

REVENUE BUDGET MONITORING STATEMENT

SUMMARY	Budget	2009/10 Approved Estimate	Variance
	£000	£000	£000
Children's Services			
Individual Schools Budget	67,156	67,349	0
Central Schools Budget	8,161	8,127	0
Dedicated Schools Grant	(75,697)	(75,873)	0
Education & Childcare Services	548	707	0
Children's Services Commissioning	2,999	2,951	0
Families & Young People	3,992	4,142	0
Safeguarding & Specialist Services	8,230	8,265	595
Strategy & Management	1,278	1,278	0
Total Children's Services	16,667	16,946	595
Adult & Community Services			
Adult Social Care	30,276	30,115	(205)
Specific Government Grants	0	0	0
Housing	1,051	1,050	0
Leisure Services	2,080	2,080	0
Libraries, Information, Heritage & Arts	2,937	2,937	0
Adult Management	254	211	0
Total Adult & Community Services	36,598	36,393	(205)
Environmental Services			
Highways & Engineering	4,815	4,809	0
Streetcare & Operations	4,111	4,102	0
Public Protection & Sustainability	10,061	10,081	0
Asset Management	(796)	(796)	0
Parking Services	(2,603)	(2,604)	75
Corporate Management	256	256	0
Total Environmental Services	15,844	15,848	75
Resources			
Strategic Director of Resources	151	151	0
Finance	3,662	3,663	0
Customer Service Centre	1,248	1,248	25
Legal Services	933	933	0
Business Improvement	3,016	3,016	0
Procurement	405	466	0
Human Resources	2,079	2,145	0
Total Resources	11,494	11,622	25
Policy, Performance & Planning			
Chief Executive Office	719	792	0
Policy and Performance	3,359	3,286	3
Planning Services	2,401	2,402	50
Total Policy, Performance & Planning	6,479	6,480	53
TOTAL EXPENDITURE	87,082	87,289	543
Pay Budget Reduction	0	0	(500)
Reduced Contribution to Insurance Reserve	0	(200)	0
Transfer to Contingency Reserves	0	827	0
Contribution from Development Fund		(61)	0
Corporate Initiatives	(376)	(176)	0
Levies-			
Environment Agency	130	130	0
Capital Financing inc Interest Receipts	5,411	5,411	(94)
NET REQUIREMENTS	92,247	93,220	(51)
Less - Special Expenses	(1,102)	(1,102)	0
Transfer (from)/ to balances	0	(974)	51
GROSS COUNCIL TAX REQUIREMENT	91,145	91,144	0
Working Balances	4,618	5,551	4,577
Transfers on balances carried forward from 2008-9	0	(349)	0
Other transfers (from)/to balances	0	(625)	51
	4,618	4,577	4,628

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
DSG FUNDED CHILDREN'S SERVICES				
INDIVIDUAL SCHOOLS BUDGET				
Expenditure	85,380	89,977	0	
Income	(18,224)	(22,628)	0	
Net	67,156	67,349	0	
CENTRAL SCHOOLS BUDGET				
Expenditure	12,831	12,797	0	
Income	(4,670)	(4,670)	0	
Net	8,161	8,127	0	
DEDICATED SCHOOLS GRANT				
Expenditure	0	0	0	
Income	(75,697)	(75,873)	0	
Net	(75,697)	(75,873)	0	
TOTAL DSG FUNDED CHILDREN'S SERVICES	(380)	(397)	0	
LA FUNDED CHILDREN'S SERVICES				
EDUCATION & CHILDCARE SERVICES				
Expenditure	3,605	3,764	0	
Income	(3,057)	(3,057)	0	
Net	548	707	0	
CHILDREN'S SERVICES COMMISSIONING				
Expenditure	3,247	3,199	0	1
Income	(248)	(248)	0	
Net	2,999	2,951	0	
FAMILIES & YOUNG PEOPLE				
Expenditure	5,676	5,669	0	
Income	(1,684)	(1,527)	0	
Net	3,992	4,142	0	
SAFEGUARDING & SPECIALIST SERVICES				
Expenditure	8,983	9,026	603	3,4,6,7
Income	(753)	(761)	(8)	5
Net	8,230	8,265	595	
STRATEGY & MANAGEMENT				
Expenditure	1,330	1,330	0	
Income	(52)	(52)	0	
Net	1,278	1,278	0	
TOTAL LA FUNDED CHILDRENS SERVICES	17,047	17,343	595	
TOTAL DIRECTLY MANAGED COSTS	16,667	16,946	595	

CHILDREN'S SERVICES

Note	Explanation
1	<p><u>Home to School Transport</u> Approved Estimate: £1,739 K Variation: £0k (- £48k) First reported at Cabinet: June 09 Inflation savings on minibus and taxi contracts and bus passes of £48k reported last month have been taken and the budget reduced accordingly. Taxi and minibus contracts are currently being retendered for a three year period starting in September 2009, which may result in a change to the overall cost of the contracts compared with budget. Costs may be further affected by unforeseen volume changes during the year particularly in relation to transport for SEN pupils, but as yet there are no changes to report from last month. Action: by Head of Commissioning</p>
2	<p><u>Guardianship payments & residence orders</u> Approved Estimate: £201 K Variation: £87k (£99k) First reported at Cabinet: June 09 Special Guardianship Orders are granted by the court to provide permanency for the child. It is used in cases where adoption is not appropriate (eg for an older child) and young people are entitled to ongoing support sometimes until age 24. As reported last month, the number of guardianship orders has increased significantly from 2 a month for most of 08-09 to the current number of 11 a month, but there have been no new guardianship orders in the current month. Residence orders, enabling children to reside with relatives etc on a more temporary basis, remain relatively constant around 27-30. Latest projections suggest a small underspend against this budget. Together the net projected overspend has reduced from £99k reported last month to £87k this month. Action: by Head of Safeguarding</p>
3	<p><u>Family placement costs - adoption</u> Approved Estimate: £108 K Variation: -£29k (-£29k) First reported at Cabinet: June 09 The number of children for whom adoption payments are made remains relatively constant (currently 17). Forecast costs for the year based on this number of children and an average weekly rate per child of £87 per week suggests there will be an underspend of £29k. This is as reported last month. Action: by Head of Safeguarding</p>
4	<p><u>Internal foster placements - expenditure</u> Approved Estimate: £854 K Variation: £213k First reported at Cabinet: July 09 The national picture in relation to children in care is one of overall increasing numbers. This picture is replicated in RBWM where the number of children looked after at May 2009 has risen to 109 from 72 this time last year. The majority of these are children placed in foster homes with RBWM families. These numbers have also risen from 53 to 69 in the last 5 months, an increase of 30%. The average cost of a 0-10 year olds in foster care is £13k pa, and £19k pa for those aged 11+. The increase in numbers has therefore put this budget under significant pressure. Action: by Head of Safeguarding</p>
5	<p><u>Internal foster placements - income</u> Approved Estimate: - £117 K Variation: - £8k First reported at Cabinet: July 09 RBWM charges other LAs for their children who are placed in RBWM foster homes or for adoption. Numbers of such children are small, but latest estimates suggest an over-recovery of income against budget of around £8k. Action: by Head of Safeguarding</p>

CHILDREN'S SERVICES

Note	Explanation
6	<p><u>External foster placements - expenditure</u> Approved Estimate: £156 K Variation: £34k First reported at Cabinet: July 09 The increase in overall numbers of foster children means that there are now fewer foster carers within the Borough still able to accept children. As a result, the children of three families have had to be placed with foster care agencies at a much higher cost per annum (£30k - £40k) than internal foster care. Last year we had 3 children placed with agencies, this year we currently have 11. An assumption has been made that the commitment will be for the full year, but that may change. Action: by Head of Safeguarding</p>
7	<p><u>Residential placements</u> Approved Estimate: £1,720 K Variation: £298k First reported at Cabinet: July 09 The 2008-09 £200k overspend on looked after and disabled children in residential care looks likely to be repeated in 2009-10. The additional cost of 3 new looked after children since April has been partially offset by others who left their placement in 08-09 or transferred to adult care. There is an additional disabled child who started in April and there is pressure on the budget from the full year financial affect of others who were placed part way through 08-09. Approximately £60k of the projected overspend relates to higher payments for individual children compared with last year. The average full cost of children in residential care is between £3,000 and £4,000 per annum of which around 54% is funded by the LA safeguarding budget, and the rest from PCT contributions and Dedicated Schools Grant. Action: by Head of Safeguarding</p>

ADULT & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
ADULT SOCIAL CARE				
Expenditure	42,589	42,909	(368)	1,3,6,7,8,14
Income	(12,313)	(12,794)	163	2,4,5,9
Net	30,276	30,115	(205)	
HOUSING				
Expenditure	3,015	3,283	48	15,17
Income	(1,964)	(2,233)	(48)	16,18
Net	1,051	1,050	0	
LEISURE SERVICES including:- Parks, Cemeteries & Leisure Centres				
Expenditure	9,784	9,784	0	
Income	(7,704)	(7,704)	0	
Net	2,080	2,080	0	
LIBRARY INFORMATION HERITAGE & ARTS				
Expenditure	3,141	3,141	0	
Income	(204)	(204)	0	
Net	2,937	2,937	0	
ADULT MANAGEMENT				
Expenditure	254	211	0	
Income	0	0	0	
Net	254	211	0	
TOTAL DIRECTLY MANAGED COSTS	36,598	36,393	-205	

ADULT & COMMUNITY SERVICES

Note	Explanation
1	<p><u>External Homecare - Externally Purchased Hours - Expenditure</u> Approved estimate: £2,981k Variation:-£253k (-£68k) First reported at Cabinet: Jun 09 Within the External Homecare budget there is a provision of £255k for the cost of future changes to the delivery of the Home Care service. The projected variance allows for an underspend of this budget allocation based on the fact that these changes are unlikely to be implemented this year. This will be offset by an overspend of £200k on the budget for staff salaries on the internal home care team. There is an anticipated underspend of £35k on the mobile meals service due to a lower uptake of meals against the budgeted provision. There will be an underspend of £15k against the budget for the CM2000 service as part of the cost will be shared with the Rapid Response and Rehabilitation team. There is a projected overspend of £52k on the provision of External Home Care based on present patterns of service delivery. There are 58 additional hours of homecare being provided above the budget of 1987 hours per week. Overall the average cost per hour has decreased from £16.00 to £15.88 since last month due to the fall in the use of high cost spot providers as a result of the implementation of the new block contract arrangements Action: by Head of Adult Services</p>
2	<p><u>External Homecare - Externally Purchased Hours - Income</u> Approved estimate: -£875k Variation:£36k (£36k) First reported at Cabinet: Jun 09 It is anticipated that there will be a shortfall in income on mobile meals of £36k which relates to the lower volume of activity and offsets the reduced expenditure.</p>
3	<p><u>Older Person - Residential & Nursing Care - Expenditure</u> Approved estimate: £9,969k Variation: -£198k (-£342k) First reported at Cabinet: Jun 09 Average Residential Spot placements are 6 beds above budget while the average bed price is £1.20 below budget, resulting in an overspend of £140k. (vol variance+£145k/price variance-£5k) Average Spot Nursing placements for the year are 15 beds below budget while average bed prices are £36.67 above budget resulting in an underspend of -£319k (volume variance -£470k/price variance +£151k). One client currently in a block residential placement will be charged to the Physical Disability budget(-£19k). The £115k relating to the provisional negotiation of a lower rate of inflation on block contracts compared to the original budget has been taken as a saving. Action: by Head of Adult Services</p>
4	<p><u>Older Person - Residential & Nursing Care - Income from Service Users and Health.</u> Approved estimate: -£3,656k Variation: -£29k (-£22k) First reported at Cabinet: Jun 09 Average Residential service user contributions are £4.85 above budget leading to an over-recovery of income in conjunction with 3 additional placements -£65k (vol variance -£27k, price variance -£38k). Average Nursing contributions are £14.25 above budget but 19 fewer contributions are being received due to lower placement numbers. This is giving an unfavourable variance of £34k (vol variance +£151k, price variance -£117k). Interim beds are fully utilised leading to a favourable variance in user contributions of £2k. There is additional Third Party income on both nursing and residential placements of £48k and on respite place of £27k. There is a shortfall in free nursing care income as a result of the reduced number of nursing care placements of £79k. Action: by Head of Adult Services</p>

ADULT & COMMUNITY SERVICES

Note	Explanation
5	<p><u>Older Person - Residential & Nursing Care - Other Income</u> Approved estimate: -£257k Variation: £156k (£156k) First reported at Cabinet: Jun 09 There was a significant pressure arising from an income sharing agreement with one of our block Residential & Nursing care providers. RBWM is entitled to a share of income from the sale of beds to non-RBWM service users. The provider found it difficult to fill these places and therefore there was a reduction in the expected income to RBWM. RBWM are working in partnership with the provider to improve the situation. Action: by Head of Adult Services</p>
6	<p><u>Physical Disability - Residential and Nursing Care -Expenditure</u> Approved estimate: £1,278k Variation:-£28k (-£7k) First reported at Cabinet: Jun 09 A net underspend of £28k is reported on Physical Disability placements . There are 3 more residential and 5 less nursing placements than provided for in the budget. One client has moved to self funding which has reduced the net expenditure on these placements. Action: by Head of Adult Services</p>
7	<p><u>Elderly and Physical Disabilities - Home Care Rapid Response Team - Expenditure</u> Approved estimate:£1,798k Variation -£30k First Reported at Cabinet: July 09 There will be an underspend on this service mainly due to difficulties in staff recruitment . This is a pooled budget service with Health and the underspend reported relates to RBWM's share of the cost of the service. Action: by Head of Adult Services</p>
8	<p><u>Learning Disability - Expenditure</u> Approved estimate: £11,141k Variation:-£100k (-£150k) First reported at Cabinet: Jun 09 At this early stage it is uncertain what the call on the £250k allocation for demography will be, but a £100k saving here is forecast. In addition, negotiations on care contract uplifts should result in inflation increases less than that provided for in the budget, yielding another £50k saving. Action: by Head of Adult Services</p>
9	<p><u>Mental Health - Expenditure</u> Approved estimate: £1,634k Variation: £50k (£50k) First reported at Cabinet: Jun 09 This budget remains under pressure as specific high cost placements continue into 2009/10. Action: by Head of Adult Services</p>
10	<p><u>Mental Health - Health Authority Income</u> Approved estimate: -£178k (-£94k) Variation: £0 (-£86k) First reported at Cabinet: Jun 09 There are 2 staff employed on the Community Mental Health Team ,where income is received from the PCT . The income budget has now been adjusted to reflect the additional income , offset by an increase in the salary budget Action: by Head of Adult Services</p>

ADULT & COMMUNITY SERVICES

Note	Explanation
14	<p><u>Adult Social Care Salaries</u> Approved estimate: £10,761k (£10,677k) Variation:£191k (£158k) First reported at Cabinet: Jun 09 The previously reported overspend of £81k on the Community Mental Health Team has been offset against additional budgeted income from staff on secondment to the Health Authority. The previous figures allowed for a delay in the restructure of the internal homecare team for 6 months and now cover a full year. Adult Management Director of ASC Interim Arrangements -£17k Internal Homecare restructure not taking place this year £200k Learning Disability £8k Action: by Head of Services</p>
15	<p><u>Supporting People - Expenditure</u> Approved estimate:£2,396k (£2,341k) Variation: £0k (£50k) First reported at Cabinet: Jun 09 An additional 50k expenditure on care services has been offset against income. The budgets have been adjusted to this effect thereby removing the income and expenditure variances. Action: by Head of Housing</p>
16	<p><u>Supporting People - Income</u> Approved estimate: -£1,813k (£-1,758k) Variation:£0k (-£50k) First reported at Cabinet: Jun 09 An additional 50k income has been received from the Handy person grant.The budgets have been adjusted removing variance. Action: by Head of Housing</p>
17	<p><u>Housing - Expenditure</u> Approved estimate: £888k Variation £48k First reported at Cabinet: July 09 There is a new mortgage rescue program ,also known as preventing repossession grant which is intended to fund an extension of the service. Action :by Head of Housing</p>
18	<p><u>Housing - Income</u> Approved estimate -£420k Variation -£48k First reported at Cabinet:July 09 There is additional grant income intended to fund the new mortgage rescue service Action :by Head of Housing</p>

ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
HIGHWAYS & ENGINEERING including:-				
Street Lighting, Winter Maintenance & Public Transport Support				
Expenditure	5,978	6,152	0	1
Income	(1,163)	(1,343)	0	
Net	4,815	4,809	0	
STREETCARE & OPERATIONS including:-				
Highway Maintenance and Amenity Litter				
Expenditure	4,307	4,298	0	2,3
Income	(196)	(196)	0	
Net	4,111	4,102	0	
PUBLIC PROTECTION & SUSTAINABILITY including:-				
Refuse Collection & Disposal, Recycling, Env Health & Trading Standards				
Expenditure	10,997	11,017	0	6,7,8,9
Income	(936)	(936)	0	
Net	10,061	10,081	0	
ASSET MANAGEMENT including:-				
Industrial & Commercial Estates & Administrative Buildings				
Expenditure	3,484	3,484	0	
Income	(4,280)	(4,280)	0	
Net	(796)	(796)	0	
PARKING SERVICES				
Expenditure	4,081	4,080	0	4
Income	(6,684)	(6,684)	75	5
Net	(2,603)	(2,604)	75	
CORPORATE MANAGEMENT				
Expenditure	256	256	0	
Income	0	0	0	
Net	256	256	0	
TOTAL DIRECTLY MANAGED COSTS	15,844	15,848	75	

ENVIRONMENTAL SERVICES

Note	Explanation
1	<p><u>Public Transport Support</u> Approved Estimate: £680k Variation: £0 (-£6k) First reported at Cabinet: June 09 Saving of £6k - Lower rate of Inflation on Bus Contracts has been transferred to the Economic Contingency Reserve Action: by Head of Highways & Engineering</p>
2	<p><u>Amenity Litter</u> Approved Estimate: £1,411k Variation: £0 (-£8k) First reported at Cabinet: June 09 Saving of £8k - Lower rate of Inflation on Sweeping Contract has been transferred to the Economic Contingency Reserve. Action: by Head of Operations</p>
3	<p><u>Public Conveniences</u> Approved Estimate: £260k Variation: £0 (-£1k) First reported at Cabinet: June 09 Saving of £1k - Lower rate of Inflation on Public Convenience Cleaning Contract has been transferred to the Economic Contingency Reserve. Action: by Head of Operations</p>
4	<p><u>Car Parking Expenditure</u> Approved Estimate: £2,811k Variation: £0 (-£1k) First reported at Cabinet: June 09 Saving of £1k - Lower rate of Inflation on Car Parks Cleaning Contract transferred to Economic Contingency Reserve. Action: by Head of Operations</p>
5	<p><u>Car Parking Income</u> Approved Estimate: -£6,624k Variation £75k (£50k) First reported at Cabinet: June 09 Projected lower level of Off Street Parking Income £75k, mainly in Maidenhead car Parks, and probably due to the economic climate. Action: by Head of Operations</p>
6	<p><u>Refuse Collection</u> Approved Estimate: £2,365k Variation: £0 (-£14k) First reported at Cabinet: June 09 Saving of £14k - Lower rate of Inflation on Refuse Collection Contract transferred to Economic Contingency Reserve. Action: by Head of Public Protection & Sustainability</p>
7	<p><u>Recycling</u> Approved Estimate: £1,946k Variation: £0 (-£9k) First reported at Cabinet: June 09 Saving of £9k - Lower rate of Inflation on Recycling Contract transferred to Economic Contingency Action: by Head of Public Protection & Sustainability</p>

ENVIRONMENTAL SERVICES

Note	Explanation
8	<u>Waste Disposal</u> Approved Estimate: £2,833k Variation: £0 (-£16k) First reported at Cabinet: June 09 Saving of £16k - Lower rate of Inflation on Waste Disposal Contract transferred to Economic Contingency Reserve. Action: by Head of Public Protection & Sustainability
9	<u>Facilities Management</u> Approved Estimate: £1,466k Variation: £0 (-£9k) First reported at Cabinet: June 09 Saving of £9k - Lower rate of Inflation on Facilities Management Contract transferred to Economic Contingency Reserve. Action: by Head of Public Protection & Sustainability

POLICY, PERFORMANCE & PLANNING DIRECTLY MANAGED COSTS	2009/10		Variance- Manager's Forecast	Notes
	Budget	Approved Estimate		
	£000	£000	£000	
CORPORATE MANAGEMENT				
Expenditure	719	792	0	
Income	0	0	0	
Net	719	792	0	
COMMUNICATIONS				
Expenditure	309	236	0	
Income	0	0	0	
Net	309	236	0	
PERFORMANCE & POLICY				
Expenditure	1,318	1,360	0	
Income	(481)	(481)	0	
Net	837	879	0	
DEMOCRATIC SERVICES				
Expenditure	2,787	2,745	3	1,2,3
Income	(574)	(574)	0	
Net	2,213	2,171	3	
PLANNING SERVICES				
Expenditure	4,789	5,005	(45)	4,7,8
Income	(2,388)	(2,603)	95	5,6,9
Net	2,401	2,402	50	
TOTAL DIRECTLY MANAGED COSTS	6,479	6,480	53	

POLICY, PERFORMANCE & PLANNING

Note	Explanation
1	<p><u>Members Services</u> Approved Estimate: £465k Variation -£9k First reported at Cabinet: July 09 An underspend has arisen, due to staff being appointed at a lower scale point than had been budgeted.</p>
2	<p><u>Mayoral & Civic</u> Approved Estimate: £793k Variation £0k (-£50k) First reported at Cabinet: June 09 Anticipated underspend on Members responsibility allowance has now been removed as a result of a 50k saving being made.</p>
3	<p><u>Grants To Voluntary Bodies</u> Approved Estimate: £201k Variation £12k First reported at Cabinet: July 09 A supplementary budget of £8k was applied to cover the increase in the SLA funding to CAB Maidenhead. However the budget is still insufficient to cover the additional £5k awarded as an exceptional contribution for the work which they are undertaking during the current economic downturn, and also the £7k awarded to CAB Bracknell.</p>
4	<p><u>Building Control Team</u> Approved Estimate: £730k Variation -£15k (-£10k) First reported at Cabinet: June 09 Savings due to staff vacancies, to help offset planning income shortfall see note 9 Action: by Head of Planning.</p>
5	<p><u>Planning Income</u> Approved Estimate: -£911k Variation £50k (£40k) First reported at Cabinet: June 09 Reduction in Planning Application Income mainly due to the economic downturn, and a low level of applications for large developments Action: by Head of Planning. Income is monitored monthly and staff vacancies are managed to help offset the shortfall. See note 7</p>
6	<p><u>Transport Policy & Implementation Income</u> Approved Estimate: -£58k Variation £10k First reported at Cabinet: July 09 Potential Reduction in S278 & S38 Income (Highway Road Inspection fees for new developments) Action: by Head of Planning. Income is monitored monthly and staff vacancies are managed to help offset the shortfall. See note 8</p>
7	<p><u>Development Control Team</u> Approved Estimate: £1,545k Variation -£20k (-£15k) First reported at Cabinet: June 09 Savings due to staff vacancies, to help offset planning income shortfall see note 5 Action: by Head of Planning.</p>

POLICY, PERFORMANCE & PLANNING

Note	Explanation
8	<p>Transport Policy & Implementation team</p> <p>Approved Estimate:-£622k</p> <p>Variation -£10k</p> <p>First reported at Cabinet: July 09</p> <p>Savings due to staff vacancies, to help offset Highways Development Control Income shortfall see note 6</p> <p>Action: by Head of Planning.</p>
9	<p><u>Building Control Income</u></p> <p>Approved Estimate: -£809k</p> <p>Variation £35k (£25k)</p> <p>First reported at Cabinet: June 09</p> <p>Reduction in Building Control Income mainly due to the economic downturn.</p> <p>Action: by Head of Planning. Income is monitored monthly to identify and trends for shortfalls.</p> <p>A New Building Control Marketing Strategy is being developed to hopefully attract more income. Currently staff vacancies are managed to help offset the shortfall see note 4</p>

RESOURCES DIRECTLY MANAGED COSTS		2009/10		Variance- Manager's Forecast	Notes
		Budget	Approved Estimate		
		£000	£000	£000	
RESOURCES	Expenditure	151	151	0	1
	Income	0	0	0	
	Net	151	151	0	
FINANCE	Expenditure	39,557	39,691	0	
	Income	(35,895)	(36,028)	0	
	Net	3,662	3,663	0	
CUSTOMER MANAGEMENT	Expenditure	1,424	1,424	25	
	Income	(176)	(176)	0	
	Net	1,248	1,248	25	
LEGAL SERVICES	Expenditure	1,429	1,429	0	
	Income	(496)	(496)	0	
	Net	933	933	0	
BUSINESS IMPROVEMENT	Expenditure	3,641	3,641	0	
	Income	(625)	(625)	0	
	Net	3,016	3,016	0	
PROCUREMENT	Expenditure	455	516	0	
	Income	(50)	(50)	0	
	Net	405	466	0	
HUMAN RESOURCES	Expenditure	2,746	2,812	0	
	Income	(667)	(667)	0	
	Net	2,079	2,145	0	
TOTAL DIRECTLY MANAGED COSTS		11,494	11,622	25	

RESOURCES

Note	Explanation
1	<u>Customer Service Centre</u> Current Budget: £1,294k Variation: £25k (£25k) First Reported at Cabinet: June 09 It has been necessary to retain the services of Agency staff to ensure that the increased demand from Customers and performance targets are met.