward trend, with the results improved by 7.3 percentage points. It is anticipated that the performance will improve further once we include two providers' figures which are still pending.

6.7 High Risk Areas

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

quarter, the following measures have been identified as high risk, with commentary provided below.

Number of affordable homes delivered

288 affordable homes have been delivered in this quarter, just below the standard target of 300. With some schemes originally due to complete in this quarter being delayed and delivery in 2011/12 being higher than expected (double other boroughs within the sub region), the annual forecast is slightly lower than initially profiled. Delivering 2,023 affordable units in 2011/12, the highest across London, we are confident that Tower Hamlets will remain a top performer nationally for this measure and it is expected that the Mayor's target of 4,000 affordable homes will be delivered. Work is on-going with Registered Partners to ensure that, where possible, all schemes complete on time.

Number of social rented housing completion for family homes (gross)

Closely linked to the delivery of affordable homes, delivery on this measure is beneath the quarterly target, in part due to Registered Providers re-profiling some schemes into 2013/14 and also due to higher delivery in 2011/12 than expected. As indicated above, the Council is continuing to work with its partners to ensure that, where possible, all schemes complete on time. Delivering over 700 social rented housing completions for family homes in 2011/12, it is expected that Tower Hamlets will remain a top performer nationally for this measure.

Carers receiving needs assessment or a review and a specific carer's service

Although performance is below target, some data is still awaited from commissioned providers.

Rate of violence with injury

This measure relates to Police duties and performance. The Council is playing a very active role in supporting the police to help them improve performance against the above measure.

Police analysis suggests that actual incidents are not rising but the proportion of incidents that get reported as crime resulting in injury is increasing. The increase in reporting violence indicates that victims are more confident in reporting injuries sustained as a result of DV and this is a key element in securing positive action in relation to perpetrators, and improving the safety of the victims of this form of violence. Tower Hamlets has one of the highest arrest rates in the Metropolitan Police Service for DV and a proactive unit to target offenders has been established.

To support the Police the Council has increased resources to support DV mitigation, is moving forward with a Violence against Women and Girls Partnership Plan, has paid for extra police for the Borough and is consulting on a Saturation Policy to limit additional licensed premises in areas of high crime / ASB. The Council, like many other London Boroughs, has adopted Responsible Drinking Borough Policies to help target areas with high levels of drink related crime or antisocial behaviour.

There will be a large operation mounted over Christmas and New Year in an effort to reduce violent crime in Q3.

NEETs

Whilst this measure appears to be significantly off target, it is not a high risk measure. The borough's unusually high NEET rate this quarter is due to a change in the methodology for this measure.

In previous years young people moving forward to the second year of a two year Post-16 course could have their destination confirmed over the summer. Under the new methodology, the Council now needs to confirm all destinations again after September 2012. Whilst this data is being collated, young people are recorded as unknown, putting up the adjusted NEET figure. This has happened across East London where, for example, Newham had a NEET figure of 6% in September 2011 but 18.2% in September 2012. The Council will not get a true picture of the NEET situation until the end of November when all follow up work is complete.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 7.2 Any overspend we incur at the end of 2012/13, or at any time over the forthcoming period, will risk the financial position and would increase the savings targets required to meet spending cuts, with a potential impact on front-line services. The projected figures at this stage do not indicate that this is a significant risk.

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

- 8.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 8.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 8.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 8.4 It is proposed to transfer money from an Olympic reserve ear-marked by the Council for this purpose. The Council’s financial procedures contemplate authorisation of expenditure from reserves by the appropriate senior officer in consultation with the Director of Resources. It is understood that the Mayor’s agreement is sought to due to the amount involved.
- 8.5 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 9 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

9. ONE TOWER HAMLETS CONSIDERATIONS

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

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 An element of the monitoring report deals with environment, through the Great Place to Live theme.

11. RISK MANAGEMENT IMPLICATIONS

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

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

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

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The strategic measure set contains a number of crime and disorder items under the Safe & Cohesive theme, however there are no specific crime and disorder reduction implications.

13. EFFICIENCY STATEMENT

13.1 Efficiencies for 2012/13 are incorporated within the estimated forecast outturn.

14. APPENDICES

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget
- Appendix 2 - provides the estimate budget outturn forecast by Directorate for the General Fund and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances
- Appendix 5 – provides an overview of performance for the reportable strategic plan.
- Appendix 6 – provides an overview of performance for the reportable strategic measures.

**Local Authorities (Executive Arrangements) (Access to Information) (England)
Regulations 2012**

List of “Background Papers” used in the preparation of this report

No “background papers” were used in writing
this report