

REPORT OF THE MANAGEMENT TEAM  
TO THE EXECUTIVE  
6<sup>TH</sup> FEBRUARY 2009

Corporate Governance Report: Third Quarter 2008/09  
(1<sup>st</sup> April 2008 to 31 December 2008)

**1.0 Introduction and Report Summary**

1.1 The corporate governance report looks at the key areas of:

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

At its meeting on 27<sup>th</sup> January 2009 the Management Team considered a third quarter corporate governance exception report. The Management Team agreed the exceptions, comments and actions to be included in this report where performance / actions were not on target. The full versions of the individual reports are available on the Council's website. They can be accessed through the 'about your Council / performance' section 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 Management Team's corporate governance report be considered and to agree any further action which needs to be taken to improve performance*

**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.**

Management Team decided that 3 actions relating to the 'facilitating the provision of affordable housing' priority (1.1, 1.2 and 1.3) and 1 local performance indicators (H2) should be included in this report. Full details and comments are included in Appendix A.

**4.2 National Indicator Report.**

Management Team agreed that there was 1 National Indicators where progress should be specifically reported to the Executive as an exception. This is NI 195, improved street

and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). This indicator is one of 35 included in the Oxfordshire Local Area Agreement 2008-11 (LAA2). The indicator is calculated over three sampling periods during the year. At the end of the first sampling period cumulative performance was 7% (good performance is a low %). By the end of the second sampling period, performance had declined to 14%. A comprehensive comment is provided against this indicator in Appendix C.

The new set of National Indicators is relatively new, having been introduced from 1 April 2008. All of the indicators which are relevant to this Council, and where results are available quarterly or half yearly, have been included in Appendix B. As the indicators were only introduced from 1<sup>st</sup> April 2008 it is not yet possible to compare performance with that of other authorities.

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

Management Team tracks progress against all of the 26 SPPs included in the 2008/9 budget. Progress against 2 SPP's has been included in Appendix C. These are SPP 8: Cease overpayment of Street Cleaning Contract until new contract let mid 2010/11 and SPP 14: Reduce temporary accommodation costs through net saving on subsidy budget.

#### 4.4 **Summary of Sickness and Turnover Report**

**Sickness** is very slightly lower this quarter compared to the same quarter last year. The highest levels of sickness are within Commercial Services, Contracts & Procurement, Organisational Development & Support and Planning & Community Strategy. In most of these areas this is mainly due to long term sickness issues which are being managed by HR/the Manager. One of the long term sickness issues within Contracts & Procurement has been resolved and hopefully quarter 4 figures will reflect this. Another long term sickness issue within Organisational Development & Support will be resolved soon and this should be reflected in quarter 1 figures (2009/10). We continue to use the Bradford Factor to monitor staff sickness absences and return to work interviews are being carried out by Managers.

**Turnover** is lower this quarter compared to both the previous quarter and also quarter two last year.

#### 4.5 **Progress with Business Process Improvement (BPI) Reviews** **Corporate Administration Review**

The analytical stage of the review has been completed and the consultation stage finished on 16<sup>th</sup> January 2009. The project board will consider the key recommendations on 28 January 2009. A comprehensive summary of this review will be included in the fourth quarter report.

#### 4.6 **Financial Commentary: 1 April 2008 to 31 December 2008**

The second quarter budget monitoring report to the Executive on 5<sup>th</sup> December identified a potential overspend against the budget of £910,000 with a significant element of the overspend being as a consequence of a shortfall in income from planning fees, legal land searches and car parking, and a substantial budget pressure on assisted travel. As a result the Executive instructed officers to take any measure required to bring the budget back in balance. Since that date recruitment to staff vacancies have been held and the use of £140,000 of unallocated Planning and Delivery Grant has been pledged to offset some of the shortfall in planning income.

Contrary to expectations the income from investments is likely to exceed the budget in the current year. The sharper fall than expected in interest rates has meant that the council's fund manager has made greater capital gains on the redemption of

certificates of deposit than expected on their holding. This will not continue into 2009/10. However a projected drop in the returns on property investments will mean the total investment and property income earned in 2008/09 will be £117,000 below budget.

Other budget pressures increases have emerged over the third quarter. They include:

- Income to reprographics is below budget by £56,500. A full review of the recharges has been carried out by Accountancy and is currently being reviewed by the Deputy Director.
- There has been a further reduction in Legal Services income from land searches of £12,000.
- The second quarter budget monitoring report included an under spend against the funding for additional work caused by the development of the Reservoir. This has now slipped and the budget is being shown as break-even so that the funding can be returned to the provision for the work to continue next year. This has increased the potential over spend by £38,000.
- The year end projected for Planning Fees income has dropped by a further £133,000 since the last quarter monitoring.

The overall effect of the changes since the quarter two report has been to reduce the overspend to £800,000. It is this figure that will be used to identify the likely level of general fund balances going forward into the budget setting process for 2009/10.

#### Commercial Services

Commercial services are expecting a net under spend of (£17,313). Vacancies are being held in building control which more that offset the loss of income as a consequence of general economic conditions.

#### Contracts and Procurement

Contracts and Procurement are reporting an over spend of £70,970. As reported previously there is a budget pressure of £25,000 arise from an unrealised saving on the street cleansing service.

The income to Reprographics is below budget by £56,500 and a full review of the recharges has been carried out by Accountancy and is being reviewed by the Deputy Director.

In addition to this, Halls income is less than the budget, £36,000 due to more internal meetings being held at Abbey House and not at the Guildhall. Although staff vacancies are being held at Civic Hall (£25,827) to offset the reduction in income there is a staffing overspend of £26,146 forecast at the Guildhall as a consequence of employees being at full establishment and working hours not reduced as budgeted due to no withdrawal from TOPS contract.

Other small pressures on salaries and income amounting to £3,000 result in the forecast over spend of £70,870.

#### Democratic Services

Democratic Services are reporting an increased under spend to (£61,640) as a consequence of maintaining a staff vacancy and savings arising from the new Members' Allowances scheme introduced after the budget was set for 2008/09.

#### Environmental Health

The reported over spend in Environmental Health has been reduced by (£18,000) as a consequence of reductions in the General Environment and the Environmental Warden over spend (£13,000) as a consequence of not filling vacated post and reductions in salary award projections following the interim pay settlement (£5,000). The total projected over spend of £42,000 is still predominately as a consequence of cost centres being fully staffed against a full salary budget of £1 million.

#### Finance

Payments to bus operators (assisted travel) are £239,000 over budget. The net increase in housing and council tax benefit payments over subsidy receivable is projected to be £72,400 over budget. The cost of the revenues and benefits client team operating at full establishment throughout the year will result in a £11,000 overspend. These pressures are partly offset by net savings on salary costs in other finance cost centres of (£51,000) resulting in a net over spend of £271,400.

#### Housing and Community

The Homelessness team is continuing to report an increase in the Bed and Breakfast costs as a consequence of the team being unable to transfer clients from temporary accommodation to permanent accommodation. It is now reporting a total pressure on budgets of an additional £89,600, a reduction on the last quarter of (£20,400).

#### Legal Services

Legal Services are reporting an increased over spend of £179,500 up by £12,000 on the last quarter report as a consequence of a continuing fall off in the demand for land searches.

#### Organisational Development and Support

Organisational Development and Support are reporting an under spend of (£115,214). This under spend is for IT equipment, software and maintenance, some of which is due to uncertainty over the progress of business re-engineering work. Vacancies in corporate administration and postal services have remained unfilled pending possible reorganisation.

#### Planning and Community Strategy

Planning is currently reporting a budget pressure of £277,000 as a consequence of the fall off in planning application fees. After taking into account a transfer of the final remaining unallocated Planning Delivery Grant of (£140,000) this is reduced to £137,000. As referred to above, there is now an assumption that an under spend on the reservoir campaign funding will need to be carried forward to the next year which has increased the budget pressure on this service by a further £38,000. Car parking income continues to exert a budget pressure of £104,000. Salary and other budget pressures account for £7,000. This amounts to a total budget pressure of £286,000.

#### Strategy

Redundancy costs have now been taken into account in respect of the Chief Executive. Redundancy costs in respect of the Strategic Director and also the Deputy Directors are unknown at the moment but these will be paid before the end of the financial year. A budget provision to cover this process is contained within the projected costs for the year in the budget setting process for 2009/10. There is also a current under spend of £20,000 for shared Senior Management Team costs, but future costs are unknown at this stage. The overall saving against budget as at the third quarter is therefore estimated to be (£62,410).

### Investment and Property Income

Investment and Property income are showing a net budget pressure of £117,000.

There is an income shortfall of £177,000 for property on account of increased voids and because increases from anticipated rent reviews have not materialised. Both of these are as a consequence of the general economic slowdown.

There is a further budget pressure of £20,000 arising from the planned extension of the Mobile Home Park. One redevelopment is in progress but will not be completed this year.

Finally, there is an income surplus against investment interest of (£80,000) as a consequence of the sharper fall than expected in interest rates. This has meant that the Council's Fund Manager has made greater capital gains on certificates of deposit than was expected on their commencement.

### Summary

The table included in Appendix E shows the impact on the Council's budgets of the issues raised as at the end of the third quarter of 2008/09. The total impact on the Council's bottom line is a forecast net over spend of £800,000 which has been built into the Council's Medium Term Financial Plan in the budget setting process.

## MANAGEMENT TEAM

### 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

### 1. Facilitating the provision of affordable housing

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Officer</b>	<b>Comments / Progress</b>
1.1	Provide 75 units of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and Local Development Framework (LDF) policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines	<p>Below Target</p> <p>29 units of New Build Social Rented provided up to the end of Quarter 3. This is 39% of the projected target.</p> <p>The economic slowdown is having a severe impact upon affordable housing completions and there have been 4 completions in the third quarter.</p> <p>Officers now estimate that only 57 affordable rented properties will be completed this year</p>
1.2	Provide 25 units of Shared ownership and other intermediate housing	This is an ongoing programme throughout the year to deliver affordable shared ownership and other low cost home ownership housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan and LDF policies on affordable housing	31.3.2009 (measured quarterly)	Paul Staines	<p>Below target</p> <p>13 units of shared ownership and other low cost homeownership provided up to the end of Quarter 3. This is 52% of the projected target.</p> <p>The economic slowdown is having an impact upon affordable housing completions and there have been 5 completions in the third quarter.</p> <p>Officers now estimate that only 30 shared ownership properties will be completed this year.</p>
1.3	Deliver the Vale's contribution to the Affordable housing stretch target for the LAA for Oxfordshire of an additional 36 homes by 31.3.2009	This is an ongoing programme throughout the year to deliver affordable housing primarily as part of new build housing developments throughout the district. The proportion will be 75% rented housing and 25% shared ownership	31.3.2009 (measured quarterly)	Paul Staines	<p>Below target</p> <p>14 units are due to be completed in Quarter 4. which will result in target being achieved this year</p>

**Local Performance Indicators 2008-9**

<b>Indicator</b>	<b>Target 2008/09</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
LPI H2 Number of units of affordable housing completed / provided	100	33	0	9		Below target Officers predict circa 87 new units will be provided this year.

## **Appendix B – National Indicator Report (by Corporate Priority)**

The full table has been included below. Due to the tight timescales for meeting the SMT deadline, it has not been possible to report progress against all of the indicators where quarterly / half yearly reporting is appropriate. Indicators shaded in grey are included in the Oxfordshire Local Area Agreement (LAA2) 2008-11. This table includes those National Indicators where performance is monitored quarterly or half yearly. Explanatory notes / key have been included at the bottom of the table.

### **Facilitating the provision of affordable housing**

<b>NI</b>	<b>T / I</b>	<b>Description</b>	<b>Target 2008/9</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Comments</b>
<b>154</b>	T	Net additional homes provided. This indicator measures the net increase in dwelling stock over one year and is reported as the actual number.	<b>LAA2 3043</b>	-	<b>157</b>	-		LAA2 indicator. Annual reporting across the county so there is no county wide picture of achievement available. However the Vale's performance is below projected completions at the half year stage
<b>155</b>	T	Number of affordable homes delivered. This includes the increase due to new builds and acquisitions.	<b>LAA2 735</b>	<b>33</b>	<b>0</b>	<b>9</b>		LAA2 indicator. Q3 includes 4 homes purchased on the open market through the government funded scheme, MyChoice HomeBuy. It is expected that 39 new units will be completed in Q4 plus a further 6 open market purchases. This will give a total for the year of 87
<b>156</b>	T	Number of households living in temporary accommodation (TA)(provided under the homelessness legislation)	<b>LAA2 698</b>	<b>89</b>	<b>81</b>	<b>66</b>		LAA2 indicator. Data collected quarterly – performance is judged on 4 <sup>th</sup> Quarter performance. Q3 The number of households in TA fell significantly again during this quarter and for the first time the Vale is now out-performing its own stretch targets.



	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
157	T	Processing of planning applications "major" applications	VWHDC 65%	37.50%	47.06%	56%		The cumulative figure remains below the annual target but the 3 <sup>rd</sup> quarter was 75%, a marked improvement on quarters 1 and 2. Members need to be aware that the number of major applications dealt with each quarter are small (8 in the 3 <sup>rd</sup> quarter) so performance can be subject to significant swings caused by the processing time of just one or two applications.
		"minor" applications	VWHDC 70%	75.61%	74.06%	74.69%		Above target
		"other" applications	VWHDC 85%	86.13%	87.81%	87.85%		Above target
159	T	Supply of ready to develop housing sites. The degree to which authorities are maintaining a 5 year supply of deliverable sites (%)	-	-	107.2%	108.7%		Local Planning Authority - annual monitoring report. Above target. This is the figure used in the Annual Monitoring Report 2008
170	I	Previously developed land that has been vacant or derelict for more than 5 years (%)	-	-	1.50%	-		Half year reporting. Data is provided by English Partnerships.

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
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180	T	Changes in Housing Benefit (HB)/ Council Tax Benefit (CTB) entitlements within the year. Number of changes of circumstances which affect customers' HB/CTB entitlement during the year.	-	NYA	NYA	NYA		Capita is unable to provide figures for Q3 and the Department for Work and Pensions has still not provided official figures for Q1 (originally due December 08).
181	T	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events. Reported as the average number of days	-	NYA	NYA	NYA		Capita is unable to provide figures for Q3 and the Department for Work and Pensions has still not provided official figures for Q1 (originally due December 08).

### Creating a cleaner, greener, safer and healthier community and environment

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
195	T	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). This is measured as a %, with a value for all categories.  Combined cumulative %	<b>LAA2</b> <b>Litter: 5%</b> <b>Detritus: 9%</b>	*	Litter <b>0%</b> Detritus <b>13%</b> Fly post <b>0%</b>  <b>7%</b>	Litter 3% Detritus 25% Fly post 0%  <b>14%</b>		The apparent reduction in performance is due to a change in Government definition (which extends the definition of detritus to include overgrown grass verges), which is being disputed by all Oxfordshire authorities. Even using the new definition, the Vale's performance is no worse than the national average.

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
15	I	Serious violent crime rate. Reported as the number per 1000 population.	-	0	0.034	0.076		Q1 = 0 offences Q2 = 4 offences Q3 = 9 offences (Cumulative number of offences)
16	I	Serious acquisitive crime rate. Reported as the number per 1000 population.	-	1.43	2.95	4.41		Q1 = 167 offences Q2 = 345 offences Q3 = 516 offences (Cumulative number of offences)
20	I	Assault with less serious injury rate. Reported as the number per 1000 population.	LAA2 5.23% (-5%)	1.20	2.44	3.33		LAA2 indicator. Q1=141 offences Q2= 285 offences Q3 = 390 offences (Cumulative number of offences)

#### Improving and modernising access to our services

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
179	T	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year. Reported as £' 000	LAA2 3.1%	-	£458	-		LAA2 indicator. Half year reporting. The baseline expenditure used in the calculation is £18,658,000. The Vale target for 2008/9 is 3.0%; £560,000.

## Rising to the challenge of climate change

NI	T / I	Description	Target 2008/9	Q1	Q2	Q3	Q4	Comments
188	I	Adapting to climate change. The Council will assess how well it delivers against the 4 levels of performance detailed in the guidance.	LAA2 Level 1	0	0	0		LAA2 indicator. There are 4 levels for this indicator. 0 – 4. Currently undertaking Local Climate Impacts Profile. On target to achieve level 1 by the end of the 4 <sup>th</sup> quarter.
191	T	Residual household waste per household. This is reported as Kg per household.	LAA2 730 kg	135 kg	133kg	NYA		LAA2 indicator. Vale weights continue to be low, reducing and well ahead of County targets. The landfill figures for December have not yet been provided by the County Council. Figures for October and November indicate that Vale will be ahead of the target.
192	T	Percentage of Household waste sent for reuse, recycling and composting	LAA2 40%  VWHDC 34%	37.59%	37.64%	NYA		LAA2 indicator. Vale continues to be limited by its existing contract from collecting the full range of recyclables. Nevertheless % continues to grow due to garden waste at the same time as NI191 reduces. As for NI 191. Not all data in respect of December is currently available. Figures for October and November suggest that we are still on course to achieve the target.

Each indicator has been identified as either as Target (T) where there is a reasonable degree of control over the result or as an indicator (I) where there is a limited degree of influence over the result.  
 NYA – Not yet available

## Appendix C – Service prioritisation Plan Progress Report

No.	Service prioritisation options	Lead officer	2008/09 £'000 (savings)/ costs	2009/10 £'000 (savings)/ costs	2010/11 £'000 (savings)/ costs	2011/12 £'000 (savings)/ costs	
<b>Contract &amp; Procurement</b>							
8	Cease overpayment of Street Cleaning Contract until new contract let mid 2010/11.	MM	(27.0)	(27.0)	(13.5)	0.0	This change is not being implemented and is reflected in predicted out-turn for 2008/09 and base budget for 2009/01
<b>Housing &amp; Community Safety</b>							
14	Reduce temporary accommodation costs through net saving on subsidy budget.	PS	(28.0)	(28.0)	(28.0)	(28.0)	The SPP was based upon savings generated from more effective procurement of temporary accommodation. However these savings have not materialised and increased demand has led to increased costs

## Appendix D – Summary of Sickness and Turnover Report

Service Area	Q1		Q2		Q3		Q4		Annual Totals	
	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	No. average days sickness/mth	Av.days lost per FTE/mth	Total no. sick days 2008-09	Cumulative no of wkg days lost per FTE
Commercial Services	16.33	0.54	17.33	0.54	28.17	0.89			185.5	5.83
Contract & Procurement	73.83	1.96	47.33	1.29	27.17	0.73			445	12.03
Democratic Services	0.50	0.06	1.83	0.24	1.17	0.15			10.5	1.38
Environmental Health	8.50	0.36	9.50	0.39	12	0.51			90	3.85
Finance	12.83	0.82	9.83	0.61	7.33	0.49			90	6
Housing & Community Safety	4.67	0.17	2.5	0.09	7.17	0.26			43	1.53
Legal Services	0.67	0.12	0	0	1.67	0.24			7	1
Organisational Development and Support	17.50	0.32	50	0.95	55.33	1.03			368.5	6.88
Planning and Community Strategy	30.17	0.65	13.17	0.28	33.5	0.73			230.5	4.99
Strategic Directors Offices	0.00	0.00	0	0	1	0.23			3	0.68
<b>Totals</b>	<b>165.00</b>	<b>0.65</b>	<b>151.49</b>	<b>0.59</b>	<b>174.51</b>	<b>0.69</b>	<b>0</b>		<b>1473</b>	<b>5.8</b>
<b>Comparison figure for 2007-08</b>	<b>172.17</b>	<b>0.68</b>	<b>132.34</b>	<b>0.52</b>	<b>177.67</b>	<b>0.70</b>	<b>224.17</b>	<b>0.87</b>	<b>2119</b>	<b>8.25</b>

(Cumulative to end of Q3)

(Annual)

## Summary of turnover Q3

Service Area	Q1		Q2		Q3		Q4		Total No Leavers	Cumulative Turnover
	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth (%)		
Commercial Services	0.33	1.03	0	0.00	0	0.00			1	2.94%
Contract & Procurement	0.67	1.37	0.67	1.43	0.33	0.70			5	10.64%
Democratic Services	0.00	0.00	0.33	4.13	0	0.00			1	12.50%
Environmental Health	0.00	0.00	0	0.00	0.33	1.38			1	4.17%
Finance	0.33	1.94	0	0.00	0.33	2.06			2	12.50%
Housing & Community Safety	0.00	0.00	0	0.00	0	0.00			0	0.00%
Legal Services	0.00	0.00	0	0.00	0	0.00			0	0.00%
Organisational Development and Support	0.33	0.52	0.33	0.53	0.33	0.52			3	4.76%
Planning and Community Strategy	0.67	1.29	0.33	0.61	0	0.00			3	5.77%
Strategic Directors Offices	0.33	4.71	0	0.00	0	0.00			1	20.00%
<b>Totals</b>	<b>2.66</b>	<b>0.92%</b>	<b>1.66</b>	<b>0.57%</b>	<b>1.32</b>	<b>0.46%</b>	<b>0</b>		<b>17</b>	<b>5.92%</b>
<b>Comparison figure for 2007-08</b>	<b>3.66</b>	<b>1.27%</b>	<b>2</b>	<b>0.69%</b>	<b>1.66</b>	<b>0.65%</b>	<b>1.32</b>	<b>0.51%</b>		

**Appendix E - Financial Commentary: 1 April 2008 to 31 December 2008**  
**Budget Monitoring 1<sup>st</sup> April – 31<sup>st</sup> December 2008**

		Working Budget £	Working Budget profiled £	Actuals + Commitments £	Year End Projection £	Variance from Working budget £
Commercial Services	Exp	3,050,230	2,373,601	2,233,985	3,006,412	(43,818)
	Income	(1,977,420)	(1,478,992)	(1,437,780)	(1,950,915)	26,505
	Net	1,072,810	894,609	796,205	1,055,497	(17,313)
Contracts & Procurement	Exp	6,974,410	4,961,852	4,413,981	7,003,797	16,467
	Income	(1,837,340)	(1,322,761)	(1,144,722)	(1,795,858)	54,402
	Net	5,137,070	3,639,091	3,269,259	5,207,939	70,869
Democratic Services	Exp	860,130	660,245	606,969	806,430	(53,700)
	Income	(2,230)	(1,665)	8,803	(10,171)	(7,941)
	Net	857,900	658,580	615,772	796,259	(61,641)
Environmental Health	Exp	1,271,980	960,655	947,037	1,313,046	41,066
	Income	(306,590)	(253,117)	(262,014)	(305,543)	1,047
	Net	965,390	707,538	685,023	1,007,503	42,113
Finance	Exp	26,182,290	20,663,342	20,237,665	25,762,688	(419,602)
	Income	(24,006,780)	(17,876,707)	(17,312,278)	(23,315,821)	690,959
	Net	2,175,510	2,786,635	2,925,387	2,446,867	271,357
Housing & Community	Exp	1,795,250	1,358,682	1,315,705	1,854,681	59,431
	Income	(770,440)	(445,452)	(377,234)	(740,299)	30,141
	Net	1,024,810	913,230	938,471	1,114,382	89,572
Legal Services	Exp	453,970	343,512	346,582	479,050	25,080
	Income	(360,380)	(270,288)	(138,266)	(206,006)	154,374
	Net	93,590	73,224	208,316	273,044	179,454
Organisational Development and Support	Exp	2,962,790	2,202,325	1,938,789	2,807,642	(155,148)
	Income	(47,670)	(35,757)	(24,012)	(7,736)	39,934
	Net	2,915,120	2,166,568	1,914,777	2,799,906	(115,214)
Planning & Community Strategy	Exp	2,976,380	2,273,985	2,342,129	2,928,292	(48,088)
	Income	(2,001,650)	(1,514,301)	(1,205,609)	(1,667,620)	334,030
	Net	974,730	759,684	1,136,520	1,260,672	285,942
Strategy CE	Exp	19,240	14,671	8,174	17,290	(1,950)
	Income	0	0	(7,700)	0	0
	Net	19,240	14,671	474	17,290	(1,950)
Strategy SB	Exp	713,480	540,174	569,184	681,691	(31,789)
	Income	(10,000)	(7,506)	(31,179)	(31,780)	(21,780)
	Net	703,480	532,668	538,005	649,911	(53,569)
Strategy TS	Exp	11,790	8,865	2,574	4,900	(6,890)
	Income	0	0	0	0	0
	Net	11,790	8,865	2,574	4,900	(6,890)
Sub total Services	Exp	47,271,940	36,361,909	34,962,774	46,665,919	(618,941)
	Income	(31,320,500)	(23,206,546)	(21,931,991)	(30,031,749)	1,301,671
	Net	15,951,440	13,155,363	13,030,783	16,634,170	682,730

**Working Working Actuals + Year End Variance**



		<b>Budget</b>	<b>Budget profiled</b>	<b>Commitments</b>	<b>Projection</b>	<b>from Working budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Contingency	Exp	183,950	183,950	0	183,950	0
Investment and Property Income	Exp	12,500	9,375	159,523	0	(12,500)
	Income	(3,724,400)	(1,989,435)	(1,855,763)	(3,594,928)	129,472
	Net	(3,711,900)	(1,980,060)	(1,696,240)	(3,594,928)	116,972
Total services less contingency	Exp	47,468,390	36,555,234	35,122,297	46,849,869	(631,441)
	Income	(35,044,900)	(25,195,981)	(23,787,754)	(33,626,677)	1,431,143
	Net	12,423,490	11,359,253	11,334,543	13,223,192	799,702