

Corporate Monthly Budget Monitoring	Budget Original	Budget Current	Actuals	Forecast Previous	Forecast Current	Forecast Movement	Effect of Reserves	Adjusted Outturn	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2015	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
<b>CHE Directorate of Law, Probity and Governance</b>											
GEN General Fund Account											
Expenditure	17,755	17,948	13,863	17,695	17,898	203		17,898	-50	-0.28%	
Income	-8,423	-8,423	-6,072	-8,379	-8,373	6		-8,373	50	-0.59%	
<b>Net Expenditure</b>	<b>9,332</b>	<b>9,525</b>	<b>7,791</b>	<b>9,316</b>	<b>9,525</b>	<b>209</b>	<b>0</b>	<b>9,525</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: CHE</b>	<b>9,332</b>	<b>9,525</b>	<b>7,791</b>	<b>9,316</b>	<b>9,525</b>	<b>209</b>	<b>0</b>	<b>9,525</b>	<b>0</b>	<b>0.00%</b>	
<b>COM Communities &amp; Localities</b>											
GEN General Fund Account											
Expenditure	135,299	134,774	85,848	135,843	133,810	-2,033		133,810	-964	-0.72%	
Income	-54,756	-56,067	-40,041	-55,856	-56,068	-212		-56,068	0	0.00%	
<b>Net Expenditure</b>	<b>80,543</b>	<b>78,707</b>	<b>45,901</b>	<b>79,987</b>	<b>77,742</b>	<b>-2,245</b>	<b>0</b>	<b>77,742</b>	<b>-964</b>	<b>-1.23%</b>	
<b>Net Expenditure Directorate: COM</b>	<b>80,543</b>	<b>78,707</b>	<b>45,901</b>	<b>79,987</b>	<b>77,742</b>	<b>-2,245</b>	<b>0</b>	<b>77,742</b>	<b>-964</b>	<b>-1.23%</b>	
<b>COP Corporate Cost and Central Items</b>											
GEN General Fund Account											
Balance Sheet	-50,308	-50,588	-863	-51,161	-50,588	573		-50,588	0	0.00%	
Capital Expenditure	4,551	4,800	2,379	0	4,800	4,800		4,800	0	0.00%	
Expenditure	12,095	13,193	16,231	6,763	13,193	6,430		13,193	0	0.00%	
Income	-2,450	-2,593	-1,840	0	-2,593	-2,593		-2,593	0	0.00%	
<b>Net Expenditure</b>	<b>-36,112</b>	<b>-35,188</b>	<b>15,907</b>	<b>-44,398</b>	<b>-35,188</b>	<b>9,210</b>	<b>0</b>	<b>-35,188</b>	<b>0</b>	<b>0.00%</b>	
<b>Net Expenditure Directorate: COP</b>	<b>-36,112</b>	<b>-35,188</b>	<b>15,907</b>	<b>-44,398</b>	<b>-35,188</b>	<b>9,210</b>	<b>0</b>	<b>-35,188</b>	<b>0</b>	<b>0.00%</b>	
<b>DEV Development &amp; Renewal</b>											
GEN General Fund Account											
Expenditure	72,298	78,957	56,197	26,344	80,522	54,178		80,522	1,565	1.98%	
Income	-56,319	-62,995	-40,806	-11,480	-64,594	-53,114		-64,594	-1,599	2.54%	
<b>Net Expenditure</b>	<b>15,979</b>	<b>15,962</b>	<b>15,391</b>	<b>14,864</b>	<b>15,928</b>	<b>1,064</b>	<b>0</b>	<b>15,928</b>	<b>-34</b>	<b>-0.21%</b>	
<b>Net Expenditure Directorate: DEV</b>	<b>15,979</b>	<b>15,962</b>	<b>15,391</b>	<b>14,864</b>	<b>15,928</b>	<b>1,064</b>	<b>0</b>	<b>15,928</b>	<b>-34</b>	<b>-0.21%</b>	
<b>CHI Childrens Services</b>											
GEN General Fund Account											
Expenditure	139,640	140,346	109,669	144,363	145,980	1,617	-2,383	143,597	3,251	2.32%	One off funding reserves.
Income	-49,448	-50,423	-30,199	-52,557	-52,474	83		-52,474	-2,051	4.07%	
<b>Net Expenditure</b>	<b>90,192</b>	<b>89,923</b>	<b>79,470</b>	<b>91,806</b>	<b>93,506</b>	<b>1,700</b>	<b>-2,383</b>	<b>91,123</b>	<b>1,200</b>	<b>1.33%</b>	
<b>Net Expenditure Directorate: ESW</b>	<b>90,192</b>	<b>89,923</b>	<b>79,470</b>	<b>91,806</b>	<b>93,506</b>	<b>1,700</b>	<b>-2,383</b>	<b>91,123</b>	<b>1,200</b>	<b>1.33%</b>	
<b>ADU Adult Care Sevices</b>											
GEN General Fund Account											
Expenditure	130,761	141,547	88,273	144,432	142,338	-2,094	-6,714	135,624	-5,923	-4.18%	One off funding reserves.
Income	-8,575	-16,557	-3,368	-9,808	-9,634	175		-9,634	6,923	-41.81%	
<b>Net Expenditure</b>	<b>122,186</b>	<b>124,991</b>	<b>84,906</b>	<b>134,624</b>	<b>132,704</b>	<b>-1,919</b>	<b>-6,714</b>	<b>125,990</b>	<b>1,000</b>	<b>0.80%</b>	
<b>Net Expenditure Directorate: COM</b>	<b>122,186</b>	<b>124,991</b>	<b>84,906</b>	<b>134,624</b>	<b>132,704</b>	<b>-1,919</b>	<b>-6,714</b>	<b>125,990</b>	<b>1,000</b>	<b>0.80%</b>	
<b>RES Resource Services</b>											
GEN General Fund Account											
Expenditure	296,891	292,863	240,087	298,048	295,472	-2,576		295,472	2,609	0.89%	
Income	-287,649	-285,423	-202,367	-289,160	-288,024	1,136		-288,024	-2,601	0.91%	
<b>Net Expenditure</b>	<b>9,242</b>	<b>7,440</b>	<b>37,720</b>	<b>8,888</b>	<b>7,448</b>	<b>-1,440</b>	<b>0</b>	<b>7,448</b>	<b>8</b>	<b>0.11%</b>	
<b>Net Expenditure Directorate: RES</b>	<b>9,242</b>	<b>7,440</b>	<b>37,720</b>	<b>8,888</b>	<b>7,448</b>	<b>-1,440</b>	<b>0</b>	<b>7,448</b>	<b>8</b>	<b>0.11%</b>	
<b>Net Expenditure Total</b>	<b>291,362</b>	<b>291,361</b>	<b>287,086</b>	<b>295,087</b>	<b>301,665</b>	<b>6,579</b>	<b>-9,097</b>	<b>292,571</b>	<b>1,209</b>	<b>0.42%</b>	

## Adult Care Services - Summary by Service Area - Period 9 (December 2015)

Variances with the service will be internally managed, by a combination of savings made elsewhere within the directorate and a drawdown from reserves at year end, Overspends are principally due to home care packages and home care budgets although there also approximately 2M overspend on Staffing.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: ACS Commissioning &amp; Health</b>								
Expenditure	20,262	19,938	14,954	13,041	18,989	(949)	-4.8%	Majority of this variance is due reduced staffing costs, and lower than anticipated costs for the block subsidy on supporting people, though this is partially offset by overspends in the in contracts for Lunch Clubs and MSG within Strategic Commissioning services.
Income	(932)	(517)	(387)	(416)	(617)	(100)	19.3%	
<b>Net Expenditure</b>	<b>19,330</b>	<b>19,421</b>	<b>14,567</b>	<b>12,625</b>	<b>18,372</b>	<b>(1,049)</b>	<b>-5.4%</b>	
<b>Service Area: APH Public Health</b>								
Expenditure	29,503	32,269	24,202	16,017	34,310	2,041	6.3%	The overspend is due to shift of contract expenditure plans from 2014-15. The overspend will be covered by the dedicated public health reserve.
Income	0	(54)	(41)	(82)	(97)	(43)	79.6%	
<b>Net Expenditure</b>	<b>29,503</b>	<b>32,215</b>	<b>24,161</b>	<b>15,935</b>	<b>34,213</b>	<b>1,998</b>	<b>6.2%</b>	
<b>Service Area: ASC Adults Social Care</b>								
Expenditure	79,507	81,522	61,140	59,215	89,032	7,506	9.2%	Continuing pressures on ACS budgets for care packages and Home care budgets, account for approximately 4.7 million overspend, with a further 2m of overspend on staffing budgets. This is to be covered by savings elsewhere within the directorate and drawdown from reserves.
Income	(6,154)	(8,168)	(6,126)	(2,871)	(8,921)	(753)	9.2%	
<b>Net Expenditure</b>	<b>73,353</b>	<b>73,354</b>	<b>55,014</b>	<b>56,345</b>	<b>80,111</b>	<b>6,753</b>	<b>9.2%</b>	
<b>GF Directorate Summary</b>								
Expenditure	129,270	133,729	100,296	88,273	142,339	8,610	6.4%	
Income	(7,086)	(8,739)	(6,554)	(3,369)	(9,635)	(896)	10.3%	
Funded from Reserves						(6,714)		
<b>Net Expenditure</b>	<b>122,184</b>	<b>124,990</b>	<b>93,742</b>	<b>84,905</b>	<b>132,704</b>	<b>1,000</b>	<b>0.8%</b>	

## Law Probity and Governance - Summary by Service Area Period 9 (December 2015)

This directorate is projected to spend to budget for the current financial year, although there are variances within the separate votes lines, overall these will be contained with the overall net budget for LPG.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: C11 Corporate Management</b>								
Expenditure	2,118	2,226	1,669	1,407	2,106	(120)	-5.4%	Projected underspend on staffing and non staffing budgets due to senior management vacancies for part of the year.
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>2,118</b>	<b>2,226</b>	<b>1,669</b>	<b>1,407</b>	<b>2,106</b>	<b>(120)</b>	<b>-5.4%</b>	
<b>Service Area: C13 Legal Services</b>								
Expenditure	5,096	5,396	4,046	4,966	5,501	105	1.9%	150K overspend on Mayoral and by elections partially mitigated by lower than anticipated court fees.
Income	(4,283)	(4,283)	(3,212)	(3,150)	(4,283)	0	0.0%	
<b>Net Expenditure</b>	<b>813</b>	<b>1,113</b>	<b>834</b>	<b>1,816</b>	<b>1,218</b>	<b>105</b>	<b>9.4%</b>	
<b>Service Area: C18 Communications</b>								
Expenditure	2,578	2,629	1,971	2,008	2,629	0	0.0%	There is a risk that the budgeted level of income (advertising fees) from EEL will not be achieved.
Income	(2,553)	(2,553)	(1,915)	(1,689)	(2,503)	50	-2.0%	
<b>Net Expenditure</b>	<b>25</b>	<b>76</b>	<b>56</b>	<b>319</b>	<b>126</b>	<b>50</b>	<b>65.8%</b>	
<b>Service Area: C19 Registrars &amp; Democratic Services</b>								
Expenditure	4,970	4,703	3,528	3,543	4,739	36	0.8%	
Income	(597)	(597)	(448)	(516)	(597)	0	0.0%	
<b>Net Expenditure</b>	<b>4,373</b>	<b>4,106</b>	<b>3,080</b>	<b>3,027</b>	<b>4,142</b>	<b>36</b>	<b>0.9%</b>	
<b>Service Area: C20 Business Support</b>								
Expenditure	848	848	636	599	848	0	0.0%	
Income	(833)	(833)	(625)	(555)	(833)	0	0.0%	
<b>Net Expenditure</b>	<b>15</b>	<b>15</b>	<b>11</b>	<b>44</b>	<b>15</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: C54 Corporate Strategy &amp; Equalities</b>								
Expenditure	2,145	2,146	1,609	1,340	2,075	(71)	-3.3%	The service area carries some vacancies which are likely to result in an underspend at year end.
Income	(157)	(157)	(118)	(162)	(157)	0	0.0%	
<b>Net Expenditure</b>	<b>1,988</b>	<b>1,989</b>	<b>1,491</b>	<b>1,178</b>	<b>1,918</b>	<b>(71)</b>	<b>-3.6%</b>	
<b>Directorate Summary</b>								
Net Expenditure	17,755	17,948	13,459	13,863	17,898	(50)	-0.3%	
Net Income	(8,423)	(8,423)	(6,318)	(6,072)	(8,373)	50	-0.6%	
<b>Net Variance</b>	<b>9,332</b>	<b>9,525</b>	<b>7,141</b>	<b>7,791</b>	<b>9,525</b>	<b>0</b>	<b>0.0%</b>	

## Children's Services - Summary by Service Area - Period 9 (December 2015)

There is an overall pressure in this area of £1.2M after the application of 2.4M of reserves and one off funding.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: GLA Learning &amp; Achievement</b>								
Expenditure	74,440	74,863	56,147	18,252	71,779	(3,084)	-4.1%	Underspend relates predominantly to revenue funding for 2 years olds, the possibility of this being converted to capital is being explored with DCLG. Other underspend relate to vacancies.
Income	(3,177)	(3,196)	(2,397)	(594)	(3,607)	(411)	12.9%	
<b>Net Expenditure</b>	<b>71,263</b>	<b>71,667</b>	<b>53,750</b>	<b>17,658</b>	<b>68,172</b>	<b>(3,495)</b>	<b>8.7%</b>	
<b>Service Area: GRE ESCW Resources</b>								
Expenditure	5,979	6,284	4,713	1,009	5,898	(386)	-6.1%	This code holds the DSG grant pending redistribution to schools. Grant income is forecasted at approx. £3m less than the budgeted figure.
Income	(331,830)	(331,983)	(248,987)	(42)	(328,095)	3,888	-1.2%	
<b>Net Expenditure</b>	<b>(325,851)</b>	<b>(325,699)</b>	<b>(244,274)</b>	<b>967</b>	<b>(322,197)</b>	<b>3,502</b>	<b>-1.1%</b>	
<b>Service Area: GSC Childrens Social Care</b>								
Expenditure	706	813	610	455	888	75	9.2%	
Income	(363)	(363)	(272)	0	(444)	(81)	22.3%	
<b>Net Expenditure</b>	<b>343</b>	<b>450</b>	<b>338</b>	<b>455</b>	<b>444</b>	<b>(6)</b>	<b>-1.3%</b>	
<b>Service Area: GSH Schools</b>								
Expenditure	291,670	291,411	218,558	219,156	291,411	0	0.0%	
Income	(37,427)	(37,829)	(28,372)	(35,637)	(37,829)	0	0.0%	
<b>Net Expenditure</b>	<b>254,243</b>	<b>253,582</b>	<b>190,186</b>	<b>183,519</b>	<b>253,582</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: GDS ESCW Directors Services</b>								
Expenditure	408	408	307	174	391	(17)	-4.2%	
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>408</b>	<b>408</b>	<b>307</b>	<b>174</b>	<b>391</b>	<b>(17)</b>	<b>-4.2%</b>	
<b>Service Area: GLA Learning &amp; Achievement</b>								
Expenditure	27,667	28,158	21,120	18,471	28,606	448	1.6%	600K of anticipated savings in the SEN are unlikely to be achieved.  Budgeted income levels have not been achieved in the Schools Improvement and the Careers Service areas..
Income	(9,065)	(9,563)	(7,171)	(7,054)	(9,130)	433	-4.5%	
<b>Net Expenditure</b>	<b>18,602</b>	<b>18,595</b>	<b>13,949</b>	<b>11,417</b>	<b>19,476</b>	<b>881</b>	<b>4.7%</b>	

Service Area: GRE ESCW Resources								
	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Expenditure	46,671	46,521	34,891	39,480	48,164	1,643	3.5%	1.9m of reserves to be drawn down along with 0.5m in grants, these will be allocated at year end to relevant overspends.
Income	(35,485)	(35,662)	(26,746)	(21,145)	(37,435)	(1,773)	5.0%	
<b>Net Expenditure</b>	<b>11,186</b>	<b>10,859</b>	<b>8,145</b>	<b>18,335</b>	<b>10,729</b>	<b>(130)</b>	<b>-1.2%</b>	
Service Area: GSC Childrens Social Care								
Expenditure	48,694	49,073	36,804	35,328	52,618	3,545	7.2%	High agency cover staffing costs, and uncertainties around take up on the Looked after Children service and overspends where budget savings cannot be met from within service.
Income	(4,898)	(5,198)	(3,895)	(2,000)	(5,909)	(711)	13.7%	
<b>Net Expenditure</b>	<b>43,796</b>	<b>43,875</b>	<b>32,909</b>	<b>33,328</b>	<b>46,709</b>	<b>2,834</b>	<b>6.5%</b>	
Service Area: GSH Schools								
Expenditure	16,200	16,186	12,140	16,216	16,200	14	0.1%	
Income	0	0	0	0	0	0	0.0%	
<b>Net Expenditure</b>	<b>16,200</b>	<b>16,186</b>	<b>12,140</b>	<b>16,216</b>	<b>16,200</b>	<b>14</b>	<b>0.1%</b>	
GF Directorate Summary								
Expenditure	512,435	513,717	385,290	348,541	515,955	2,238	0.4%	
Income	(422,245)	(423,794)	(317,840)	(66,472)	(422,449)	1,345	-0.3%	
Funded from Reserves						(2,383)		
<b>Net Expenditure</b>	<b>90,190</b>	<b>89,923</b>	<b>67,450</b>	<b>282,069</b>	<b>93,506</b>	<b>1,200</b>	<b>1.3%</b>	

## Communities & Localities - Summary by Service Area Period 9 (December 2015)

Overall this directorate is projected to be on budget at year end. Individual variances are due to recharge adjustments that are put through at year end, and timings of contract payments. These are closely monitored to ensure that any delays do not affect either the councils cash flow position or endanger the councils standing with its debtors or creditors.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: CPR Public Realm (Parking Control)</b>								
Expenditure	8,042	7,709	5,062	4,801	7,709	0	0.0%	
Income	(8,042)	(7,709)	(12,057)	(13,433)	(7,709)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>(6,995)</b>	<b>(8,632)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CAL Cultural Services</b>								
Expenditure	24,331	23,625	15,974	15,757	23,625	(0)	0.0%	
Income	(8,194)	(8,692)	(5,709)	(5,751)	(8,692)	0	0.0%	
<b>Net Expenditure</b>	<b>16,137</b>	<b>14,933</b>	<b>10,265</b>	<b>10,006</b>	<b>14,933</b>	<b>(0)</b>	<b>0.0%</b>	
<b>Service Area: CMS CLC Management &amp; Support</b>								
Expenditure	3,286	3,327	2,495	2,400	3,327	0	0.0%	
Income	(3,286)	(3,461)	0	(88)	(3,462)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>(134)</b>	<b>2,495</b>	<b>2,312</b>	<b>(135)</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CPR Public Realm</b>								
Expenditure	63,977	64,043	42,538	42,270	64,043	0	0.0%	
Income	(19,995)	(20,133)	(11,346)	(11,757)	(20,133)	0	0.0%	
<b>Net Expenditure</b>	<b>43,982</b>	<b>43,910</b>	<b>31,192</b>	<b>30,513</b>	<b>43,910</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: CSC Safer Communities</b>								
Expenditure	35,363	35,540	23,970	20,472	34,576	(964)	-2.7%	
Income	(15,239)	(16,072)	(9,412)	(9,009)	(16,072)	0	0.0%	
<b>Net Expenditure</b>	<b>20,124</b>	<b>19,468</b>	<b>14,558</b>	<b>11,463</b>	<b>18,504</b>	<b>(964)</b>	<b>-5.0%</b>	
<b>Service Area: CSI Service Integration</b>								
Expenditure	300	530	398	114	530	0	0.0%	
Income	0	0	0	(3)	0	0	0.0%	
<b>Net Expenditure</b>	<b>300</b>	<b>530</b>	<b>398</b>	<b>111</b>	<b>530</b>	<b>0</b>	<b>0.0%</b>	
<b>Directorate Summary</b>								
Expenditure	135,299	134,774	90,437	85,814	133,810	(964)	-0.7%	
Income	(54,756)	(56,067)	(38,524)	(40,041)	(56,068)	0	0.0%	
<b>Net Variance</b>	<b>80,543</b>	<b>78,707</b>	<b>51,913</b>	<b>45,773</b>	<b>77,742</b>	<b>(964)</b>	<b>-1.2%</b>	

## Corporate Cost and Central Items - Summary by Service Area Period 9 (December 2015)

This budget covers items such as depreciation and minimum revenue provision being processed at year-end. Variances arising from management of investment income are also shown here.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Corporate Costs &amp; Central Items</b>								
Expenditure	16,646	17,993	11,119	19,010	17,993	0	0%	
Income	(2,450)	(2,593)	(1,945)	(1,840)	(2,593)	0	0%	
Central Items	(50,308)	(50,587)	(37,941)	0	(50,587)	0	0%	
<b>Net Expenditure</b>	<b>(36,112)</b>	<b>(35,187)</b>	<b>(28,767)</b>	<b>17,170</b>	<b>(35,187)</b>	<b>0</b>	<b>0%</b>	

## Development & Renewal - Summary by Service Area Period 9 (December 2015)

	Budget Original	Budget Current	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: JAM Corporate Property &amp; Capital Delivery</b>							
Expenditure	17,394	16,964	12,962	18,677	1,713	10.1%	Corporate landlord model included in structure, income represents reduced income in BATs Trading account offset by increased recharges in other areas.
Income	(16,521)	(15,623)	(9,565)	(17,125)	(1,502)	9.6%	
<b>Net Expenditure</b>	<b>873</b>	<b>1,341</b>	<b>3,397</b>	<b>1,552</b>	<b>211</b>	<b>15.7%</b>	
<b>Service Area: JEE Economic Development</b>							
Expenditure	3,501	4,378	2,804	4,217	(161)	-3.7%	Savings of £349k needs to be delivered through restructure– however proposed restructure is delayed, therefore potential risks of overspend if no mitigating options found. Finance is working with the service to address this. Budget also includes £510k re: Women into Health and Social Care Project [this is part of Overall £1.3m allocated for the overall programme] - there is slippage in project, which may results in underspend 15/16.
Income	(1,518)	(2,529)	(682)	(2,369)	160	-6.3%	
<b>Net Expenditure</b>	<b>1,983</b>	<b>1,849</b>	<b>2,122</b>	<b>1,848</b>	<b>(1)</b>	<b>-0.1%</b>	
<b>Service Area: JES Resources</b>							
Expenditure	7,075	7,079	7,810	7,757	678	9.6%	One off project related activities - funded via recharge to capital and external income
Income	(709)	(822)	(719)	(1,450)	(628)	76.4%	
<b>Net Expenditure</b>	<b>6,366</b>	<b>6,257</b>	<b>7,091</b>	<b>6,307</b>	<b>50</b>	<b>0.8%</b>	
<b>Service Area: JHO Housing Options</b>							
Expenditure	34,421	40,455	25,669	39,675	(780)	-1.9%	Increase in Supplies and Services and Third Party Payments due to significant increase in B&B and Nightly Lets (NL). 128% increase in NL and 53% increase in P&P
Income	(30,565)	(36,685)	(24,961)	(36,121)	564	-1.5%	
<b>Net Expenditure</b>	<b>3,856</b>	<b>3,770</b>	<b>708</b>	<b>3,554</b>	<b>(216)</b>	<b>-5.7%</b>	
<b>Service Area: JPB Planning &amp; Building Control</b>							
Expenditure	6,401	6,494	4,445	6,338	58	0.9%	Vacancies incorporated as part of saving process. Review of Infrastructure Planning Budget underway
Income	(4,728)	(4,952)	(4,355)	(4,869)	(130)	2.6%	
<b>Net Expenditure</b>	<b>1,673</b>	<b>1,542</b>	<b>90</b>	<b>1,469</b>	<b>(72)</b>	<b>-4.7%</b>	
<b>Service Area: JRS Regen Strategy and Sustainability</b>							
Expenditure	3,506	3,587	2,507	3,858	270	7.5%	Costs relate to an unbudgeted payment to HMRC, and costs from the Whitechapel project that will be recovered from the planning budget.
Income	(2,278)	(2,384)	(524)	(2,660)	(276)	11.6%	
<b>Net Expenditure</b>	<b>1,228</b>	<b>1,204</b>	<b>1,983</b>	<b>1,198</b>	<b>(6)</b>	<b>-0.5%</b>	

### Directorate Summary



Net Expenditure	72,298	78,957	56,197	80,523	1,565	2.0%	
Net Income	(56,319)	(62,995)	(40,806)	(64,594)	(1,599)	2.5%	
<b>Net Variance</b>	<b>15,979</b>	<b>15,963</b>	<b>15,391</b>	<b>15,929</b>	<b>(34)</b>	<b>-0.2%</b>	

## Resources - Summary by Service Area Period 9 (December 2015)

There are a number of small variances on this directorate, but these will be managed within the year and the projected variance will be immaterial at year end

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: R10 Director of Resources</b>								
Expenditure	715	715	536	464	696	(19)	-2.7%	
Income	(709)	(709)	(531)	(472)	(709)	0	0.0%	
<b>Net Expenditure</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>(8)</b>	<b>(13)</b>	<b>(19)</b>	<b>-2.7%</b>	
<b>Service Area: R11 Customer Access</b>								
Expenditure	4,458	4,366	3,274	2,856	4,142	(223)	-5.1%	Vacancies held within the service
Income	(2,119)	(2,119)	(1,589)	(724)	(1,896)	223	-10.5%	Corrected through recharges
<b>Net Expenditure</b>	<b>2,339</b>	<b>2,247</b>	<b>1,685</b>	<b>2,132</b>	<b>2,246</b>	<b>0</b>	<b>0.0%</b>	
<b>Service Area: R12 Corporate Finance</b>								
Expenditure	4,401	4,336	3,252	2,711	4,293	(43)	-1.0%	
Income	(4,126)	(4,126)	(3,095)	(2,849)	(4,111)	15	-0.4%	
<b>Net Expenditure</b>	<b>275</b>	<b>210</b>	<b>157</b>	<b>(138)</b>	<b>182</b>	<b>(28)</b>	<b>-13.3%</b>	
<b>Service Area: R13 Human Resources</b>								
Expenditure	8,435	7,575	5,681	5,899	8,059	484	6.4%	Potential slippage on delivery of savings in Operations and Consultancy areas, specifically around training and development. These activities will be recovered via recharging. Any short fall will be covered within the directorate.
Income	(8,740)	(7,878)	(5,908)	(5,714)	(8,378)	(500)	6.3%	
<b>Net Expenditure</b>	<b>(305)</b>	<b>(303)</b>	<b>(227)</b>	<b>185</b>	<b>(319)</b>	<b>(16)</b>	<b>5.3%</b>	
<b>Service Area: R14 ICT</b>								
Expenditure	11,437	11,389	8,542	8,536	12,858	1,469	12.9%	Potential underspend resulting from claw backs against contract performance
Income	(11,433)	(11,433)	(8,574)	(8,139)	(12,899)	(1,466)	12.8%	
<b>Net Expenditure</b>	<b>4</b>	<b>(44)</b>	<b>(32)</b>	<b>397</b>	<b>(41)</b>	<b>3</b>	<b>-6.8%</b>	
<b>Service Area: R15 Revenue Services</b>								
Expenditure	8,200	5,236	3,926	4,016	5,086	(150)	-2.9%	The service is carrying out additional activities for other directorates such as processing the crisis and support service payments. The additional costs will be funded through recharges
Income	(5,637)	(4,359)	(3,269)	(1,712)	(4,210)	149	-3.4%	agreed.
<b>Net Expenditure</b>	<b>2,563</b>	<b>877</b>	<b>657</b>	<b>2,304</b>	<b>876</b>	<b>(1)</b>	<b>-0.1%</b>	
<b>Service Area: R16 Procurement</b>								
Expenditure	730	730	547	669	897	167	22.9%	
Income	(747)	(747)	(560)	(498)	(847)	(100)	13.4%	
<b>Net Expenditure</b>	<b>(17)</b>	<b>(17)</b>	<b>(13)</b>	<b>171</b>	<b>50</b>	<b>67</b>	<b>-394.1%</b>	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
<b>Service Area: R17 Risk Assessment</b>								
Expenditure	1,698	1,698	1,274	1,108	1,739	41	2.4%	
Income	(1,851)	(1,851)	(1,388)	(1,871)	(1,889)	(38)	2.1%	
<b>Net Expenditure</b>	<b>(153)</b>	<b>(153)</b>	<b>(114)</b>	<b>(763)</b>	<b>(150)</b>	<b>3</b>	<b>-2.0%</b>	
<b>Service Area: R19 Benefits</b>								
Expenditure	256,266	256,266	192,198	213,833	256,264	(2)	0.0%	
Income	(251,821)	(251,735)	(188,801)	(180,058)	(251,735)	0	0.0%	
<b>Net Expenditure</b>	<b>4,445</b>	<b>4,531</b>	<b>3,397</b>	<b>33,775</b>	<b>4,529</b>	<b>(2)</b>	<b>0.0%</b>	
<b>Service Area: R62 Transformation Projects</b>								
Expenditure	87	87	65	(363)	972	885	1017.2%	One off project related expenditure on the transformation programme
Income	0	0	0	(36)	(884)	(884)	0.0%	Funded through earmarked reserves to be drawn down at year end
<b>Net Expenditure</b>	<b>87</b>	<b>87</b>	<b>65</b>	<b>(399)</b>	<b>88</b>	<b>1</b>	<b>1.1%</b>	
<b>Service Area: R99 Rechargeable Works</b>								
Expenditure	466	466	349	358	466	0	0.0%	
Income	(466)	(466)	(349)	(294)	(466)	0	0.0%	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>Directorate Summary</b>								
Net Expenditure	296,893	292,864	219,644	240,087	295,472	2,608	0.9%	
Net Income	(287,649)	(285,423)	(214,064)	(202,367)	(288,024)	(2,601)	0.9%	
<b>Net Variance</b>	<b>9,244</b>	<b>7,441</b>	<b>5,580</b>	<b>37,720</b>	<b>7,448</b>	<b>7</b>	<b>0.1%</b>	