

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Chief Executive Officer	Directors	-	-	-	-	-	-	-	-	-	Expenditure: £300k of costs for the data work carried out to support the move to NJC pay bargaining.
	Income										
	Expenses	795	511	284	1,316	1,021	-	1,021	-	295	
	Net Impact	795	511	284	1,316	1,021	-	1,021	-	295	
	HoS Total	795	511	284	1,316	1,021	-	1,021	-	295	
Chief Digital & Information Officer	ICT Shared Service (Old Model)										Income: Chief Digital Officer has recovered significant amount of aged debt from Cambridge City, during this exercise a duplicate invoice was discovered which needed to be written off. This was outside of CDIO's control. Reserves: Grant for Serious Violence Duty (SVD) project & Staff Development grant, these will be used for those specific purposes to offset costs. Income: Recharges to Partners (Cambridge City & SCDC) when costs shared are higher, also recharges are higher than expected. Expenses: Approved by 3 Councils, Microsoft E5 upgrade and restructure costs. Quarter 1: The overspend at Quarter 1 was reported at £108k, the service worked hard to decrease this forecast by £39k. The work continues to identify further efficiencies.
	Income	23	-	23	23	-	-	-	-	23	
	Expenses	-	-	-	0	-	-	-	-	0	
	Net Impact	23	-	23	23	-	-	-	-	23	
	3C ICT Shared Service										
	Income	(3,075)	(3,074)	(1)	(6,162)	(6,148)	-	(6,148)	-	(14)	
	Expenses	4,638	4,619	19	9,334	9,238	-	9,238	(13)	83	
	Net Impact	1,563	1,545	18	3,172	3,090	-	3,090	(13)	69	
	HoS Total	1,586	1,545	41	3,195	3,090	-	3,090	(13)	92	

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Head of Economy, Regeneration & Housing	Economic Development										Income: (£68k) was put into the budget to offset salary budget to recognise efficiencies. Therefore, this is offset by underspend on salaries where vacancies are held to offset this. Overall Overspend: At Q2 the service forecast Infrastructure Matters Consultancy work. Income: Forecast income in line with current occupancy. Discussions ongoing around St Neots markets, currently forecasting the rent payable by the council for St Neots Market will be lower than budgeted Income: Penalty Charge Notices (PCNs) lower than budget due to transition from old to new legislation with warning notice period. Permit income peak in September linked to on-street permits and commenced on-street enforcement. Pay and Display income lower than budget, however the position has improved since Q1 with an additional £50k of income now forecast. Expenditure: Reduction in spend is linked to business rates payable being less than budgeted, and CPE costs lower than budget. Income and Expenditure: Vibrant communities project, spend is claimed from CPCA (Cambridgeshire & Peterborough Combined Authority), hence income and expenses are overperforming by the same amount and overall breakeven.
	Income	-	(37)	37	(12)	(74)	-	(74)	-	62	
	Expenses	200	234	(34)	418	424	43	467	-	(49)	
	Net Impact	200	197	3	406	350	43	393	-	13	
	Housing Strategy										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	145	163	(18)	330	325	-	325	-	5	
	Net Impact	145	163	(18)	330	325	-	325	-	5	
	Markets										
	Income	(55)	(48)	(7)	(99)	(96)	-	(96)	-	(3)	
	Expenses	43	120	(77)	193	240	-	240	-	(47)	
	Net Impact	(12)	72	(84)	94	144	-	144	-	(50)	
	Car Parks - Off Street										
	Income	(1,250)	(1,416)	166	(2,572)	(2,832)	-	(2,832)	-	260	
	Expenses	707	884	(177)	1,587	1,768	-	1,768	(120)	(301)	
	Net Impact	(543)	(532)	(11)	(985)	(1,064)	-	(1,064)	(120)	(41)	
	Car Park - On Street										
	Expenses	(3)	-	(3)	1	-	-	-	-	1	
	Net Impact	(3)	-	(3)	1	-	-	-	-	1	
	Market Towns										
	Income	(51)	(81)	30	(113)	(162)	-	(162)	(153)	(104)	
	Expenses	114	106	8	317	213	-	213	-	104	
	Net Impact	63	25	38	204	51	-	51	(153)	-	
	HoS Total	(150)	(75)	(75)	50	(194)	43	(151)	(273)	(72)	

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Head of Planning, Infrastructure & Public Protection	Building Control										Expenditure: £23k underspend created from 3C Building control contributions anticipated to be less than budgeted based on last financial years performance
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	58	83	(25)	141	165	-	165	-	(24)	
	Net Impact	58	83	(25)	141	165	-	165	-	(24)	Income: Additional income from Planning Performance Agreements (significant amounts already received), though a large proportion (c£800k) of this will need to be moved to 2026/27 as the work will be done in that year. Also Biodiversity Net Gain monitoring income increased. Expenditure: Increased agency staff spend as maternity cover
	Planning Policy										
	Income	(618)	(230)	(388)	(1,193)	(461)	-	(461)	(251)	(983)	
	Expenses	802	765	37	1,969	1,467	65	1,532	(308)	129	
	Net Impact	184	535	(351)	776	1,006	65	1,071	(559)	(854)	
	Development Management										Income: Expected upturn in planning applications which is line with regulation 18 of the new local plan. The Council is in tilted balance. Expenditure: Agency staff is being used within Development Management this is partially offset by vacant posts.
	Income	(1,042)	(981)	(61)	(2,235)	(1,963)	-	(1,963)	-	(272)	
	Expenses	1,029	952	77	2,171	1,904	-	1,904	20	287	
	Net Impact	(13)	(29)	16	(64)	(59)	-	(59)	20	15	
	Environmental Health Admin										Expenditure: Service performing within budget
	Expenses	24	25	(1)	47	50	-	50	-	(3)	
	Net Impact	24	25	(1)	47	50	-	50	-	(3)	
	Licencing										Income: £12.5k anticipated under achievement of income due to less renewals for licences this year (5 year licences) as well as £3k under achievement of Street Trading income (The service has proposed a change in the fees & charges for Street trading to try and deliver an increase in this income for next financial year) Expenses: £44k underspend caused by partial vacancy of Licensing Manager post currently filled part time
	Income	(186)	(193)	7	(368)	(386)	-	(386)	-	18	
	Expenses	162	194	(32)	339	388	-	388	-	(49)	
	Net Impact	(24)	1	(25)	(29)	2	-	2	-	(31)	
	Community Resilience										Income: £27k over achievement of income on electricity for Mobile Home Parks due to higher energy consumption (all energy consumption costs are recovered in full from residents) as well as £12k of non-budgeted income achieved for sale of mobile home (10% of income from the sale of the asset kept within the revenue budget). Expenses: £24k underspend on salaries, now forecast to be filled from November at 0.6 FTE as well as £4k saving to be achieved from dog control contract as a result of work done by the service to deliver efficiencies
	Income	(140)	(105)	(35)	(246)	(209)	-	(209)	-	(37)	
	Expenses	243	269	(26)	507	539	-	539	-	(32)	
	Net Impact	103	164	(61)	261	330	-	330	-	(69)	
	Communities										Income: £151k higher income expected to be released into the position due to an increased number of payments for the Homes for Ukraine scheme this is reflected within the expenses Expenses: £151k higher costs due to an increase in payments for the Homes for Ukraine scheme, partially offset by £23k salary saving within the Community Development team due to two fixed term contracts ending and not being re-recruited to. Overall: £23k salary saving within the Community Development team due to two fixed term contracts ending and not being re-recruited to. As well as £10k underspend created by no anticipated costs for relocation grants
	Income	(340)	(185)	(155)	(520)	(369)	-	(369)	-	(151)	
	Expenses	543	388	155	898	775	-	775	-	123	
	Net Impact	203	203	(0)	378	406	-	406	-	(28)	

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	Environmental Health Services										Income: £9k under achievement on costs recovered for Burials Under Health Act as a result of less burials leading to a lower costs recover (These are burials carried out for people who have no family or friend and are therefore required to be buried by the local authority), in addition some people who are buried have no estate to recover costs from. Expenses: £30k underspend caused by no anticipated spend for Empty homes as well a £10k underspend on salaries for the commercial team due to a short term vacancy and £18k overall underspend on the Environmental protection for vacancies partially offset by agency costs
	Income	(25)	(35)	10	(59)	(69)	-	(69)	-	10	
	Expenses	448	483	(35)	911	964	-	964	-	(53)	
	Net Impact	423	448	(25)	852	895	-	895	-	(43)	
	HoS Total	958	1,430	(472)	2,362	2,795	65	2,860	(539)	(1,037)	

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Head of Environmental Services	Environmental Protection Team										Income and Expenditure: Project work, costs are to be recovered through recharging Expenditure: Additional employee costs Grounds Maintenance - Increased income generation from third party organisations, improved productivity and efficiency has meant that the service has not filled the two vacancies previously which has increased the underspend. The service will look to fill these posts in the second half of the year. Watercourses - Overspend due to a bank collapse in a residential watercourse, this has been more expensive than expected. Arboricultural - Underspend due to additional income from selling logs, and not replacing vacant post. Sewer Ditches - No planned works, repairs only occur on confirmed council responsible assets Income: This is overspend is partially offset by additional income from town/parish council work. Expenditure: Agency usage has increased to fill vacant posts whilst we find suitable candidates. Issues with current fleet and delays on vehicles on order meant that the service needed to hire a sweeper to ensure business as usual. Hire of weekend team to reduce overtime was approved by CLT this was not budgeted for but it is hoped that this will change how the service is run. Income: Forecast includes recycling credit income (£600k) from the Cambridgeshire County Council which was not previously expected. Green bin subscription service has seen a significant uptake, currently forecasting the income to be higher than budget. Funding for green initiatives is occurring at a slower rate, so currently forecasting a underspend Expenditure: Increased agency staff costs partially offset by vacant posts within the establishment.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	0	-	0	0	-	-	-	-	0	
	Net Impact	0	-	0	0	-	-	-	-	0	
	CCTV										
	Income	(61)	(59)	(2)	(120)	(117)	-	(117)	-	(3)	
	Expenses	-	-	-	1	-	-	-	-	1	
	Net Impact	(61)	(59)	(2)	(119)	(117)	-	(117)	-	(2)	
	CCTV Shared Service										
	Income	(645)	(248)	(397)	(1,289)	(496)	-	(496)	-	(793)	
	Expenses	792	388	404	1,583	775	-	775	-	808	
	Net Impact	147	140	7	294	279	-	279	-	15	
	Head of Operations										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	72	61	11	143	121	-	121	-	22	
	Net Impact	72	61	11	143	121	-	121	-	22	
	Green Spaces										
	Income	(89)	(94)	5	(178)	(187)	-	(187)	(81)	(72)	
	Expenses	700	683	17	1,399	1,364	-	1,364	-	35	
	Net Impact	611	589	22	1,221	1,177	-	1,177	(81)	(37)	
	Street Cleansing										
	Income	(19)	(6)	(13)	(39)	(11)	-	(11)	-	(28)	
	Expenses	661	633	28	1,320	1,265	-	1,265	-	55	
	Net Impact	641	627	14	1,281	1,254	-	1,254	-	27	
	Waste Management										
	Income	(3,394)	(2,919)	(475)	(6,788)	(5,839)	-	(5,839)	-	(949)	
	Expenses	3,802	3,608	194	7,603	7,176	40	7,216	-	387	
	Net Impact	409	689	(280)	815	1,337	40	1,377	-	(562)	
	Fleet Management										
	Income	(17)	(19)	2	(34)	(39)	-	(39)	-	5	
	Expenses	194	191	3	388	384	-	384	-	4	
	Net Impact	177	172	5	354	345	-	345	-	9	
	HoS Total	1,996	2,219	(223)	3,989	4,396	40	4,436	(81)	(528)	

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Head of Leisure Health & Environment	Head of Leisure & Health										Income: Income levels continue to perform well particularly in-terms of membership growth. Expenditure: Increased employee costs relating to extension of contracts to increase the level of physical activity across the district. Other expenditure is being managed to ensure costs are minimised where possible. Summary: One Leisure's Q2 financial forecast is £510k surplus, compared with a budget of £632k surplus. This financial forecasted surplus is £121k off of the budget. However the income performance compared with 24/25's actual is 10.80% better year on year continuing to show income growth at all centres. The reason for the difference in trading performance and the budget is due to anticipated trends in Swim School and Health and Fitness have not followed the previous years trajectory anticipated at the time of building the budget. Adjustments to expenditure forecast have been made to mitigate this to ensure a I&E contribution from the service is achieved. Income: Café income is £97k above budget due to the delayed start of the Hinchingsbrooke Country Park development, allowing extended trading, which has also led to a £30k overspend on cost of sales as a result of increased activity. Car park income is £75k below budget, reflecting the Hinchingsbrooke Country Park car park being non-operational for a portion of the year. Expenditure: Employee costs are £120k under budget, driven by savings from vacant posts. Grants: Expenditure & Income significantly higher due to Net Zero Villages Grant paid in form of grants in and out of the council. Expenditure: Feasibility costs as per the One Leisure Independent Review. If the projects are approved these costs will be capitalised, and if not then the costs will be funded from reserves.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	58	55	3	117	110	-	110	-	7	
	Net Impact	58	55	3	117	110	-	110	-	7	
	One Leisure Active Lifestyles										
	Income	(248)	(254)	6	(496)	(545)	-	(545)	(80)	(31)	
	Expenses	370	350	20	740	700	-	700	-	40	
	Net Impact	122	96	26	244	155	-	155	(80)	9	
	One Leisure Facilities										
	Income	(3,496)	(3,589)	93	(7,485)	(8,132)	-	(8,132)	-	647	
	Expenses	3,592	3,696	(104)	6,766	7,390	-	7,390	96	(528)	
	Net Impact	96	107	(11)	(719)	(742)	-	(742)	96	119	
	Parks and Open Spaces										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	1	1	-	2	2	-	2	-	-	
	Net Impact	1	1	-	2	2	-	2	-	-	
	Parks, Countryside and Climate										
	Income	(550)	(231)	(319)	(761)	(462)	-	(462)	-	(299)	
	Expenses	1,055	788	267	1,771	1,555	20	1,575	(45)	151	
	Net Impact	505	557	(52)	1,010	1,093	20	1,113	(45)	(148)	
	One Leisure Projects										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	899	232	667	1,797	465	-	465	-	1,332	
	Net Impact	899	232	667	1,797	465	-	465	-	1,332	
	HoS Total	1,681	1,048	633	2,451	1,083	20	1,103	(29)	1,319	

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Head of Property & Facilities	Energy & Sustainability Mgt										Income: Additional income from selling electricity back to the grid. Expenditure: Spend has increased due to fire doors remedials and repairs on air source heat pump at PFH Income: A reduction in income throughout the portfolio, at Levellers Lane and Phoenix Court there are vacant units. Fareham has seen slow lettings due to market conditions, Stonehill is not generating income due to damage and with Cineworld in administration The Rowley Centre income is also down. Negotiations ongoing regarding the Phoenix Court rent review. The expectation is that the rent will increase and that the backrent will need to be paid this has been included within the forecast. Expenditure: There is currently vacant posts within the Estates team which has seen employee costs fall, there is also an expectation that there will be savings made on consultancy fees.
	Expenses	23	24	(1)	51	48	-	48	-	3	
	Net Impact	23	24	(1)	51	48	-	48	-	3	
	Public Conveniences										
	Expenses	1	-	1	8	-	-	-	-	8	
	Net Impact	1	-	1	8	-	-	-	-	8	
	Facilities Management										
	Income	(302)	(263)	(39)	(604)	(525)	-	(525)	-	(79)	
	Expenses	823	817	6	1,646	1,594	40	1,634	-	12	
	Net Impact	521	554	(33)	1,042	1,069	40	1,109	-	(67)	
	Commercial Estates										
	Income	(2,038)	(2,515)	477	(4,077)	(5,030)	-	(5,030)	-	953	
	Expenses	756	847	(91)	1,513	1,692	-	1,692	-	(179)	
	Net Impact	(1,282)	(1,668)	386	(2,564)	(3,338)	-	(3,338)	-	774	
	HoS Total	(737)	(1,090)	353	(1,463)	(2,221)	40	(2,181)	-	718	
Head of Human Resources & Officer Development	Corporate Health & Safety										Expenditure: £101.4k overspend is offset by contribution from workforce strategy reserve (£88.2k), which leaves £13.3k overspend, mainly caused by £7.8k one off Severance Payment.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	31	33	(2)	63	66	-	66	-	(3)	
	Net Impact	31	33	(2)	63	66	-	66	-	(3)	
	Human Resources										
	Income	(5)	-	(5)	(2)	-	-	-	-	(2)	
	Expenses	455	459	(4)	1,021	918	-	918	(88)	15	
	Net Impact	450	459	(9)	1,019	918	-	918	(88)	13	
	HoS Total	481	492	(11)	1,082	984	-	984	(88)	10	

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Head of Finance	Corporate Finance										Income: Increased interest receivable on short term investments £1.5m (as a result of interest rates being higher for longer than expected), also income received from NNDR pool £95k, plus government grants of £23k for Audit and £35k contribution towards increased Internal Drainage Board costs. Expenditure: Minimum Revenue Provision (MRP) saving as a result of capital programme underspends and rephasings in 2024/25 this is calculated following the accounts closure. MRP commences in the year following expenditure. Expenditure: Additional employee costs
	Income	(1,584)	(914)	(670)	(3,168)	(1,827)	-	(1,827)	(313)	(1,654)	
	Expenses	3,793	3,921	(128)	7,587	7,842	-	7,842	-	(255)	
	Net Impact	2,210	3,007	(797)	4,419	6,015	-	6,015	(313)	(1,909)	
	Finance										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	482	446	36	1,006	892	-	892	(77)	37	
	Net Impact	482	446	36	1,006	892	-	892	(77)	37	
	Corporate Insurance										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	354	356	(2)	708	711	-	711	-	(3)	
	Net Impact	354	356	(2)	708	711	-	711	-	(3)	
	HoS Total	3,046	3,809	(763)	6,133	7,618	-	7,618	(389)	(1,874)	
Head of Democratic Services & Monitoring Officer	Legal										Expenditure: 3C Legal contributions expected to be higher based on Q1 outturn being 20% higher than budgeted as the council approach Local Government Reorganisation (LGR). Income: £400k of non budgeted income forecast for Local and Mayoral Elections to cover election costs Expenditures:£80k overspend caused by agreed pressure for Head of Democratic Services & Monitoring post, this post will be budgeted from 2026/27 from the previous Chief Operating Officer post. Plus £400k of costs for Local and Mayoral Elections to cover elections being covered by additional income. Expenditure: Underspend created by 2 vacant posts (1x Internal Audit Manager & 1x Trainee Internal Auditor), offset by £210k Internal Audit for 25/26 – increased work to get back on track Expenditure: £136k overspend on Agency costs for Procurement Manager Expenditure: £15k for staff development and training as a result of new legislation as well as £46k for RSM additional Risk support whilst vacant post was being filled (Post now filled support has been scaled right back to just the system support)
	Income	-	-	-	(1)	-	-	-	-	(1)	
	Expenses	165	139	26	331	278	-	278	-	53	
	Net Impact	165	139	26	330	278	-	278	-	52	
	Democratic & Elections										
	Income	(313)	(117)	(196)	(625)	(234)	-	(234)	39	(352)	
	Expenses	874	685	189	1,746	1,269	100	1,369	60	437	
	Net Impact	561	568	(7)	1,121	1,035	100	1,135	99	85	
	Audit										
	Expenses	186	96	90	291	192	-	192	-	99	
	Net Impact	186	96	90	291	192	-	192	-	99	
	Procurement										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	156	102	54	343	204	-	204	-	139	
	Net Impact	156	102	54	343	204	-	204	-	139	
	Risks & Control										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	52	17	35	103	35	-	35	-	68	
	Net Impact	52	17	35	103	35	-	35	-	68	
	HoS Total	1,120	922	198	2,188	1,744	100	1,844	99	443	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Customer Change Director	Council Tax Support										Expenditure: Underspend due to Benefit Administration Subsidy Income: The differences are largely as a result of fluctuations on HB subsidy which is difficult to forecast and may continue to change further during the year. Expenditure: There has been a reduction in subsidy which is as a result of a reduction in benefits paid creating an overall underspend due to subsidies not always covering full costs Income: Homelessness and rough sleeping Grant £400k higher than expected plus additional £206k to fund new posts as well as £130k received for Rough Sleeping initiative that was not budgeted Expenses: Additional costs of new posts funded by Rough Sleeping Winter pressures, plus £230k to support the Housing Team. Expenditure: £120k underspend created from salary savings being offered of 1.85 FTE (Grade D) and 0.81 FTE (Grade G) post, as a result of the introduction of a forecasting and demand led resourcing model and also new technology. Expenditure: £7k savings due to team leader restructuring within Document Centre
	Income	(128)	(116)	(12)	(256)	(232)	-	(232)	-	(24)	
	Expenses	1	-	1	-	-	-	-	-	-	
	Net Impact	(127)	(116)	(11)	(256)	(232)	-	(232)	-	(24)	
	Housing Benefits										
	Income	(11,347)	(10,187)	(1,160)	(22,694)	(20,374)	-	(20,374)	1	(2,319)	
	Expenses	12,607	11,458	1,149	25,213	22,916	-	22,916	-	2,297	
	Net Impact	1,260	1,271	(11)	2,519	2,542	-	2,542	1	(22)	
	Housing Needs										
	Income	(843)	(486)	(357)	(1,687)	(972)	-	(972)	-	(715)	
	Expenses	1,489	1,143	346	2,978	2,286	-	2,286	(120)	572	
	Net Impact	645	657	(12)	1,291	1,314	-	1,314	(120)	(143)	
	Customer Services										
	Income	-	(53)	53	(3)	(105)	-	(105)	(103)	(1)	
	Expenses	577	638	(61)	1,155	1,275	-	1,275	-	(120)	
	Net Impact	577	585	(8)	1,152	1,170	-	1,170	(103)	(121)	
	Document Centre										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	82	76	6	145	151	-	151	-	(6)	
	Net Impact	82	76	6	145	151	-	151	-	(6)	
	HoS Total	2,438	2,473	(35)	4,851	4,945	-	4,945	(222)	(316)	
Head of Communications, Engagement & Public Affairs	Communications & Information										Expenditure: £35k overspend from corporate campaigns as well as overspend on salary costs due to approved Communications Executive post to support with Local Government Reorganisation (LGR).
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	182	124	58	363	247	-	247	0	116	
	Net Impact	182	124	58	363	247	-	247	0	116	
	HoS Total	182	124	58	363	247	-	247	0	116	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Policy, Performance & Emergency Planning	Emergency Planning										Expenditure: Now that the emergency planning structure has been agreed and implemented, the hire of the community resilience officer post part way through the year which has led to an underspend.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	52	64	(12)	151	128	-	128	(34)	(11)	
	Net Impact	52	64	(12)	151	128	-	128	(34)	(11)	Expenditure: Approved overspend due to hiring of a programme manager and a project manager and 3 project coordinators . These posts would will be funded from the Invest2Save and LGR reserves
	Transformation										
	Income	-	(63)	63	-	(125)	-	(125)	(177)	(52)	
	Expenses	260	323	(63)	698	646	-	646	-	52	
	Net Impact	260	260	-	698	521	-	521	(177)	(0)	
	Strategic Insight & Delivery										Expenditure: Place Strategy post under review due to other immediate priorities. The head of service post is currently vacant
	Income	(5)	-	(5)	(10)	-	-	-	-	(10)	
	Expenses	116	153	(37)	235	307	-	307	-	(72)	
	Net Impact	111	153	(42)	225	307	-	307	-	(82)	
	HoS Total	423	477	(54)	1,074	956	-	956	(211)	(93)	
	Total	13,818	13,885	(67)	27,591	26,464	308	26,772	(1,745)	(926)	