

10. SERVICE MONITORING REPORT

CABINET: 26 JUNE 2008

MEMBER REPORTING: COUNCILLOR HILTON

1. PURPOSE OF REPORT

To enable Members to monitor current Council performance and to seek approval for budget changes outlined in members recommendations.

2. MEMBER'S RECOMMENDATION: That

2.1 Cabinet notes the provisional revenue and capital outturn figures, and approves the changes identified in paragraph 3.2.15;

2.2 Directors work with Lead members to develop proposals to contain expenditure within current budget limits.

3. SUPPORTING INFORMATION

3.1 Wards Affected

None specifically, this internal report considers performance across the whole borough.

3.2 Relevant Matters Upon Which Decision is Based & Reasons Supporting Recommendation.

3.2.1 Summaries of the Council's provisional outturn Revenue and Capital financial reports are attached as Appendices A and B respectively. The revenue report includes income and expenditure statements together with a short Directorate drawing members' attention to key activities affecting the current and future years.

3.2.2 The detailed financial information is available on the Council's intranet.

REVENUE

3.2.3 Total service expenditure for 2008/9 is expected to be £85,986k, which is £345k above the current approved estimate. Approved estimates have moved significantly since the start of the new financial year following new accounting guidelines. This has resulted in Area Based Grants being centralised and therefore increasing the service budget totals, as detailed in the report to cabinet on 27 March.

3.2.4 The Director of Learning & Care reports that its 2008-9 costs are projected to be overspent by £272k, mainly in the area of adult social care, with a £100k pressure in external homecare, and an increase in demand for care placements and one high cost placement in Mental Health Services contributed to further costs of £150k.

3.2.5 The Director of Community Services reports that there are no variances from the approved estimate. Car parking income, planning income and household waste to landfill are being closely monitored.

3.2.6 The Chief Executive reports Corporate Services reports that expenditure is expected to be £73k over approved estimate. There has been a reduction in income from local land charges, software used in the Customer Service Centre will incur additional testing costs of £17k, but savings are being made within Legal Services as vacancies for senior posts remain open.

AREA BASED GRANTS

3.2.7 Area-based grants are now treated as general grants, together with formula grants and NDR to help support all RBWM services. As a consequence, the gross council tax requirement has increased in line with this new treatment. There is no overall impact on resources available to the Council.

CAPITAL FINANCING

3.2.8 Interest rates are currently significantly above the level anticipated when the 2008-9 budget was set. Interest income is expected to be £200k higher than that originally budgeted for.

OVERALL POSITION

3.2.9 Appendix A summarises the project outturn position and shows project year end reserves to be £5.482m, a decrease of £145k since last month because of the expected overspends in Learning & Care and Corporate Services, partially offset by higher expected interest on balances.

RISKS

3.2.10 The main risk associated with this year's budget relate to the general economic position. Whilst higher interest rates have a positive impact on RBWM's ability to earn additional income from bank balances, the general economic downturn puts pressure on income from land charges, car parks and the commercial estate.

3.2.11 The other main risk area is Adult Social Care where the cost and number of placements can be unpredictable. In the longer term, the introduction of stiff penalties for not meeting reduced landfill targets represents a significant risk if new indicators to reduce waste going to landfill are not developed.

3.2.12 At this stage, risks are being managed by the close monitoring of the "at risk" budgets. The council's financial strategy outlines the measures to be considered should these risks materialise.

CAPITAL

Overall Gross Expenditure Budget

3.2.13 Appendix B shows the summary of the capital programme. Since setting the original budget, there has been a £3,966k increase in the 2008/09 gross expenditure budgets, from £31,580k to £35,546k as a result of the following approved changes:

	Expenditure	Income
	£'000	£'000
Approved Slippage	3,935	-1,719
Extension of undersized staff facilities Furze Platt Senior School	12	-12
Staffroom extension Queen Anne Royal Free First School	6	-6
Toilet improvements to Boyne Hill Infant & Nursery	13	-13
Total	3,966	-1,750

Overall Programme Status

3.2.14 The project statistics show the following position:

May 2008

Number of Schemes in Programme	239
Yet to Start	8%
In Progress	31%
Completed	5%
Ongoing Programmes e.g.. Disabled Facilities Grant	8%
Devolved Formula Capital Grant schemes budgets devolved to schools/ Info not available	48%

3.2.15 The £100k of slippage to 2009/10 identified relates to Maidenhead Library-Counter/RFID Self-Service.

3.2.16 The projected capital expenditure variance is -£55k. This is made up of Thames Footpath Link, North Maidenhead £100k scheme being deleted. It is recommended this budget is taken away for funding new schemes. Members should note that the Maidenhead Library Floor/Carpets is expected to overspend by £45k which is currently under review and a revised prioritisation model will be produced for member approval in the future.

3.3 Options Available and Risk Assessment

	Option	Comments
1.	Accept the report	Directors have a responsibility for managing their Services within the Budget approved by Council. Cabinet has limited power to vary those budgets within the overall budget and policy framework or to re-define the priorities agreed when the budget was approved. Cabinet does however have responsibility for considering the impact on future years budgets of the decisions taken.
2.	Reject the report	This is not an option as The Local Government Act 2003 requires the Royal Borough to monitor its financial position

3.4 Relevant National/Regional Guidance

The Local Government Act 2003 Section 28 specifically requires an authority to monitor its financial position during the year and take such action to ensure its financial position is not worse than that budgeted

3.5 Relevant Council Policies/Strategies The Councils budget is fundamental to the delivery of all the Council's Strategies. The recommendations in this report do not directly contribute to the Community Strategy

4. CONSULTATION CARRIED OUT

- 4.1 Consultation was carried out as part of the budgeting process. Unbudgeted significant variations are the subject of separate consultation and report.
- 4.2 Scrutiny panels have noted the previously reported monitoring statements. At its meeting on the 9th October the Corporate Services Overview & Scrutiny Panel asked to see, on a regular basis, the whole service monitoring report, rather than just the Corporate Services elements, in order to fulfil its overall responsibility for ensuring that reporting standards are maintained.

5. IMPLICATIONS

5.1. Financial

The Councils Medium Term Financial Plan will be changed to reflect the revenue and capital out-turn positions and improvements identified during the closure of Accounts process.

5.2. Legal

The Council's external auditor has powers to qualify its annual accounts if there were regular and significant annual budget variations. Such qualification would affect the authority's Comprehensive Performance Assessment standing.

5.3. Human Right Act

None

5.4. Planning

None

5.5. Sustainable Development

None

5.6. Diversity and Equality

None

Background Papers: Cabinet 22 May 2008 – Monitoring report.

MONITORING REPORT FROM DIRECTOR OF LEARNING & CARE

DATE: June 2008

PURPOSE

To update members on activity within the Learning & Care Directorate during the period to 31st May 2008.

BACKGROUND

The total Learning and Care Budget is projected to be overspent by £272k. Early estimates of projected outturn for 2008-09 suggest that the Children's Services budget will be overspent by £47k, Adult Social Care by £195k, Director's Office by £25k and Housing Services by £5k.

SPECIFIC AREAS FOR ATTENTION

Revenue Budget

Children & Young People

It is still early in the financial year to be predicting accurate forecasts for 2008-09 outturn. Any overspend or underspend against the ring-fenced Dedicated Schools Grant (DSG) budget will be carried forward into the following year. For this reason a zero variance is reported against schools' delegated budgets and central DSG funded budgets. The LA funded Children and Young People's budget currently shows a projected overspend of £47k, mainly due to anticipated pressures in Home to School Transport such as increased numbers of post 16 SEN pupils and an increased requirement for passenger assistants on SEN routes; an increase in payments for residence order allowances for children looked after by relatives. Anticipated savings from increasing SLA charges to schools are now unlikely to be achieved. These pressures have been offset by lower than budgeted payments to external fostering agencies and the part year effect of one high cost disabled service user transferring to adult care.

Adult Social Care

Although it is difficult at this stage in the year to accurately determine trends, the pressures on External homecare, reported throughout 2007/08, look set to continue. A £100k overspend is currently being reported although this does not include any expected income for non compliance with contractual obligations. Demand for Mental Health Services has increased and includes one high cost placement expected to begin in September for an 18 year old service user previously funded by Children's Services. Current pressure of £150k. This is offset in part by savings in Physical Disability Services (£25k) and Learning Disability Services (£30k).

Director's Office

Savings from a Directorate restructure have been delayed due to the need to ensure full consideration of, and appropriate consultation on, all proposals. However, savings are expected against a number of minor budget headings.

Housing Services

The lack of availability of three bedroom accommodation for larger homeless families is causing pressure on the budget for temporary accommodation. This pressure is offset by a saving against Supporting People care budgets.

Capital Budget

At this stage in the year there is nothing to suggest the Learning & Care capital budget will be either over or underspent. There has been no new slippage since the start of the year.

MONITORING REPORT FROM DIRECTOR OF COMMUNITY SERVICES

DATE: 26th June 2008

PURPOSE

To update members on activity within the Community Services Directorate during the period to May 2008.

BACKGROUND

The key issues identified in this month's Budget Monitoring Report are:

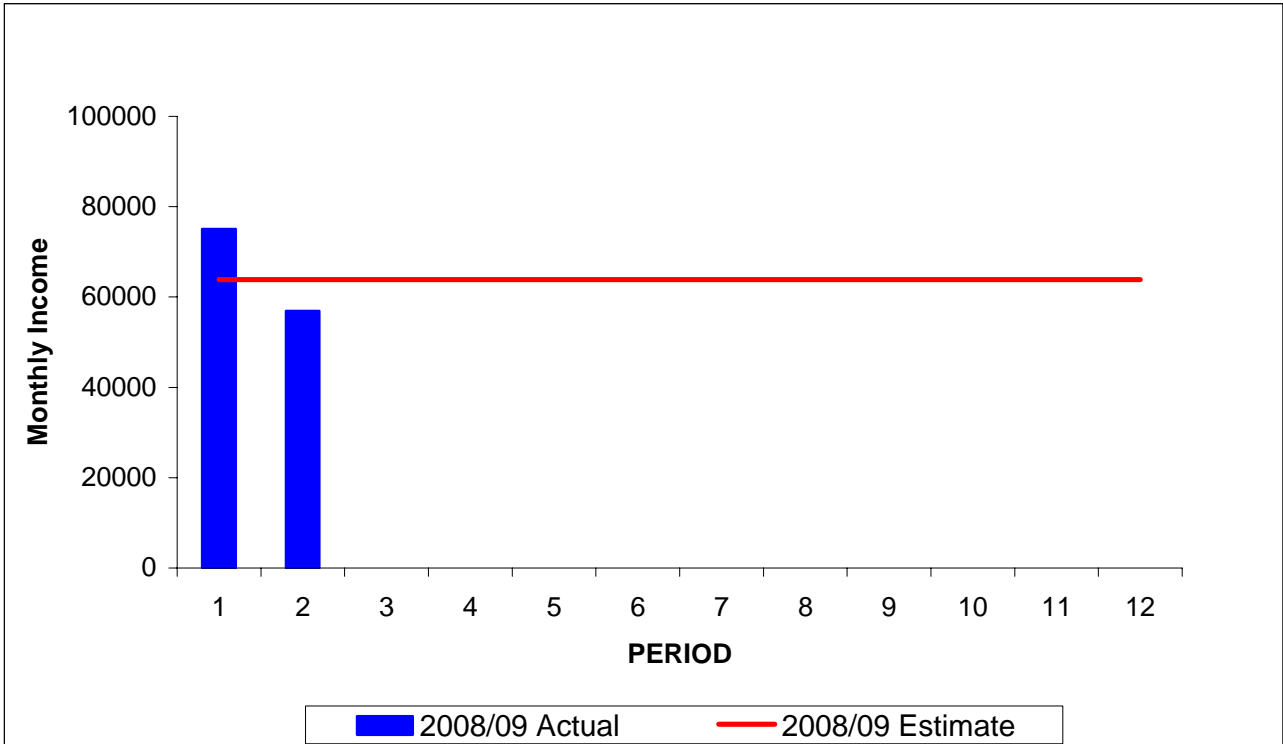
- Economic downturn affecting income levels

SPECIFIC AREAS FOR ATTENTION

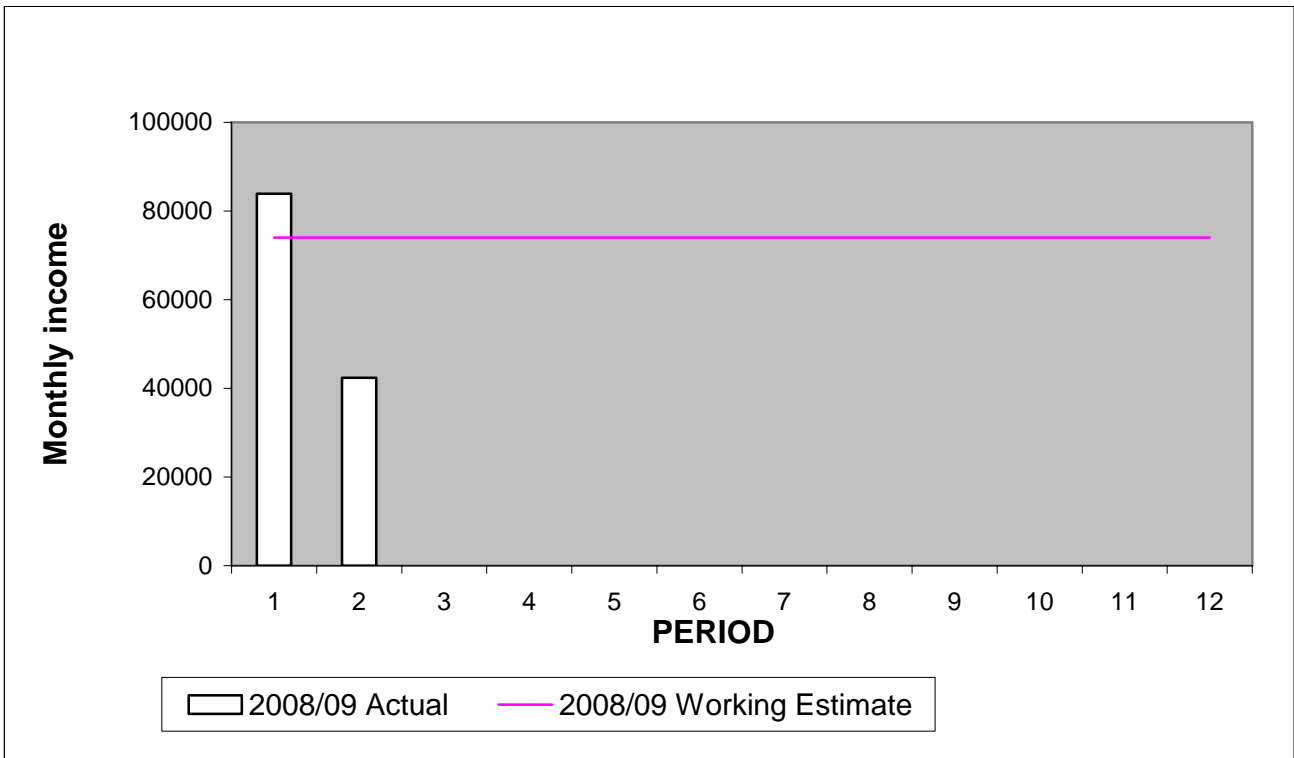
Revenue

1. At this early stage in the year there are no anticipated variances from the Approved Estimate .In view of the current economic climate, income levels are being closely monitored to identify any potential trends for shortfalls. Car parking income including on street parking is currently marginally below budget and is being closely monitored having regard to forthcoming Town Centre Events and the seasonal effect of tourism in Windsor. Planning and Building Control income levels are currently marginally below target as indicated in the graphs below and Leisure Centres income is currently in line with budget.
2. Household waste to landfill is also being carefully monitored, and current indications are that the target of 46,000 tonnes will need a concerted effort to achieve, involving a continuous drive for higher levels of recycling, following the allocation of free composters and the report due to Cabinet on introduction of a green waste kerbside collection scheme.
3. The Directorate is diligently looking at all areas where savings could be made to offset any effects of the economy.

Building Control (Inspection Fees & Application Fees) 2008/09



Planning (Application Fees & Pre-Planning Advice) 2008/09



MONITORING REPORT FROM CHIEF EXECUTIVE

DATE: 31 May 2008

PURPOSE

To update members on activity within the Corporate Services Directorate during the period to 31 May 2008.

BACKGROUND

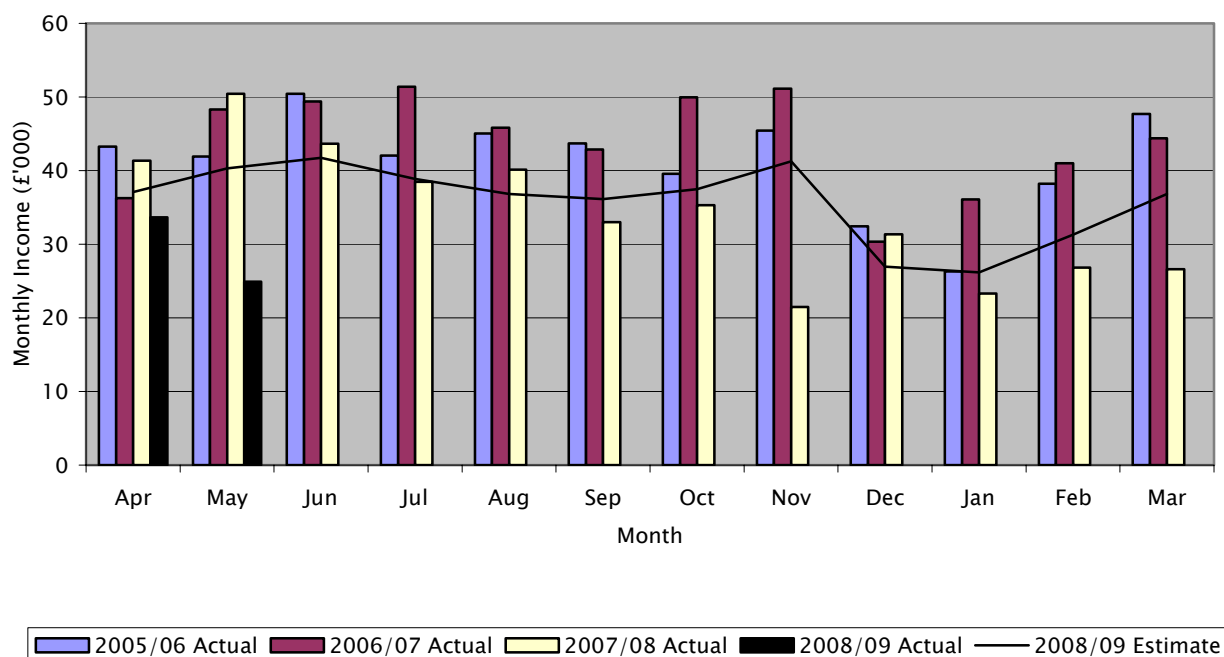
The Chief Executive reports a projected overspend against approved estimate of £73k overall. The main movement between original budget and approved estimate is to do with the centralisation of the Area Based Grants, following new accounting guidelines. This affects the Corporate Performance and Development budget line (£167k).

SPECIFIC AREAS FOR ATTENTION

Revenue

The main budget variance is from a reduction in income from local land charges (£100k). The introduction of Home Improvement Packs (HIPs) and the continuing impact of the economic downturn/credit crunch has resulted in more personal searches being carried out at £11 than full searches at £120. RBWM hopes to encourage more full searches to be carried out by house buyers by offering block discounts to solicitors and HIPs providers.

Land Charges Income



Publication costs for Around the Royal Borough are expected to be slightly higher than budgeted (£10k), Windsor Town Centre Partnership income is £10k lower, there is a one-off charge of £16k from Thames Valley Magistrates Courts and testing the software used in the Customer Service Centre – Confirm – will cost an extra £17k. This has been offset by savings within Legal Services (-£80k).

There has been a budget adjustments of £73k to cover approved severance payments within the Customer Service Centre and an early retirement within the accountancy department.

Capital Programme

There are no significant issues relating to the Corporate Capital Programme. 96% of the schemes are in progress, and there is no slippage to report.

REVENUE BUDGET MONITORING STATEMENT

SUMMARY	Budget	2008/09 Approved Estimate	Variance
	£000	£000	£000
Learning & Care			
Children & Young People	13,008	15,661	47
Adult Social Care	29,143	29,428	195
Director's Office	393	368	25
Strategy & Resources	1,897	2,383	0
Housing	908	1,020	5
Specific Government Grants	(1,835)	(493)	0
Total Learning & Care	<u>43,514</u>	<u>48,367</u>	<u>272</u>
Community Services			
Highways & Engineering	3,540	3,890	0
Streetcare & Operations	4,215	4,215	0
Planning Services	2,291	2,291	0
Public Protection & Sustainability	9,767	9,890	0
Asset Management	(760)	(760)	0
Leisure Services	2,563	2,615	0
Libraries, Information, Arts & Heritage	2,902	2,917	0
Parking Services	(2,812)	(2,772)	0
Corporate Management	512	512	0
Total Community Services	<u>22,218</u>	<u>22,798</u>	<u>0</u>
Corporate Services			
Corporate Management	651	651	0
Democratic Services	2,702	2,702	20
Legal Services	1,049	1,049	36
Corporate Performance and Development	991	1,158	0
Business Improvement	2,753	2,753	0
Customer Service Centre	1,115	1,172	17
Finance	2,932	2,948	0
Human Resources	1,696	1,696	0
Procurement	347	347	0
Total Corporate Services	<u>14,236</u>	<u>14,476</u>	<u>73</u>
TOTAL EXPENDITURE	79,968	85,641	345
Contribution from Earmarked Reserve *	0	(360)	0
Corporate Initiatives	(376)	(376)	0
Levies-			
Environment Agency	130	130	0
Capital Financing inc Interest Receipts	5,414	5,414	(200)
NET REQUIREMENTS	85,136	90,449	145
Less - Special Expenses	(1,075)	(1,075)	0
Transfer (from)/ to balances	0	(128)	(145)
GROSS COUNCIL TAX REQUIREMENT	<u>84,061</u>	<u>89,246</u>	<u>0</u>
Working Balances	5,735	5,755	5,627
Transfer from/to balances	0	(128)	(145)
	<u>5,735</u>	<u>5,627</u>	<u>5,482</u>

* With effect from 1st April 2008, area based grants are treated as general grants and are used to fund the overall gross council tax requirement. The approved estimate has been adjusted to reflect this requirement, and the £5,188k is now incorporated with formula grant and non-domestic rates income in order to achieve a balanced budget. The transfers to and from the balances have been adjusted accordingly.

LEARNING & CARE DIRECTLY MANAGED COSTS	2008/09		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
INDIVIDUAL SCHOOLS BUDGET				
Expenditure	79,495	80,528	0	
Income	(17,116)	(18,119)	0	
Net	62,379	62,409	0	
CENTRALLY MANAGED DSG				
Expenditure	14,326	14,346	0	
Income	(3,542)	(3,501)	0	
Net	10,784	10,845	0	
DEDICATED SCHOOLS GRANT				
Expenditure	0	0	0	
Income	(73,432)	(73,432)	0	
Net	(73,432)	(73,432)	0	
LOCAL AUTHORITY FUNDED EDUCATION & CHILDREN'S SERVICES				
Expenditure	20,192	20,177	47	1,2,3,4,5
Income	(6,915)	(4,338)	0	
Net	13,277	15,839	47	
ADULT SOCIAL CARE				
Expenditure	40,143	40,346	195	6,7,8,9
Income	(11,000)	(10,918)	0	
Net	29,143	29,428	195	
DIRECTOR'S OFFICE				
Expenditure	393	368	25	10
Income	0	0	0	
Net	393	368	25	
STRATEGY & RESOURCES				
Expenditure	2,335	2,790	0	
Income	(438)	(407)	0	
Net	1,897	2,383	0	
HOUSING				
Expenditure	2,811	2,813	5	11,12
Income	(1,903)	(1,793)	0	
Net	908	1,020	5	
SPECIFIC GOVERNMENT GRANTS				
Expenditure	0	0	0	
Income	(1,835)	(493)	0	
Net	(1,835)	(493)	0	
TOTAL DIRECTLY MANAGED COSTS	43,514	48,367	272	

LEARNING & CARE

Note	Explanation
1	<p><u>Home to School Transport</u> Approved gross estimate: £2,072k Variation: +£50k First reported at Cabinet: Jun 08 A potential overspend of approximately £50k is currently expected across the whole Home to School Transport budget. This is an early estimate resulting from a range of pressures which include: an increased requirement for passenger assistants on SEN routes, the impact on contract prices of new legislation requiring drivers to have private hire licenses, increased transport requirement arising out of establishment of safe routes to school, and further increases in the number of post 16 and post 16 SEN pupils requiring transport. On top of this the rising cost of fuel is likely to have some effect on contract prices. Action: by Head of Children's Services</p>
2	<p><u>Traded services to schools</u> Approved gross estimate: Variation: +£50k First reported at Cabinet: Jun 08 Following a review of potential savings identified for 08-09, it has become apparent that the saving to be made from increasing charges to schools is unlikely to be achieved. This will put an additional £50k pressure on the Area Services budget. Action: by Head of Children's Services</p>
3	<p><u>Residence order allowances</u> Approved gross estimate: £171k Variation: +£29k First reported at Cabinet: Jun 08 If residence order allowance payments continue in the same pattern as they have for the first two months, the projected overspend for the year will be £29k. Residence order allowances are paid where children are being looked after by other family members such as grandparents. Higher than expected residence order allowance payments resulted in a small overspend of £32k in 2007-08 and this trend currently looks set to continue. Action: by Head of Children's Services</p>
4	<p><u>Disabled children</u> Approved gross estimate: £827k Variation: -£30k First reported at Cabinet: Jun 08 A disabled service user currently placed in care at a cost of around £3,500 per week will be transferring to adult care during the course of the year. This is likely to result in an estimated underspend on the disabled children budget of £30,000. Action: by Head of Children's Services</p>
5	<p><u>Agency foster care payments</u> Approved gross estimate: £150k Variation: -£52k First reported at Cabinet: Jun 08 Currently only two children are placed in care through independent foster agencies at a cost of between £700 and £1200 per week. Although the number of children has not changed, the payments have reduced since 2007-08 resulting in a projected underspend for the year of £52k. Children are placed in agency foster care only when a suitable internal placement cannot be found. An unexpected placement in agency foster care can occur at any time which may have a significant impact on outturn. Action: by Head of Children's Services</p>
6	<p><u>External Homecare - Externally Purchased Hours - Expenditure</u> Approved estimate: £2,531k Variation: +£100k First reported at Cabinet: Jun 08 Although numbers of hours being delivered by External providers is marginally below budgeted hours, one of our block providers continues to provide less than half the targeted 80% of hours in their zone. As a consequence, higher spot purchased care is being utilised, leading to a cost pressure. The expected reduction in use of the highest of these Spot purchasers has not happened as many of our medium cost Spot providers are at full capacity. Action: by Head of Adult Services</p>

LEARNING & CARE

Note	Explanation
7	<p><u>Physical Disability - Expenditure</u> Approved estimate: £475k Variation: -£25k First reported at Cabinet: Jun 08 Expected savings against budgets for Occupational Therapy equipment. Action: by Head of Adult Services</p>
8	<p><u>Learning Disability - Expenditure</u> Approved estimate: £13,927k Variation: -£30k First reported at Cabinet: Jun 08 Savings from schemes run by Housing Associations following finalisation of their 2007/08 accounts. Action: by Head of Adult Services</p>
9	<p><u>Mental Health - External Care - Expenditure</u> Approved estimate: £1,581k Variation: +£150k First reported at Cabinet: Jun 08 There has been an increase in demand for care placements for service users with a mental health problem including one high cost placement for an 18 year old service user transferring from Children's Services. (see note 4) Action: by Head of Adult Services</p>
10	<p><u>Director's Office - Restructure savings</u> Approved estimate: £368k Variation: +£25k First reported at Cabinet: Jun 08 Impact of phasing-in Budget savings initiatives during the year (+£75k) less savings on a number of minor budget headings (-£50k) Action: by Director of Learning & Care</p>
11	<p><u>Homelessness - Expenditure</u> Approved estimate: £91k Variation: +£30k First reported at Cabinet: Jun 08 A shortage of three bedroom homes for rent has led to longer stays in temporary accommodation of larger families, which in turn has resulted in an increase in the cost of temporary accommodation as demand increases against a static supply. Action: by Head of Housing</p>
12	<p><u>Supporting People - Expenditure</u> Approved estimate: £2,213k Variation: -£25k First reported at Cabinet: Jun 08 Prepayment of invoice in 2007/08 has resulted in a one-off saving in Supporting People care budgets for 2008/09. Action: by Head of Housing</p>

COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2008/09		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
HIGHWAYS & ENGINEERING including:- Street Lighting, Winter Maintenance & Public Transport Support				
Expenditure	4,587	4,587	0	
Income	(1,047)	(697)	0	
Net	3,540	3,890	0	
STREETCARE & OPERATIONS including:- Highway Maintenance and Amenity Litter				
Expenditure	4,853	4,856	0	
Income	(638)	(641)	0	
Net	4,215	4,215	0	
PLANNING SERVICES				
Expenditure	4,682	4,682	0	
Income	(2,391)	(2,391)	0	
Net	2,291	2,291	0	
PUBLIC PROTECTION & SUSTAINABILITY including:- Refuse Collection & Disposal, Recycling, Env Health & Trading Standards				
Expenditure	9,979	10,095	0	
Income	(212)	(205)	0	
Net	9,767	9,890	0	
ASSET MANAGEMENT including:- Industrial & Commercial Estates & Administrative Buildings				
Expenditure	3,547	3,547	0	
Income	(4,307)	(4,307)	0	
Net	(760)	(760)	0	
LEISURE SERVICES including;_ Parks, Cemeteries & Leisure Centres				
Expenditure	9,604	9,656	0	
Income	(7,041)	(7,041)	0	
Net	2,563	2,615	0	
LIBRARIES, INFORMATION, ARTS & HERITAGE				
Expenditure	3,137	3,152	0	
Income	(235)	(235)	0	
Net	2,902	2,917	0	
PARKING SERVICES				
Expenditure	3,858	3,858	0	
Income	(6,670)	(6,630)	0	
Net	(2,812)	(2,772)	0	
CORPORATE MANAGEMENT				
Expenditure	522	522	0	
Income	(10)	(10)	0	
Net	512	512	0	
TOTAL DIRECTLY MANAGED COSTS	22,218	22,798	0	

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2008/09		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
CORPORATE MANAGEMENT				
Expenditure	651	651	0	
Income	0	0	0	
Net	651	651	0	
DEMOCRATIC SERVICES				
Expenditure	3,333	3,333	20	5
Income	(631)	(631)	0	
Net	2,702	2,702	20	
LEGAL SERVICES				
Expenditure	2,781	2,781	(64)	2,3
Income	(1,732)	(1,732)	100	1
Net	1,049	1,049	36	
CORPORATE PERFORMANCE & DEVELOPMENT				
Expenditure	1,543	1,543	0	
Income	(552)	(385)	0	
Net	991	1,158	0	
BUSINESS IMPROVEMENT				
Expenditure	3,245	3,245	0	
Income	(492)	(492)	0	
Net	2,753	2,753	0	
CUSTOMER SERVICE CENTRE				
Expenditure	1,284	1,341	17	4
Income	(169)	(169)	0	
Net	1,115	1,172	17	
FINANCE				
Expenditure	36,853	36,869	0	
Income	(33,921)	(33,921)	0	
Net	2,932	2,948	0	
HUMAN RESOURCES				
Expenditure	2,079	2,079	0	
Income	(383)	(383)	0	
Net	1,696	1,696	0	
PROCUREMENT				
Expenditure	678	678	0	
Income	(331)	(331)	0	
Net	347	347	0	
TOTAL DIRECTLY MANAGED COSTS	14,236	14,476	73	

CORPORATE SERVICES

Note	Explanation
1	<p><u>Local Land Charges</u> Current Budget: £-80k Variation: £100k The reason for this expected underrecovery of income is similar to last year, namely the introduction of HIPs and the continuing impact of the economic downturn/credit crunch. Proposed action: A number of options are being pursued with solicitors and HIPs providers to offer them "block" discounts on full searches. The Government set the fee for personal searches at £11, which is too low to cover our costs; while personal searches are £120. By offering block discounts on full searches, it is hoped that more providers will opt for a full search, as opposed to a personal search.</p>
2	<p><u>Magistrates Courts</u> Current Budget: £0k Variation: £16k This expenditure relates to a share of the total post 1990 capital financing charges attributable to Thames Valley Magistrates Courts. Local authorities continue to receive funding for their post 1990 debt from the DCLG on the same basis as before, so RBWM is not disadvantaged by the fact that no borrowings were transferred to the Department of Constitutional Affairs (DCA) in April 2005 when the fixed assets were transferred under the Courts Act 2003 for nil consideration. Proposed action: A supplementary estimate is needed to cover this expenditure and future years' budgets.</p>
3	<p><u>Legal Services</u> Current Budget: £961k Variation: -£80K Potential underspend relates to vacancies including the Head of Legal Services.</p>
4	<p><u>Customer Service Centre</u> Current Budget: £1557k Variation: £17K Overspend due to additional software costs in respect of system interfaces.</p>
5	<p><u>Corporate Communications and Marketing</u> Current Budget: £292k Variation: £20K Extra publications of Around the Royal Borough will result in additional costs which is not expected to be fully covered by advertising income (£10k). Windsor Town Centre Partnership income was not carried forward to the current year (£10K), resulting in a projected overspend in the current year.</p>
6	

