

Report to Cabinet
Report of Chief finance officer
Subject Revenue budget monitoring 2014/15 – Period 04

Item

7(b)

Purpose

To update cabinet on the financial position as at 31 July 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances. Monitoring of key budgets does not indicate any unusual cause for concern; however the position will need to be continually monitored in order to deliver to the forecast outturn.

Recommendation

To note the financial position as at 31 July 2014 and the forecast outturn 2014-15.

Corporate and service priorities

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

Financial implications

The general fund and housing revenue account budgets are forecast to achieve an underspend of £1.465m in the general fund and an underspend of £1.469m in the housing revenue account.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

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Background documents

Budget reports (Council 21 February 2012)

Report

1. Council approved budgets for the 2014/15 financial year on 18 February 2014.
2. The attached appendices show the year-to-date and forecast outturn positions for the general fund (GF) and the housing revenue account (HRA):
 - [Appendix 1](#) shows the general fund by corporate leadership team responsibilities, and by subjective group
 - [Appendix 2](#) shows the housing revenue account in (near) statutory format, and by subjective group
 - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

General fund

3. Budgets reported include the resources financing the council's net budget requirement (which includes a contribution of £0.541m to balances as allowed for in the medium term financial strategy) so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Net Budget Requirement	18,407
Non-Domestic Rates	(4,651)
Revenue Support Grant	(5,980)
Council Tax precept	(7,776)
Total General Fund budget	0

4. The general fund has been forecast to underspend by **£1.465m** at year end. Significant forecast overspends and underspends are explained below:

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Business Relationship Management – Finance	(805)	This relates to a forecasted over recovery of HB private and public sector rent allowances.
- Procurement	255	This relates to IT services for which a PFI grant has not been booked. This will be corrected in period 5
Operations	(349)	This relates to forecasted underspends across the directorate with £(113)k coming from City Development, £(121)k from Neighbourhood Housing.
Communications and Culture	(133)	This relates to underspends on Riverside Swimming £(137)k and the business support team £(34)k. Other over and underspends make up the difference.

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Democratic Services	(210)	This relates to committee secretariat, registration and elections.
Strategy & programme Management	(155)	This relates to projected underspends on Environmental Strategy

5. For the year to date (to July 2014) an overspend against budget of **£1.682m** is being reported. This overspend is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant variances are explained below. These lines will be monitored closely as the year progresses to identify any potential impact on forecast outturn figures.

<i>Service</i>	<i>Year to date Variance Over/(Under) £000s</i>	<i>Commentary</i>
Business Relationship Management	(1,234)	Major elements which make up the underspend are Benefits Admin £(536)k, finance £(433)k. The minor differences are across the remaining budget heads.
Finance	3,987	This relates to financial arrangements of £2,224k, Pool income of £1,249k and HB rent allowances of £500k
Procurement services	(1,006)	This is across all budget heads with major variances due to (947)k on IT Services and minor differences across other budgets.
Communications and Culture	(548)	This is split between comms and culture with a variance of £(309)k across all budget heads and £(240)k in customer contact with land searches, contact team and business support accounting £(312)k with other variance of £72k on mail handling.
Operations	(1,599)	City development £(884)k across all budgets on off street parking, NAHCASP, on street operations and parking permits. Overspend of £527k on environmental Services. Underspends of £(99)k on neighbourhood services, neighbourhood housing £(417)k, £(232)k on planning and £(130)k on property services.
Strategy, People & democracy	2,131	This relates to £2,259k on personnel corporate costs on pensions to be reallocated with a minor underspend across other budgets.

Housing revenue account

6. The budgets reported include a £7.7m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	80,827
Gross HRA Income	(73,120)
Contribution from HRA Balance	(7,707)
Total net HRA budget	0

7. The housing revenue account has been forecast to underspend by **£1.469m** at year end. Significant forecast overspends and underspends are explained below

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
General Management	(710)	Provisions for payments outstanding
Special Services	(194)	Provisions for payments outstanding
Service Charges	324	Under recovery due to realignment of major works.
Provision for Bad Debts	(691)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.

8. For the year to date an underspend of **£0.015m** is being reported. The underspend to date reported is made up of many debit and credit figures, where various income and expenditure lines are ahead of or behind budget profile, including many still influenced by “accrual” sums brought forward to cover obligations accounted for in the last financial year, and others where the budget profile does not properly reflect the timing of income and expenditure. These will be further scrutinised and where appropriate amended. Significant underspends to date are:

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
Repairs & Maintenance	(1,820)	Spend behind schedule owing to provisions for outstanding payments
Rents, Rates & Property Costs	3,815	Payment made for water rates and other property costs which cover the whole financial year
General Management	(1,157)	Provisions for payments outstanding
Special Services	(692)	Provisions for payments outstanding
Provision for Bad Debts	(235)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.
Service Charges - General	1,132	This relates to the under recovery of charges, which is reflected in the underspend on repairs

Risks

9. A risk-based review based on the size and volatility of budgets has identified a 'Top 10' of key budgets where insufficient monitoring and control could pose a significant threat to the council's overall financial position. As these budgets are demand led and can be volatile in nature closer scrutiny must be applied to allow for both control and corrective action where required to identify any potential impact on the forecast outturn.

These are shown in the following table.

Key Risk Budgets	Budget £000s	Current Variance	Current Var %	Current RAG	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments - Council tenants	36,254	241	1%	GREEN	7	0%	GREEN
Housing Benefit Payments - Other tenants	32,280	471	1%	GREEN	-2,322	-7%	RED
HRA Repairs - Tenanted Properties	12,408	-1,503	-12%	RED	17	0%	GREEN
HRA Repairs - Void Properties	2,630	-190	-7%	RED	0	0%	GREEN
Multi-Storey Car Parks	1,797	-16	-1%	GREEN	32	2%	GREEN
HRA Rents - Estate Properties	-58,916	10	0%	GREEN	-100	0%	GREEN
City Hall	871	24	3%	GREEN	50	6%	GREEN
Corporate Management including Contingency	1,340	-22	-2%	GREEN	0	0%	GREEN
Private Sector Leasing Costs	2,570	-105	-4%	AMBER	-38	-1%	GREEN

10. The red/amber status of items in the 'Forecast RAG' column is explained below:

Key Risk Budgets	Comment
Housing Benefits Payments – Other tenants	The forecast variance shows an underspend of £2.3m, however it should be noted that this is a demand led budget which could significantly change as demand changes during the course of the financial year.

9. The 2014-15 budgets approved by council were drawn up in the expectation of reduced resources as announced by the coalition government. There are risks to the current and medium term financial position from:

Reductions in government grant – the localisation of business rates and of council tax reductions has increased the risks to the council's financial position arising from economic conditions and policy decisions.

Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency

Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

10. Forecast outturns will be estimates based on management assessments, formulae, and extrapolation. They may not adequately take account of variables such as:

Bad debts – budget reports show gross debt, i.e., invoices raised. While allowance has been made in the budget for non-collections, the current economic climate may have an

adverse influence on our ability to collect money owed. This may be reflected in higher provisions for bad debt, as may the impact of welfare reforms such as the so-called 'Bedroom Tax'.

Seasonal Factors – if adverse weather conditions or a worsening economic climate depress levels of trade and leisure activities in the city, there may be a negative impact on parking and other income.

Housing Repairs and Improvements – the rate of spend on void properties, though closely managed, is heavily influenced by void turnaround, since transfers can create a chain of voids involving significant repair costs.

Financial planning

11. Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements
12. Net overspends and underspends will be consolidated into the GF and HRA balances carried forward to 2015-16.
13. These are reflected in periodic updates to the medium term financial strategy and housing revenue account business plan.

Impact on balances

14. The prudent minimum level of GF reserves has been assessed as £4.496m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(8,313)
Budgeted use of balances 2014/15	541
Forecast outturn 2014/15	(1,460)
= Forecast balance at 31 March 2015	(9,232)

11. The GF balance is therefore expected to continue to exceed the prudent minimum.
12. The prudent minimum level of HRA reserves has been assessed as £3.067m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(25,129)
Budgeted use of balances 2014/15	7,707
Forecast outturn 2014/15	(1,400)
= Forecast balance at 31 March 2015	(18,822)

13. The HRA balance is therefore expected to continue to exceed the prudent minimum.

Collection fund

14. The collection fund is made up of three accounts – Council tax, the business improvement district (BID) account, and national non-domestic rates (NNDR).

Council tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.

The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on the BID company.

NNDR income is shared between the city, the county, and central government. Since localisation, any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.

15. There are particular risks attached to NNDR, which are:

Appeals – the impact of any appeals will fall on the collection fund, and therefore in part on the city. Although the valuation office has a large backlog of appeals, the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.

NNDR billable – changes in the NNDR billable, e.g., demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.

NNDR collectable – arrears and write-offs (e.g., where a business goes into administration) will also impact on the collection fund.

16. These risks are monitored and mitigated through normal revenues operations.

17. A summary of the collection fund is provided below:

<i>Approved Budget</i>	<i>Current Budget</i>	Collection Fund Summary	<i>Actual To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
		Council tax			
53,797	53,797	Expenditure	15,864	53,492	0
(53,797)	(53,797)	Income	29	(53,797)	0
		Business Improvement District			
656	656	Expenditure	193	656	0
(656)	(656)	Income	(18)	(656)	0
		National Non-Domestic Rate			
77,698	77,698	Expenditure	13,297	77,698	0
(77,698)	(77,698)	Income	(13,979)	(77,698)	0
0	0	Total Collection Fund	15,386	(305)	0

18. On council tax, actual income is not posted from the council tax system into the finance system until year-end. The actual year-end surplus or deficit will be taken into account in considering distribution of balances between the preceptors (city, county, and police).

19. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council's accounts.
20. On the NNDR account, actual income is not posted from the rates system into the finance system until year-end. If a deficit materialises, this will roll forward and be distributed in the 2015/16 budget cycle; the city's share would be 50%. Further work is being done to enable accurate forecasting. Additional (section 31) grant may be received in the general fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 September 2014
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2014/15
Date assessed:	27 August 2014
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2014/15 P04 report to cabinet

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

Budget Monitoring Summary

Year: 2014/15

Period: 04 (July)

GENERAL FUND SERVICE SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
Business Relationship Management							
2,824,121	2,792,678	Business Relationship Management	1,187,770	(45,938)	(1,233,708)	2,783,004	(9,674)
(20,186,020)	(20,170,990)	Finance	(6,074,696)	(2,086,790)	3,987,906	(20,976,733)	(805,743)
33,733	(1,317)	Procurement & Service Improvement	975,759	(30,316)	(1,006,075)	210,804	212,121
(17,328,166)	(17,379,629)	Total Business Relationship Management	(3,911,167)	(2,163,044)	1,748,123	(17,982,925)	(603,296)
Chief Executive & Corporate							
0	0	Chief Executive	90,459	47,454	(43,005)	5,048	5,048
(1,079,432)	(1,027,969)	Corporate Management	(1,234,308)	(1,240,618)	(6,310)	(1,027,969)	0
(1,079,432)	(1,027,969)	Total Chief Executive & Corporate	(1,143,849)	(1,193,164)	(49,315)	(1,022,921)	5,048
Customers, Comms & Culture							
2,525,619	2,325,357	Communications & Culture	749,480	440,829	(308,651)	2,233,478	(91,879)
(116,196)	(141,175)	Customer Contact	913,042	672,741	(240,301)	(182,546)	(41,371)
2,409,423	2,184,182	Total Customers, Comms & Culture	1,662,522	1,113,570	(548,952)	2,050,932	(133,250)
Operations							
(965,936)	(954,804)	City Development	(1,661,861)	(2,546,587)	(884,726)	(1,067,513)	(112,709)
9,972,484	9,868,674	Citywide Services	2,750,305	2,928,783	178,478	9,866,857	(1,817)
0	0	Deputy Chief Executive	58,728	44,653	(14,075)	(56)	(56)
2,654,201	2,661,895	Neighbourhood Housing	705,149	287,997	(417,152)	2,540,494	(121,401)
2,229,016	2,332,505	Neighbourhood Services	634,740	535,067	(99,673)	2,296,469	(36,036)
1,743,316	1,743,036	Planning	452,708	220,468	(232,240)	1,738,231	(4,805)
125,419	252,319	Property Services	529,727	399,604	(130,123)	180,314	(72,005)
15,758,500	15,903,625	Total Operations	3,469,496	1,869,985	(1,599,511)	15,554,796	(348,830)
Strategy, People & Democracy							
303,787	273,716	Democratic Services	358,905	419,201	60,296	63,686	(210,030)
(4)	(5,100)	Human Resources	423,613	2,619,755	2,196,142	2,476	7,576
35,892	51,175	Strategy & Programme Management	196,338	71,629	(124,709)	(131,663)	(182,838)
339,675	319,791	Total Strategy, People & Democracy	978,856	3,110,585	2,131,729	(65,501)	(385,292)
0	0	Total General Fund	1,055,858	2,737,932	1,682,074	(1,465,620)	(1,465,620)

GENERAL FUND SUBJECTIVE SUMMARY

17,366,808	17,429,262	Employees	6,576,018	7,226,747	650,729	17,009,194	(420,068)
8,577,187	8,577,187	Premises	3,451,041	3,707,373	256,332	8,533,793	(43,394)
314,000	313,998	Transport	89,188	36,487	(52,701)	255,424	(58,574)
15,884,736	15,950,344	Supplies & Services	5,042,758	3,885,825	(1,156,933)	15,165,529	(784,815)
7,784,578	7,784,578	Third Party Payments	1,979,937	(95,888)	(2,075,825)	7,757,471	(27,107)
94,462,444	94,462,444	Transfer Payments	31,487,484	33,648,969	2,161,485	92,327,829	(2,134,615)
3,685,062	3,685,062	Capital Financing	512,440	2,579,935	2,067,495	3,684,404	(658)
0	15,030	Rev Contribs to Capital	0	0	0	0	(15,030)
(55,000)	0	Savings Proposals	0	0	0	0	0
(23,185,762)	(23,185,762)	Receipts	(8,109,456)	(6,854,598)	1,254,858	(23,105,659)	80,103
(118,033,744)	(118,117,443)	Government Grants	(39,372,480)	(40,370,682)	(998,202)	(116,631,678)	1,485,765
1,304,093	1,304,093	Centrally Managed	434,724	13,081	(421,643)	1,304,093	0
17,496,584	17,552,192	Recharge Expenditure	1,056,596	669,920	(386,676)	17,419,328	(132,864)
(25,600,986)	(25,770,985)	Recharge Income	(2,092,392)	(1,709,236)	383,156	(25,185,350)	585,635
0	0	Total General Fund	1,055,858	2,737,932	1,682,074	(1,465,620)	(1,465,620)

Budget Monitoring Report

Year: 2014/15 Period: 04 (July)

HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
15,923,170	15,923,170	Repairs & Maintenance	5,307,724	3,488,117	(1,819,608)	15,942,000	18,830
6,178,443	6,178,443	Rents, Rates, & Other Property Costs	2,021,452	5,837,448	3,815,996	6,303,804	125,361
11,382,720	11,370,008	General Management	2,736,564	1,579,375	(1,157,189)	10,660,371	(709,637)
5,628,948	5,641,660	Special Services	1,748,802	1,056,008	(692,794)	5,447,052	(194,608)
21,924,793	21,924,793	Depreciation & Impairment	34,168	0	(34,168)	21,924,793	0
941,000	941,000	Provision for Bad Debts	235,250	0	(235,250)	250,000	(691,000)
(58,915,983)	(58,915,983)	Dwelling Rents	(20,031,436)	(20,021,081)	10,355	(59,015,907)	(99,924)
(1,951,186)	(1,951,186)	Garage & Other Property Rents	(787,721)	(830,529)	(42,808)	(2,127,980)	(176,794)
(9,643,814)	(9,643,814)	Service Charges - General	(3,014,772)	(2,901,399)	113,373	(9,320,053)	323,762
0	0	Miscellaneous Income	0	(21,947)	(21,947)	(65,841)	(65,841)
9,382,073	9,382,073	Adjustments & Financing Items	(49,050)	(49,550)	(500)	9,382,224	151
(700,164)	(700,164)	Amenities shared by whole community	0	0	0	(700,164)	0
(150,000)	(150,000)	Interest Received	(50,000)	0	50,000	(150,000)	0
0	0	Total Housing Revenue Account	(11,849,019)	(11,863,559)	(14,540)	(1,469,701)	(1,469,701)

HOUSING REVENUE ACCOUNT SUBJECTIVE SUMMARY

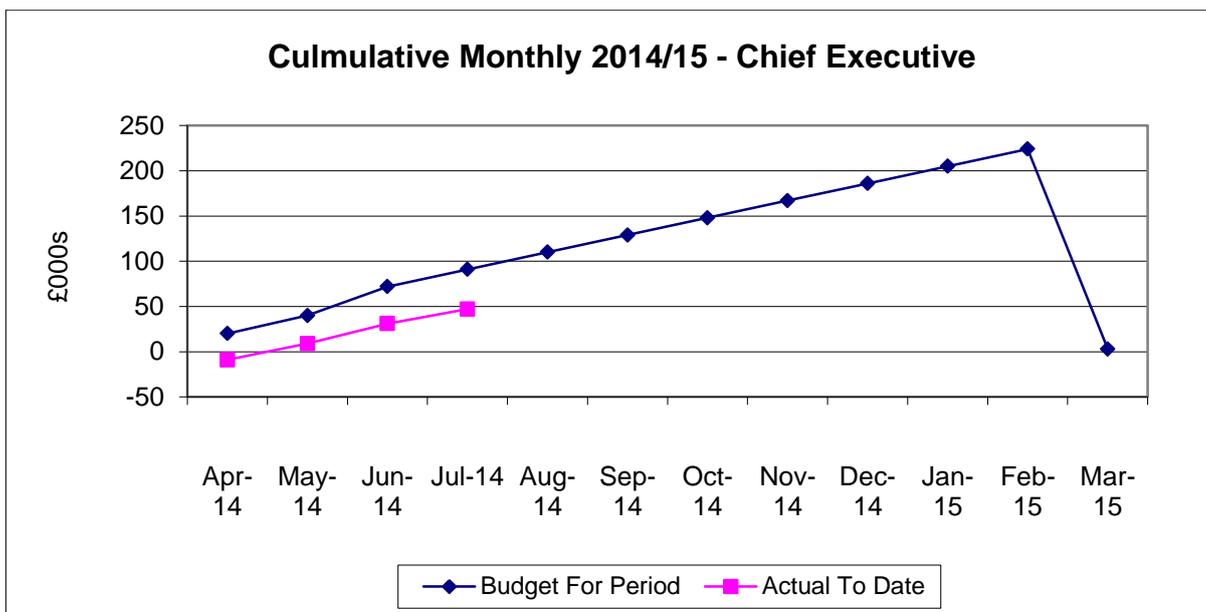
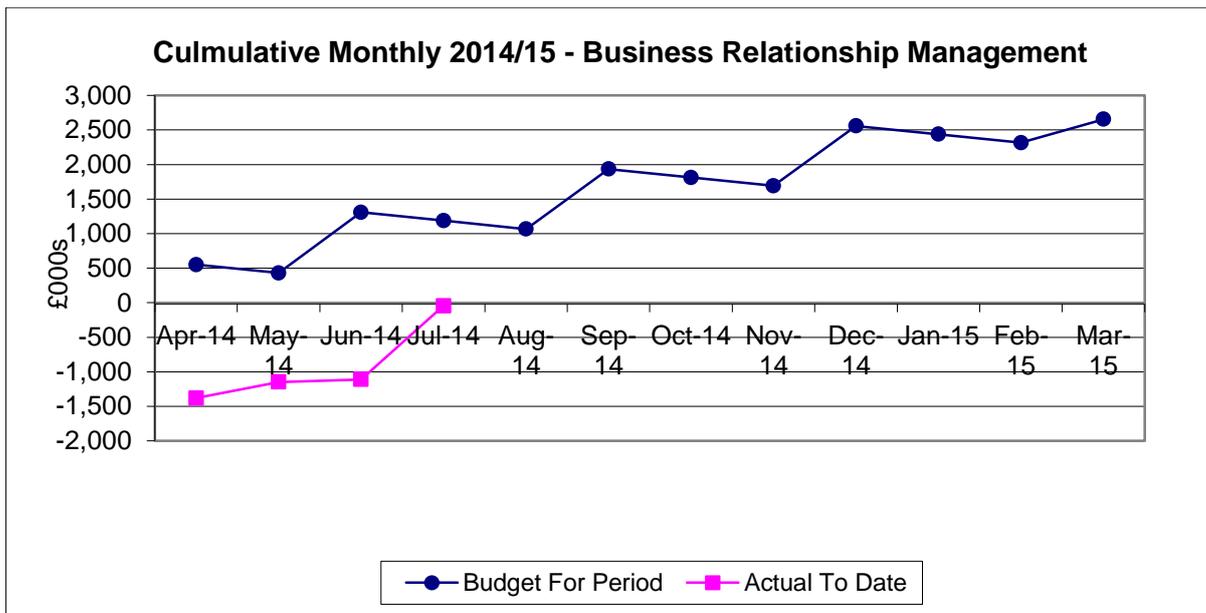
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
6,467,099	6,472,099	Employees	2,457,444	1,744,176	(713,268)	6,267,520	(204,579)
25,086,833	25,086,833	Premises	8,249,218	9,850,916	1,601,698	24,977,909	(108,924)
122,263	122,263	Transport	40,760	17,035	(23,725)	109,626	(12,637)
3,997,007	3,925,114	Receipts	1,004,810	476,869	(527,941)	2,858,622	(1,066,492)
348,001	348,001	Third Party Payments	28,700	1,310	(27,390)	348,302	301
5,847,385	5,914,278	Recharge Expenditure	782,460	551,349	(231,111)	5,971,132	56,854
1,167,846	1,167,846	Capital Financing	34,168	0	(34,168)	1,167,846	0
(71,877,097)	(71,877,097)	Receipts	(24,272,843)	(24,505,216)	(232,373)	(72,040,301)	(163,204)
(221,256)	(221,256)	Government Grants	(157,084)	0	157,084	(221,256)	0
(1,021,221)	(1,021,221)	Recharge Income	(16,652)	0	16,652	(992,242)	28,979
17,035,000	17,035,000	Rev Contribs to Capital	0	0	0	17,035,000	0
13,048,140	13,048,140	Capital Financing	0	0	0	13,048,140	0
0	0	Total Housing Revenue Account	(11,849,019)	(11,863,559)	(14,540)	(1,469,701)	(1,469,701)

Budget & Expenditure – Monthly by Service Graphs

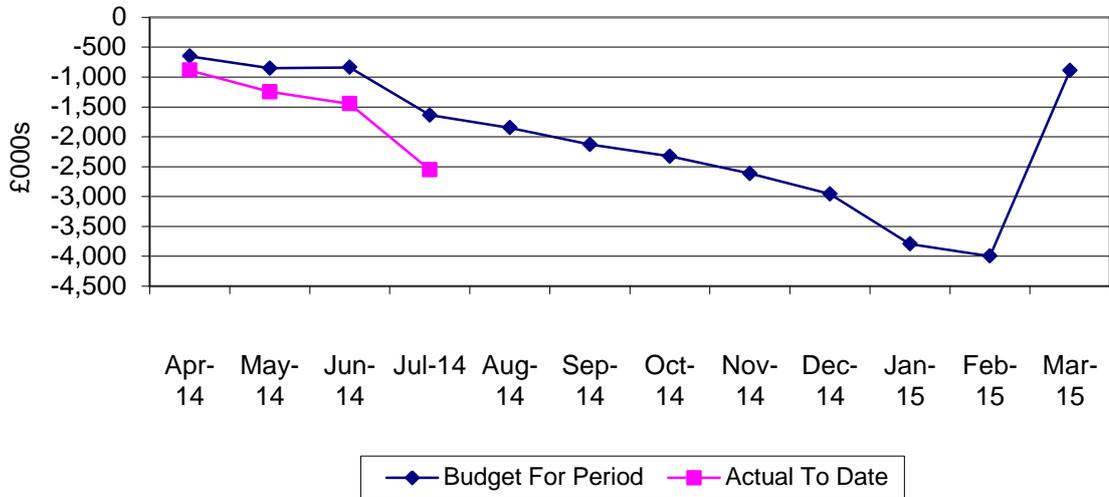
The following graphs show the monthly budget profile and income/expenditure to date for each service in the General Fund for the financial year.

The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

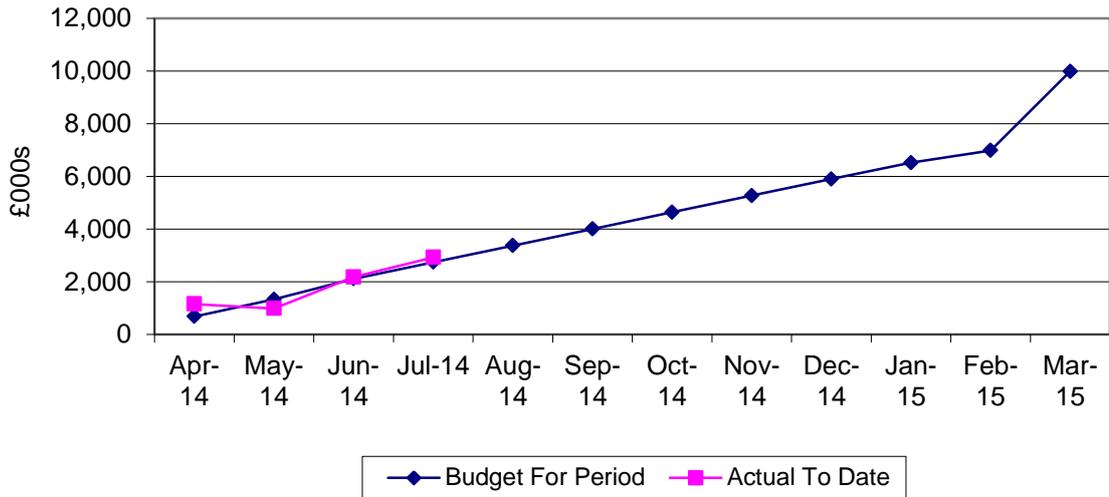
Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.



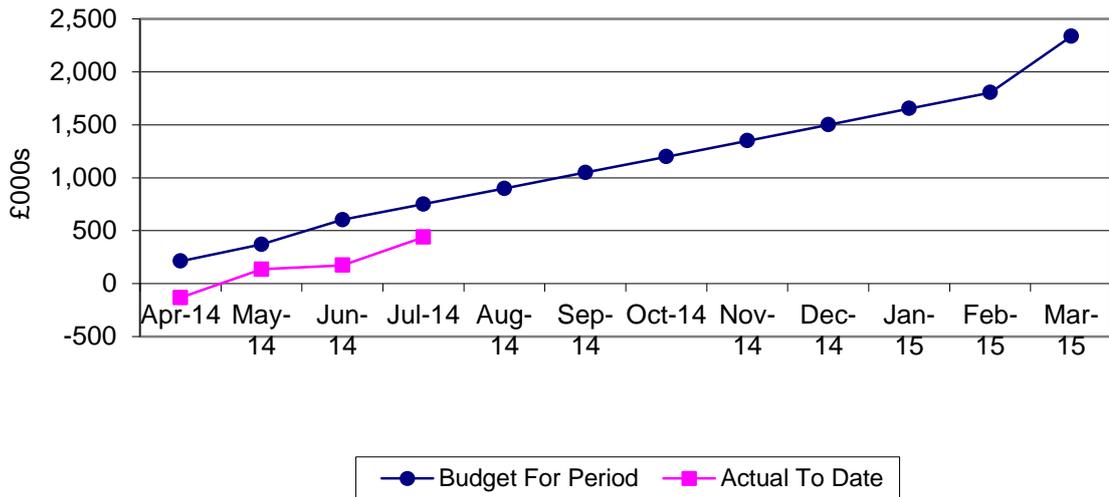
Culmulative Monthly 2014/15 - City Development



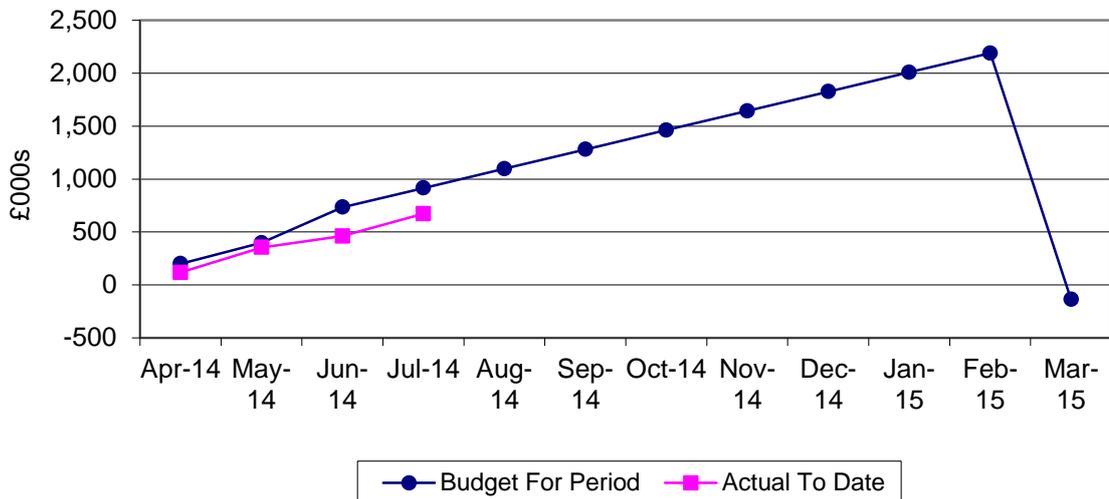
Culmulative Monthly 2014/15 - Citywide Services



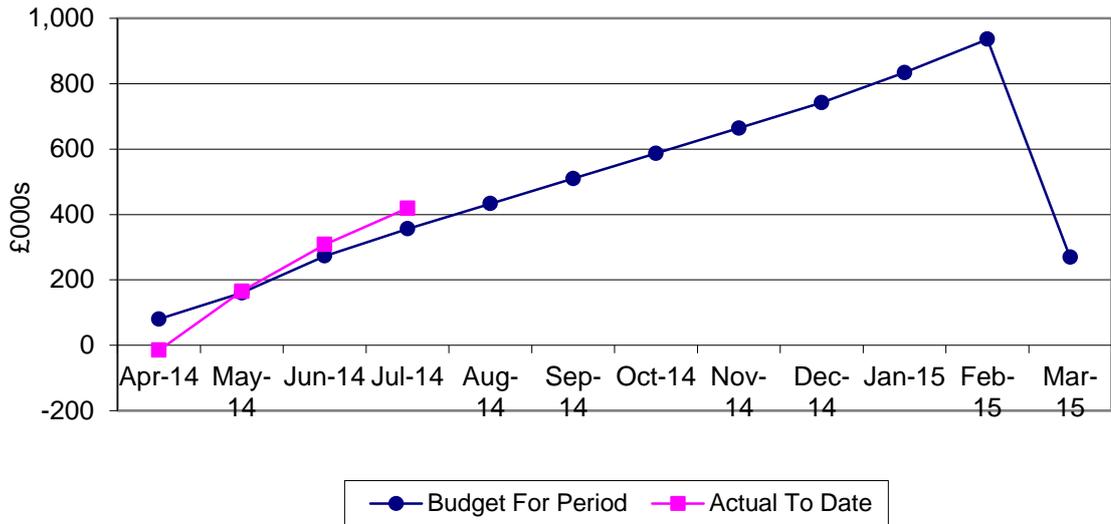
Culmulative Monthly 2014/15 - Communications & Culture



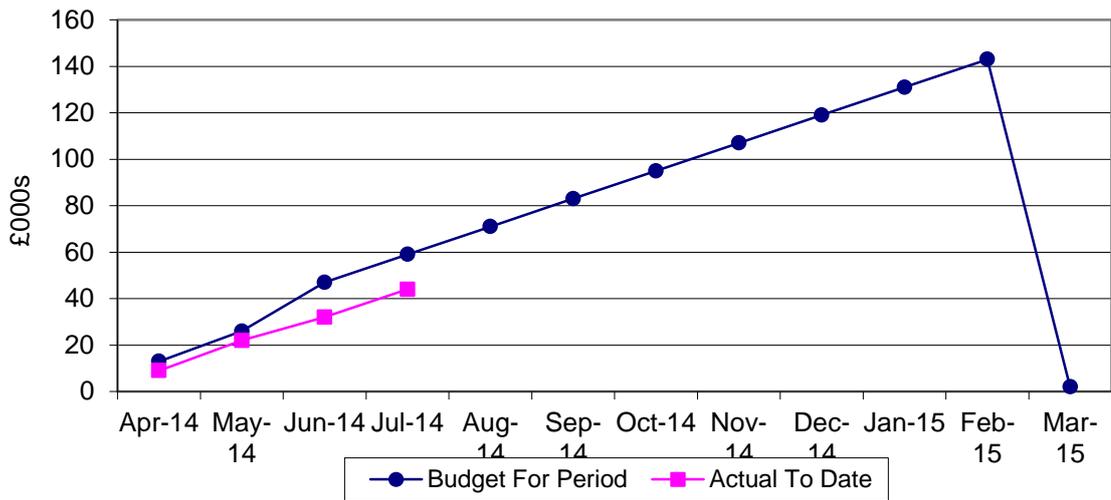
Culmulative Monthly 2014/15 - Customer Contact



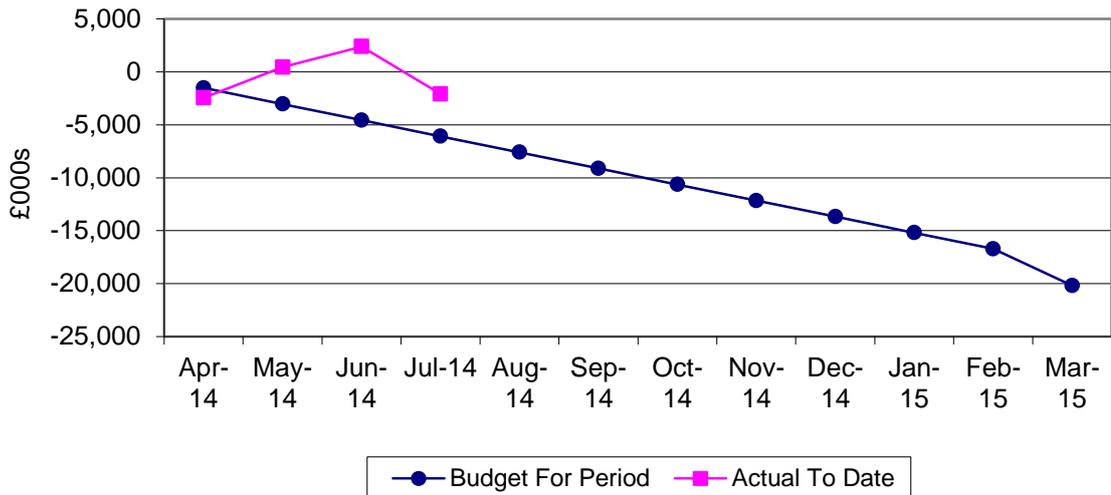
Culmulative Monthly 2014/15 - Democratic Services



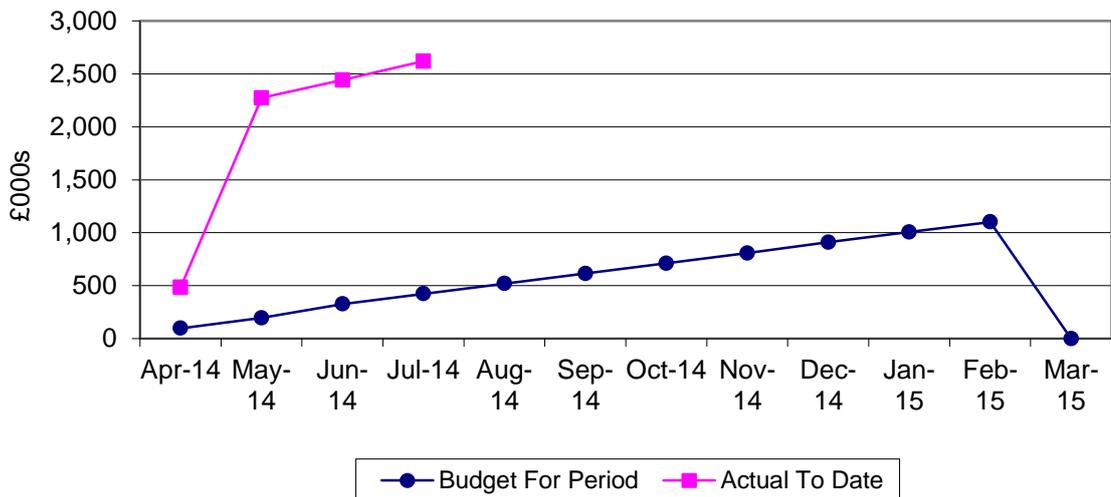
Culmulative Monthly 2014/15 - Deputy Chief Executive



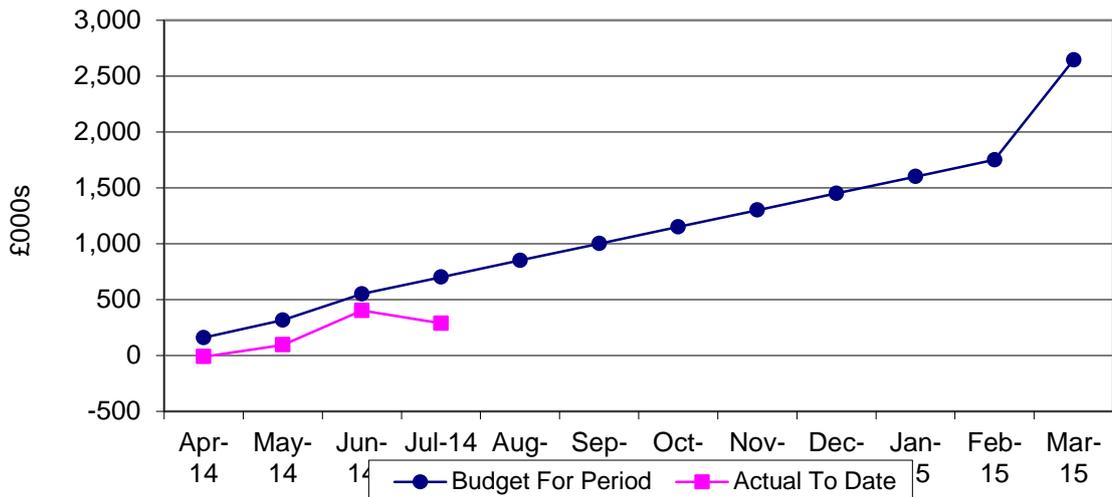
Culmulative Monthly 2014/15 - Finance



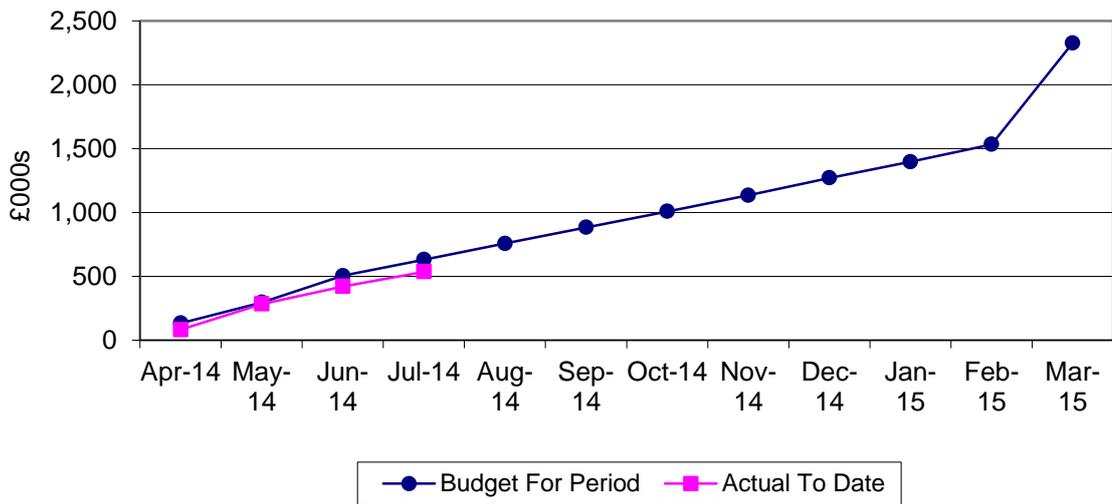
Culmulative Monthly 2014/15 - Human Resources



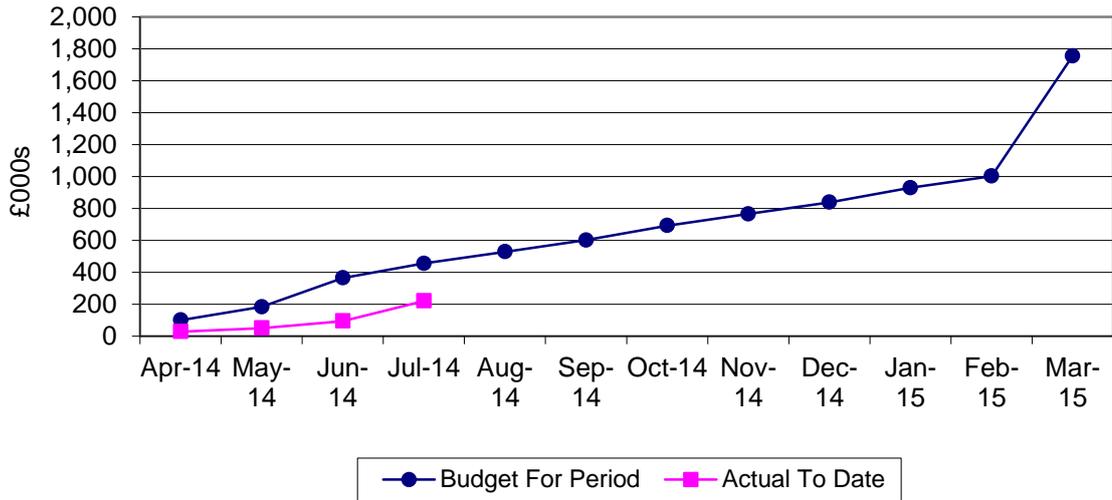
Culmulative Monthly 2014/15 - Neighbourhood Housing



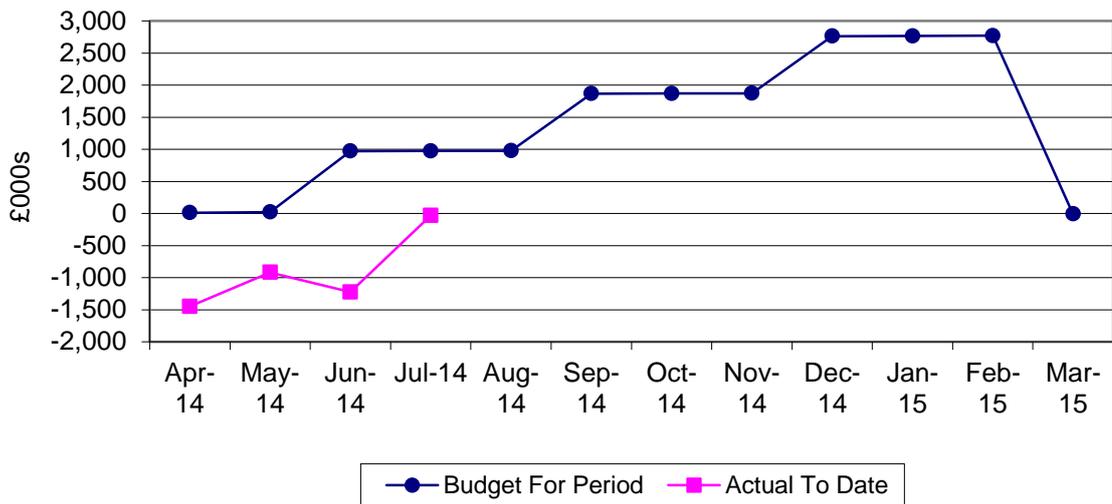
Culmulative Monthly 2014/15 - Neighbourhood Services



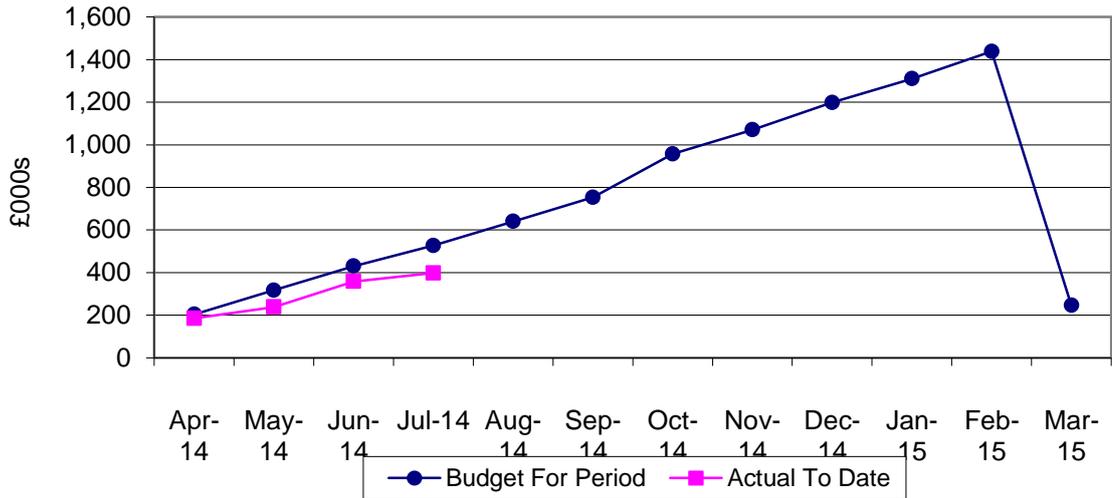
Culmulative Monthly 2014/15 - Planning



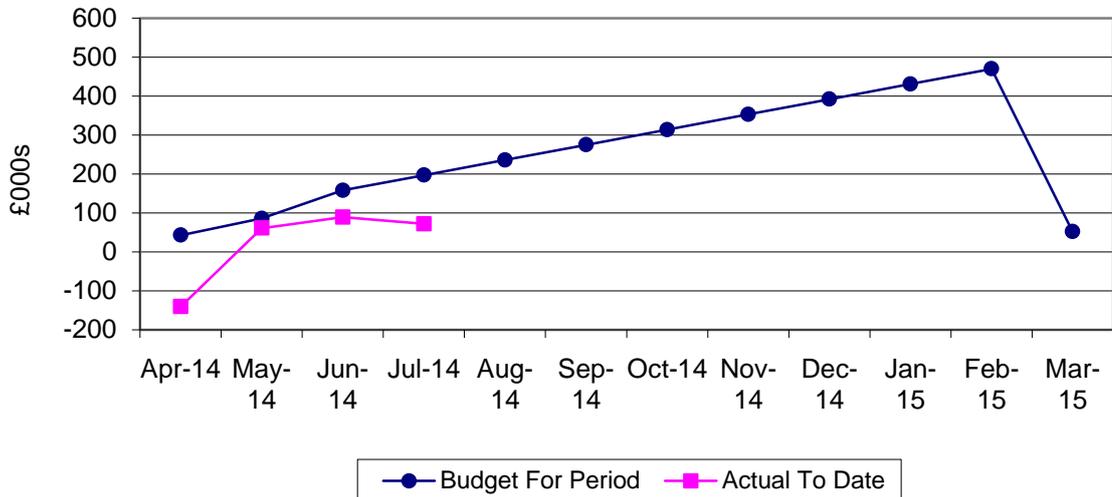
Culmulative Monthly 2014/15 - Procurement & Systems



Culmulative Monthly 2014/15 - Property Services



Culmulative Monthly 2014/15 - Strategy, People & Democracy



The following graph shows the total monthly budget profile and income/expenditure to date for the general fund and the housing revenue account, for the financial year.

