

REPORT OF THE SENIOR MANAGEMENT TEAM
TO THE EXECUTIVE
4 APRIL 2008

Corporate Governance Report: Third Quarter 2007/08 (to 31 December 2007)

1.0 Introduction and Report Summary

1.1 The Corporate Governance Report looks at the key areas of:

- Corporate Priorities
- Best Value Performance Indicators
- Progress against Service Prioritisation Plans
- Key staffing data (sickness levels and turnover)
- Progress with Business Process Improvement Reviews
- Financial commentary

At its meeting on 18th February the Senior Management Team (SMT) considered the third quarter 2007/08 Business Performance Report. This is an exception report which covers all of the aspects of corporate governance contained within this report. SMT agreed the exceptions (where performance / actions are not on target) to be reported to the Executive and agreed the comments / actions which have been included in this report. The full versions of the individual reports are available on the Council's website. They can be accessed through the 'about your Council - performance' area of the website.

1.2 The contact officer for this report is Robert Woodside, Principal Performance Management Officer, telephone (01235 520202 ext 499). **Email address: robert.woodside@whitehorsedc.gov.uk**

2.0 Recommendation

That the Senior Management Team's Corporate Governance exception report and proposals be noted.

3.0 Relationship with the Council's Vision, Strategies and Policies

This report relates to the Council's Vision in that it supports all of its objectives and does not conflict with any Council Strategies. It supports all of the strands of the Vale Community Strategy.

4.0 Exception Reports

4.1 Corporate Priorities Report.

SMT decided that 1 action and 4 local performance indicators needed to be highlighted from this report. Full details are included in Appendix A.

4.2 Best Value Performance Indicator (BVPI) Report.

SMT agreed that there are 8 BVPIs where progress should be reported to the Executive as exceptions. These are:

- Benefits: BVPIs 78a, 78b, 79a, 79bi & bii

- Community Safety: BVPIs 127a, 127b
- % invoices paid on time: BVPI 8

Full details of the performance of these indicators during the third quarter and the appropriate comments are included in Appendix B.

4.3 **Service Prioritisation Plan (SPP) Progress Report**

SMT tracks progress against all of the 24 SPPs included in the 2007/8 budget. Work on all of the SPPs was either ontrack or complete. There are no specific issues which need to be considered by the Executive. Worked up saving targets for the longer term SPPs included in the 2007/8 Budget were included in the 2008/9 Budget agreed in February 2008.

4.4 **Summary of Sickness and Turnover Report**

Sickness: Sickness is down slightly this quarter compared to the same quarter last year. However sickness this quarter is higher than in quarter 2 but this is normal bearing in mind the months covered in quarter 3 (October to December)

Turnover: Turnover is significantly lower this quarter compared to the same quarter last year and also slightly lower than quarter 2 this year

4.5 **Progress with Business Process Improvement Reviews**

At its meeting on 7th December 2007, the Executive agreed a continuing programme of service reviews under the over-arching Organisational Development Framework. It was also agreed that progress would be reported through the Quarterly Corporate Governance Report. This is the first time that this section has been included in this report and a summary of progress is included as Appendix C. The summary identifies internal and external costs and the service improvements that have been identified and/or achieved. Business Process Improvement (BPI) typically involves a review of a whole service area or set of specific processes, with the aim of identifying areas of 'waste' that can be driven out by improving processes and technology and developing people. This should deliver improved services using fewer resources.

At its meeting on 17th March 2008 the Senior Management Team (SMT) considered progress with the review programme and the fact that efficiency savings identified through the current Business Process Improvement programme have yet to be delivered. Following a presentation by the Head of Organisational Change, SMT decided that prior to the next meeting of SMT on 21st April 2008, Deputy Directors would identify which sections of their respective service areas have the potential to offer up savings through Business Process Improvement or other cost efficiency options. Organisational change will facilitate and assist Deputy Directors with this work and implement the Business Process Improvements. The overall efficiency savings required by the Vale are currently being negotiated as part of the new Oxfordshire Local Area Agreement. One of the 35 new National Indicators (NI) short listed to be included in the agreement is NI 179 Value for Money – total net value of on-going cash releasing value for money gains that have impacted since the start of the 2008-9 financial year. A three year 'stretch' target of 10% is currently being considered. A report identifying the Value for Money savings that will need to be delivered and the Council's updated BPI programme will be presented to the next meeting of the Executive.

4.6 **Financial Commentary to the end of December 2007**

Third Quarter 2007/08 (to 31 December 2007) – projected net over spend £59,129

The budget monitoring table attached (Appendix D) indicates a favourable movement since the second quarter budget monitoring report. The report to the Executive on 7th

December identified budget pressures within service budgets of £74,000. The predicted outturn at the end of the third quarter was initially an increased overspend particularly as a consequence of identifying budget pressures through the process of setting budgets for the new financial year. On 18th February the Senior Management Team introduced 'special measures', instructing all budget holders to review their projected outturn expenditure to the third quarter and to hold off non-essential expenditure for the remaining weeks of the financial year in order to bring the predicted over spend down. The result of this has been a significant reduction in the projected over spend and the Council's chief finance officer will continue to monitor all spend in the closing weeks. He is confident this will significantly improve the predicted overspend, hopefully to break-even point.

Commercial Services – projected net under spend (£34,330)

The DSO is continuing to report increased income from increased activity particularly as a consequence of the flooding. This has helped to offset the budget pressures resulting from the need to transfer the Building Regulations Trading Account surplus to the balance sheet at year end and a reduced turnover of mobile homes sales causing the reduction in commission income.

Contracts and Procurement - projected net under spend (£9,000)

Under spends on the recycling, refuse collection and street cleansing services have helped to offset budget pressures elsewhere within Contracts and Procurement. In recycling, the 'Bring' and 'Mini' recycling sites have not expanded as planned resulting in lower costs and recycling tonnages have exceeded the estimate with a consequent total favourable variance of (£43,000). In refuse collection there has been a net saving from a lower number of abandoned vehicles to recover and from the reduced take-up of bulky waste collections (£28,000) which has offset the loss of income resulting from the withdrawal of the green sack scheme £10,000. In street cleansing there have been savings from the vacant Principal Waste Officer post and a small saving on the contract payment is expected (£9,000).

The Halls services are reporting a reduction of income of £25,000 for the year. Landscape, Horticulture, Parks and Open spaces are reporting budget pressures totalling £21,000 as a consequence of unbudgeted redundancy costs in the Horticultural service and an overspend due to maternity cover in Landscape services which have been offset by under spends on seasonal attendants in Parks and Open Spaces and the delay of a capital project resulting in lower revenue needs.

Reprographics are reporting a budget pressure of £43,000 as a consequence of under recovery of costs.

Sports Development and Recreation have an under spend (£18k) as a consequence of a vacant Community Sports Coach post and an under spend against a repairs and maintenance budget for the leisure centres.

Democratic Services - projected net (under) spend (£11,100)

This service was previously reporting an (under) spend of (£24,500). An additional election was required to be held in March for which funding was available from within budget. Any surplus on the elections budget will be returned to the balance sheet Election Equalisation Fund to fund future elections. Budget pressures from the increased use of room rents and meeting expenses have been offset by holding a Members' Support administration post vacant and staff shortages in the electoral registration service (£11,000).

Environmental Health - projected net (under) spend (£48,800)

A higher than anticipated demand for school transport licensing has generated additional income of (£30,000). A further saving has resulted as a consequence of delays in the air quality programme (£18,800)

Housing and Community Safety - projected net over spend £45,600

During the process of budget setting it was identified that ring fenced grant income for the Homeless Prevention team had been posted to the account without a corresponding expenditure budget which had resulted in a budget pressure for that team £40,000. Additionally, an accrual was made for rent income in March 2007 when the rent income was posted into 2006/07. This resulted in an unachievable rent income target in 2007/08 by £20,000. Another budget pressure of £17,600 has arisen in the temporary housing repairs budget as a consequence of essential repairs required to ensure that the accommodation is habitable. The income for CCTV has also under achieved £17,800 as a consequence of a return of income to SODC for the costs in 2006/07 (approximately £10,000) and under achievement of the Service Prioritisation Plan to make savings by de-commissioning CCTV cameras (approximately £8,000) which resulted in the saving not being achieved.

Under spends of (£36,800) on salaries and (£4,000) on general budgets are being held to offset these budget pressures. Partnership grants are under spending by (£5,000) and net temporary accommodation costs are under spending by (£4,000).

Legal Services: £132,000

(Land Charges (LG11): £116,000, Legal Services (LG21): £16,000)

Land Charges

The majority of this overspend (£116,000) is represented by a fall in income received by Local Land Charges. The service responds to requests for information from prospective purchasers of property about charges and restrictions affecting property.

A search includes details about planning, building regulations, roads, traffic schemes and environmental matters. The basic form of search (a 'personal' search) costs only £11 and this is fixed by law. Local searches provide a more comprehensive range of information and cost over £115.00. The level of fee for a local search is set locally and increased annually. Other Oxfordshire Districts have gone through the exercise of completely re evaluating how their fees but have all had to cut them. No further changes to fees are planned at this stage as the government is consulting on the fees that can be charged.

The drop in income reflects a move away from the more expensive kind of search, partly as a result of the introduction of Home Information Packs (HIPs) for which a personal search is required. However, the turnaround time for personal searches is shorter and the loss in income may also reflect a desire for a faster service, in line with target times set out in government guidance. The Council is not currently able to provide such a fast service and waiting times for all kinds of search are currently much higher than they should be, following the retirement of a member of staff in December. This is being addressed by additional temporary cover.

The requirement for HIPs will be extended later this year and so the demand for the less expensive personal search will rise. At the same time, there are various other national changes afoot and so the nature of the service will change over the next year or so. Good practice now is that searchers should be given access to unrefined data

held by the Council, as well as simply having questions answered, as at present. This and other changes represent unknowns and make financial planning challenging. The target income for Land Charges has been reduced by £50,000 gross for 2008-2009 and the actual income will be closely monitored. Following a successful bid for increased resources, a new manager is being appointed. It is hoped that the quality and speed of service will improve as a result.

Legal Services

Legal Services showed an overspend of £16,000 partly as a result of the use of agency staff and also an overspend on legal information resources. The actual amount was kept low because fees income was over target. All of these issues will be addressed in the coming year and it is hoped that better financial management in Legal Services will improve the recovery of fees income.

Organisational Development and Support - projected net (under) spend (£87,920)

Failure to fill a temporary 2 year Project Manager post in the first 6 months of the year has resulted in an under spend of £20,000 in the current year. A bid has been approved by Council and included in the Medium Term Financial Plan to move the funding for the lost half year into 2009/10.

Other savings have been achieved through a cancelled contract with Redstone and the reduced use of Oxfordshire partnership. A saving of £30,000 was transferred to this budget by the virement of the administration post in the Chief Executive's Strategy budget which has been vacant all year.

Planning and Community Strategy - projected net (under) spend (£32,400)

Expectations of additional planning fee income have been revised downwards slightly in light of reducing demand (£110,000). Car park income continued to fall during the winter months to £120,000 below budget.

Ridgeway Financial Services - projected net over spend £120,600

There has been a substantial adverse movement of £94,000 as a consequence of concessionary fares bills being received in January for the months September to December 2007 from one major provider. A budget pressure of £40,000 has been identified as a consequence of an agreed payment to Capita for maintaining a specific level of Council Tax collection which has been achieved.

Strategy (SB) - projected net under spend (£17,000)

There is remaining unallocated contingency budget of (£25,600) and budget pressure due to full establishment employee costs for the whole year £9,000.

SENIOR MANAGEMENT TEAM

STEVE BISHOP
STRATEGIC DIRECTOR

Background Papers:

All of the background reports detailed in section 1.1 of the report can be viewed on the Council's website.

Appendix A - Corporate Priorities Report – Third Quarter to end of December 2007

1. Facilitating the provision of affordable housing

Local Performance Indicators

Indicator	Target 2007/08	Q1	Q2	Q3	Q4	Comments / Progress
LPI H4 Number of vulnerable households homes made decent	75	N/A	32	46		Slightly below target due to the project experiencing longer lead in times to deliver. Officers anticipate target will be achieved by year end

2. Creating a cleaner, greener, safer and healthier community and environment

	Action for Improvement	Milestones	Timescale	Comments / Progress	Officer
2.15	Implement an Air Quality Action plan for central Abingdon and any other parts of the Vale needing special measures to secure good air quality	Detailed assessment for Botley confirmed by DEFRA Further Assessment Report (incl. source apportionment) for Abingdon	Summer 2007 Summer 2007	Achieved. Report showed an Air Quality Management Area (AQMA) is needed. Consultation has been carried out and a report recommending declaration of the area will be submitted to PRAC on 27 March 2008. Report required to review extent of AQMA already declared for central Abingdon, and to provide information on which to base Action Planning. Originally delayed until December 2007 due to the need to take account of the significant changes to County traffic data and Vale air monitoring data after the AbITS traffic management scheme was implemented. Further delayed because of concerns over County traffic data, which meant further traffic counts were necessary. These were dependent on the installation of additional road sensors during highways works. Revised traffic counts finally received in February 2008 and the Further Assessment is now due end of March 2008. Knock-on delays from Further Assessment Report as above. Local Authority officer consultation on Action Planning now expected to start April 2008, with roll-out to	David Stevens

	draft Air Quality Action plan (AQAP) for Abingdon	2007	full public consultation during the Summer/ Autumn.
	Finalise AQAP for Abingdon	March 2008	Finalisation of Action Planning expected February/March 2009. Note this timetable may be affected if outcome of County's current review of impact of AbITS recommends changes. It may also be affected if potential options for action require significant modelling and consultancy work.

Local Performance Indicators relevant to these priority areas

Indicator	Target 2007/08	Q1	Q2	Q3	Q4	Comments / Progress
CLEANER						
LPI EH6 Number of Grot Spots cleaned up	10	0	0	3		"Grotspots" are highly visible sites persistently suffering from environmental problems such as litter, fly-tipping and graffiti – generally eyesores. The term has been used by the IDeA Reputations Programme, to which the Vale has signed up. The programme commenced October 2007 with identification of various sites and action to improve them, which usually requires a multidisciplinary approach facilitated by the Environment Wardens. 15 sites have been identified, with 12 expected to be cleaned up/actioned by the end of March 2008.

3. Improving and modernising access to our services

Local Performance Indicators

Indicator	Target 2007/8	Q1	Q2	Q3	Q4	Comments / Progress
CS2						
Number of enquiries at the Local Services Point Abingdon:	63,300	14462	32022	45059		When setting this years target for face to face enquiries a lower figure that last year was set. Looking at the current figures they are slightly down, indicating
Face to Face 35,000		8255	17812	25326		

<p>Contact centre 17,000 Visitors 4,600</p> <p>Web / self serve 2,200 payments made on the web</p> <p>Electronic Payments 4,500 taken by Contact Centre</p>		<p>3527 1450</p> <p>268</p> <p>952</p>	<p>8814 2500</p> <p>490</p> <p>2406</p>	<p>12363 3750</p> <p>676</p> <p>2944</p>		<p>that we are successfully migrating customers to other channels as per the customer contact strategy.</p> <p>Web and self serve figures look to be considerably less than anticipated, these statistics will be improved once the new cash receiving system is in place</p>
<p>CS11</p> <p>% of calls to be answered within 20 seconds</p>	<p>90%</p>	<p>82%</p>	<p>81%</p>	<p>84%</p>		<p>This statistic is showing improvement each month as staffing problems due to sickness have improved. But still remain under target - last month we achieved 87%.</p>

Appendix B – Best Value Performance Indicators

Key: N/a = Not Applicable

Top and Bottom quartile data is against all England Authorities

Trend arrows: compares second quarter performance 2007-8 with the third quarter (not possible for all BVPIs)

Quartile 06/07 column: actual 06/07

against 06/07 quartile performance data

T = top; B = bottom; M = middle quartile



Red - worse than target

Performance Trend

Better ↑

Worse ↓

Stable →

BVPI	Indicator Description	Tgt/ Ind	TQ 06/07	BQ 06/07	Actual 06/07	Quarter tile 06/07	Target 07/08	Q1	Q2	Q3	Q 4	on/off Tgt	Comments	Performance Trend
Affordable Housing Priority														.
78a	Average time for processing new claims	T	24.5	33.8	29.77	M	28	43.26	38.74	32.91			The "annual" cumulative target will not be achieved. Capita has issued a plan showing expected rate of improvement and "in month" performance for December was at top quartile and should now continue to improve.	↑
General - Non Priority														.
8	% Invoices paid on time	T	97	91	94.76	M	95.94	84.08	68.08	73			Poor performance is linked to the Agresso implementation. The Council and Capita are working to resolve the problems but the annual target will not be achieved. Current outturn prediction is 75%.	↑
BVPI	Indicator Description	Tgt/ Ind	TQ 06/07	BQ 06/07	Actual 06/07	Quarter tile 06/07	Target 07/08	Q1	Q2	Q3	Q 4	on/off Tgt	Comments	Performance Trend
78b	Average time for processing changes of circumstances	T	7.8	15.6	6.45	T	6.8	21.32	18.23	15.47			The "annual" target will not be achieved. Capita has issued a plan showing expected rate of improvement and "in month" performance should be hitting top quartile during February 2008.	↑

79a	% of cases where calculation was correct	T	99.2	97	88	B	99	91	91.1	91.7	↑	Whilst accuracy remains a key focus and, Capita has appointed a performance and quality supervisor to identify key trends for improvement, the annual target will not be achieved. Current outturn prediction is 92%.
79b(i)	% of overpayments as a % of Housing Benefit deemed recoverable	T	80.61	63.01	81.2	T	87	94.92	56.03	61.21	↑	Capita has not performed well and will not achieve the target. Overpayment processes have now been moved to its dedicated overpayments team in Mendip and performance should improve. Current outturn prediction is 62%.
79b(ii)	% overpayments during the period including overpayments identified during the period	I	38.38	26.8	37.63	M	42	9.75	18.25	24.11	↑	Capita has not performed well and will not achieve the target. Overpayment processes have now been moved to its dedicated overpayments team in Mendip and performance should improve. Current outturn prediction is 29%.

127a	Violent crimes per 1000 population	I	13.1	22.9	15.56	M	12.02	4.4	3.6	3.06	<p>The cumulative total is 0.20. Offending is evident across the Vale but spikes around weekends in towns and built-up areas commensurate with increased alcohol consumption. To counter this the consolidation of Nightsafe in Abingdon, Wantage and Faringdon is beginning to show a positive effect as is specific high visibility policing between Thursday and Saturday night. However the figures are distorted firstly by the new definition of common assault which has led to more crimes being reported and secondly the doubling of reported Domestic Violence offences in the year to date (against the 03/4 baseline). This increased reporting is a target for the CDRP and is viewed positively as an attempt to encourage victims to come forward.</p>	<p>The actual number of offences in the Vale is very low; 18 up to the third quarter of 2007/8. Offences are very rare and a number of offences involve school children in the form of aggressive bullying.</p>
127b	Robberies per 1000 population	I	0.3	1.3	0.27	T	0.15	0.05	0.08	0.07	<p>↑</p>	

Appendix C - Progress with Business Process Improvement Reviews

Service	Progress	External cost of Review (consultancy costs)	Estimated Internal Cost (officer time)	Total Cost of Review	Opportunities for Improvement	Actual Improvements Delivered	Lead Officers
Housing Services: Choice Based Letting (CBL)	Mapping exercise carried out by NCC consultants April / June 2007. Final version of Value for Money Report issued (20.6.07).	£2382	£1641	£4023	<ul style="list-style-type: none"> Cashable savings Non-cashable savings Customer Satisfaction Cashable: £0 K Non-cashable: £12.2 K * (A proportion have the potential to be converted to cashable) Customer Satisfaction: Not yet identified	Not yet achieved	Paul Staines/ Robert Wood-side

Comment: Action plan not yet completed. Housing propose to include the implementation of the action plan as a service development objective in the 2008/9 service plan. The final report identifies a number of efficiency savings (which have the potential to be cashable). The report identified the need to improve the relationship between the housing service and the Abingdon Local Service Point but did not specifically propose that any CBL processes be migrated into the Contact Centre.

Building Control	Report issued by ValueAdding. Jeremy Beach and Richard Beel reviewed proposed actions for improvement on 14 Nov 07.	£0	£313	£313	Organisational Development strands: Keeping up to date with regulation; Recruitment and Retention; Competition from private sector; Customer Service. Non cashable: Incremental system & process improvement (no targets identified)	Improved Uniform reports; Draft online fee calculator; Improved website info; Team updates on regulations; Customer surveys to key groups and on all completions.	Richard Beel
-------------------------	---	----	------	------	---	---	--------------

Land Charges	Review undertaken by NCC. 'Provision of fees information'	£3500	£205	£3705	Cashable: No target identified.		Tim Treuherz
---------------------	---	-------	------	-------	--	--	--------------

	CRM process in place. Planning History: Data entry & cleansing admin clerk resource being used, but time-span to completion currently 4 years (!)						Non cashable: Small amount of work transferred to CRM process at LSP.	
--	---	--	--	--	--	--	--	--

Planning (OneApp)	Scope agreed. NCC. Workshop held, OneApp website risk analysis / BPI report issued by NCC on 21 December 2007.	£3650	£206	£3856	Customer satisfaction: This work concentrated on the successful delivery of the OneApp process.	OneApp in place as per project plan.	Mike Gilbert, Rita Alexander
Planning (All application processes)	Scope yet to be agreed.				Opportunities and targets yet to be identified.		

Comment: A key recommendation from the OneApp review is to implement an Electronic Document Recording Management (EDRM) system into Planning. Project Management assistance was offered to ensure the timely delivery of the OneApp website but this was not required by the Planning Department. The EDRM system is awaiting a decision from Cllr Farrell.

Abingdon Local Service Point	Scope agreed and Review undertaken by NCC with the report issued on 21 st November 2007. Workshops run with OC and LSP to implement activity plan. Final statistics are being worked on to outline the intended efficiency savings.	£3650	£933	£4583	Capacity: c. 1.2 FTE (equiv to c £33,500 p.a.) Customer satisfaction: Process developments will ensure service improvement	Some minor quick wins in place. Any major advance depends on new CRM system.	Susan Ellis
-------------------------------------	--	--------------	-------------	--------------	---	--	-------------

Comment: Work ongoing with the LSP to establish system and process improvement ahead of implementing the new CRM system. Significant improvements and savings are expected via the new CRM during 2008.

Human Resources	Scope agreed. Review undertaken by NCC and report issued on 21 st December 2007.	£3650	£271	£3921	Cashable: £tba Non-cashable: tba Customer satisfaction: tba		Tim Barnett
------------------------	---	--------------	-------------	--------------	--	--	-------------

Comment: Work ongoing. The key issue at present is in respect of the internal payroll system which consists of several separate systems and it is intended to make the system more streamlined and efficient (tba – to be advised)

Licensing Unit	Scope agreed. Review undertaken by NCC and signed off report issued. Next actions: Business case for transferring contact point to LSP; Implement life-span CRM process.	£3650	£326	£3976	Cashable / Non Cashable / Customer service: £tba (Analysis due by end March)	Rob Akers, Nicola Dearing
-----------------------	---	--------------	-------------	--------------	---	------------------------------

Comment: Work ongoing. Activity plan established and being worked on with the department. Much of the activity plan is centred on CRM system development (which depends on a new CRM system being in place).

Corporate Admin / Reprographics	Scope currently being defined. External consultancy due late Feb / March 08.		Costs not yet incurred	Focus on capacity and management structure	Eileen Rennie / Joan Howard
--	--	--	------------------------	--	--------------------------------

Administrative functions within Contracts & Procurement section	Scope due for definition (start late Feb 08)		Costs not yet incurred	Focus on capacity, consolidation of tasks and relationship to corporate administration and LSP	Mike Mackay
--	--	--	------------------------	--	-------------

Appendix D Revenue Budget Monitoring 2007/08 – to end of December 2007

Original Budget	Working Budget Full Year	2007/08	Working Budget to Month 9	2007/08	Actuals to Month 9	2007/08	Commitments	2007/08	Variance £ From Profiled Working Budget	2007/08	Estimated Outturn	2007/08	Outturn Variance from Working Budget	2007/08
2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08	2007/08

Service Costs

COM	Commercial Services	1,044,520	1,128,210	732,373	536,230	71,076	(125,067)	1,093,880	(34,330)
CPM	Contracts & Procurement	6,631,070	6,310,970	3,508,940	2,722,362	55,078	(731,500)	6,301,970	(9,000)
DEM	Democratic Services	0	1,245,880	669,848	682,654	215	13,021	1,234,780	(11,100)
ENV	Environmental Health	1,155,670	1,153,040	615,758	514,725	1,116	(99,917)	1,104,240	(48,800)
HCS	Housing & Community Safety	1,556,720	1,709,590	281,170	389,084	9,585	117,499	1,755,190	45,600
LGS	Legal Services	964,780	(208,260)	9,667	58,260	738	49,331	(76,260)	132,000
ODS	Organisational Development & Support	116,330	529,210	2,153,208	1,859,793	45,431	(247,984)	441,290	(87,920)
PCS	Planning & Community Strategy	2,285,430	2,051,210	769,774	631,260	23,031	(115,483)	2,018,810	(32,400)
FIN	Ridgeway - financial services	2,092,630	2,366,300	750,080	116,971	1	(633,108)	2,541,300	175,000
SCE	Strategy (Chief Executive)	55,970	55,670	32,795	2,147	108	(30,540)	55,670	0
SSB	Strategy (SB)	1,155,100	994,010	531,613	571,658	243	40,288	1,003,010	9,000
STS	Strategy (TS)	8,230	7,250	9,368	9,536	0	168	7,918	668
SB31	Contingency	274,300	142,850	0	0	0	0	151,711	(25,589)
	Service investment & other budget changes	511,980	0	0	0	0	0	0	0
	2007 Service Prioritisation Plans	(366,800)	0	0	0	0	0	0	0
	Total service costs	17,485,930	17,485,930	10,064,594	8,094,680	206,622	(1,763,292)	17,633,509	113,129

VA03	Investment Income	(1,482,300)	(1,482,300)	(1,111,725)	(359,060)	0	752,665	(1,536,700)	(54,400)
VA01/0	Property Income	(1,990,700)	(1,990,700)	(1,478,266)	(1,405,032)	10,535	83,769	(1,990,300)	400
2	Total service costs and funding income	14,012,930	14,012,930	7,474,603	6,330,588	217,157	(926,858)	14,106,509	59,129

Notes

1. Original Budget as approved by Council 22 February 2007

2. Budget showing effects of Virements

3. Working Budget profiled to reflect expected pattern of expenditure