

LATEST TARGETS 2007/2008

APPENDIX A

	Cabinet 5/03/08	Depreciation	Prudential Borrowing	IT upgrade	Redundancy Costs	Revenue Contributions to Capital	Latest Targets 2007/2008
	£000	£000	£000	£000	£000	£000	£000
Service Budgets							
Adults Health & Wellbeing	80,785			85			80,870
Children's Services	76,508	7,798	(5)	174	314		84,789
Development and Renewal	9,648			96	42		9,786
Housing General Fund	3,905			100			4,005
Communities Localities & Culture	65,653		(284)	91	230	(48)	65,642
Environmental & Culture	-						-
Chief Executive/Resources	17,819	3,812		176	1,005		22,812
Corporate/Capital	23,703	(11,610)	289	(722)	(1,590)	48	10,118
	278,021	-	-	-	-	-	278,021
Payments to/from Balances							
Corporate Contingency	90						90
Local Public Service Agreement Reserve	(400)						(400)
Parking Control Reserve	(2,510)						(2,510)
Housing Choice Earmarked Reserve	2,978						2,978
E-Govt Loan Repayment	689						689
Insurance Fund Earmarked Reserve	500						500
Underspends C/fwd (Drawn from Balances)	(425)						(425)
General Balances	1,200						1,200
TOTAL NET BUDGET	280,143	-	-	-	-		280,143

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

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

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

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

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

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

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Expenditure	1,785	2,211	2,545	334		0	0
Income	- 298	- 424	- 809	- 385		0	0
G15 Pupil & Student Services	1,487	1,787	1,736	-51		0	0
Expenditure	8,822	9,053	8,936	- 117		0	0
Income	- 5,045	- 4,855	- 4,777	78		0	0
G16 Special Educational Needs	3,777	4,198	4,159	-39		0	0
Expenditure	2,128	2,816	3,993	1,177		0	0
Income	- 2,116	- 2,816	- 3,992	- 1,176		0	0
G17 Support For Learning Service	12	0	1	1		0	0
Expenditure	1,101	1,266	1,306	40		-30	0
Income	- 421	- 471	- 510	- 39		0	0
G18 Educational Psychology	680	795	796	1		-30	0
Expenditure	429	501	1,834	1,333		0	0
Income	- 123	- 123	- 1,489	- 1,366		0	0
G19 Equalities and Parental Engage	306	378	345	-33		0	0
Expenditure	178	194	197	3		0	0
Income	-	-	-	-		0	0
G20 Governors Services	178	194	197	3		0	0
Expenditure	-	252	285	33		0	0
Income	-	-	3	3		0	0
G21 One O'Clock Clubs	0	252	282	30		0	0
Expenditure	145	160	166	6		0	0
Income	-	-	6	6		0	0
G25 Young People & Learning	145	160	160	0		0	0
Expenditure	9,381	1,225	1,391	166		0	0
Income	- 8,899	- 493	- 642	- 149		0	0
G26 School Improvement Secondary	482	732	749	17		0	0
Expenditure	-	409	336	73		0	0
Income	-	- 410	- 336	74		0	0
G28 EIP	0	-1	0	1		0	0
Expenditure	3,156	4,041	4,192	151		0	0
Income	- 3,156	- 3,682	- 3,833	- 151		0	0
G29 PRU	0	359	359	0		0	0

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Expenditure	-	60	60	-		0	0
Income	-	60	60	-		0	0
G30 Music & Arts Education	0	0	0	0		0	0
Expenditure	383	426	436	10		0	0
Income	10	10	10	-		0	0
G33 E-Learning	373	416	426	10		0	0
Expenditure	893	446	433	-13		0	0
Income	-	50	30	20		0	0
G37 Youth & Community Learning M&A	893	396	403	7		0	0
Expenditure	3,981	5,349	5,262	-87		0	0
Income	3,320	3,894	3,807	87		0	0
G38 Lifelong Learning	661	1,455	1,455	0		0	0
Expenditure	5,268	10,861	10,801	-60	Additional allocation of Ocean NDC Grant funding.	0	0
Income	1,240	6,611	6,664	53		110	
G39 Youth & Connexions Service	4,028	4,250	4,137	-113			110
Expenditure	1,256	2,041	2,087	46		0	0
Income	340	340	385	45		0	0
G40 Junior Youth Service	916	1,701	1,702	1		0	0
Expenditure	-	-	132	132		0	0
Income	-	-	132	132		0	0
G41 Health Through Education	0	0	0	0		0	0
Expenditure	720	1,125	1,146	21		0	0
Income	-	14	16	2		0	0
G42 Community Languages Team	720	1,111	1,130	19		0	0
Expenditure	58	87	83	-4		0	0
Income	-	-	-	-		0	0
G43 Out-of-hours Learning & Study	58	87	83	-4		0	0
Expenditure	-	14	14	-		0	0
Income	-	-	-	-		0	0
G44 Extended Schools	0	14	14	0		0	0
Expenditure	910	910	888	-22		0	0
Income	910	910	888	22		0	0
G46 Community Premises	0	0	0	0		0	0

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

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

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

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

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

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

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

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

FULL YEAR OUTTURN 2007-08

APPENDIX B5

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

FULL YEAR OUTTURN 2007-08

APPENDIX B5

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

FULL YEAR OUTTURN 2007-08

APPENDIX B5

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

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

	FULL YEAR				Comment/Risk Area	REQUESTS FOR:	
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/08 (before any transfers/ carry forwards)	Difference between outturn and Latest Budget £'000		Transfers to/(From) Ear marked reserves	Carry Forwards
CHIEF EXECUTIVE'S/RESOURCES							
Expenditure	605	491	466	-25			45
Income	0	0	-20	-20			
C58 Electoral Registration	605	491	446	-45		0	45
Expenditure	15	30	35	5			
Income	0	0	0	0			
C60 Borough Elections	15	30	35	5		0	0
Expenditure	2,603	2,574	2,608	34			
Income	-310	-282	-296	-14			
C62 Democratic Services	2,293	2,292	2,312	20		0	0
Expenditure	1,369	1,369	1,369	0			
Income	0	0	0	0			
C78 Demo Representation & Mgt	1,369	1,369	1,369	0		0	0
Expenditure	4,101	4,283	3,580	-703	A number of directorate wide and corporate projects have slipped during 2007/08 and will now be undertaken in 2008/09 and future years. A request to carry forward £100k and to transfer £300k to a new fund has been made.	0	400
Income	-156	-156	-67	89			
C80 Corporate Management	3,945	4,127	3,513	-614		0	400
Expenditure	2,240	2,244	2,350	106			
Income	-2,240	-2,240	-2,290	-50			
R32 Corporate Finance	0	4	60	56		0	0
Expenditure	869	871	916	45			
Income	-869	-869	-875	-6			
R34 Internal Audit	0	2	41	39		0	0

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

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

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

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

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

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

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

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

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