

# CABINET AGENDA



**Tuesday 28<sup>th</sup> August 2007**

**at 9.00am**

**in the Red Room, Avondale Centre,  
Dyke House, Hartlepool  
(Raby Road entrance)**

**MEMBERS: CABINET:**

The Mayor, Stuart Drummond

Councillors Hall, Hargreaves, Hill, Jackson, Payne and Tumilty

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

To receive the Record of Decision in respect of the meeting held on 6<sup>th</sup> August 2007  
(previously circulated)

**4. BUDGET AND POLICY FRAMEWORK**

No items

**5. KEY DECISIONS**

No items

**6. OTHER ITEMS REQUIRING DECISION**

6.1 Eldon Grove Sports Centre – *Director of Neighbourhood Services and Director of Adult and Community Services*

6.2 Transport Assessment and Travel Plans Supplementary Planning Document –  
*Director of Regeneration and Planning Services*

**7. ITEMS FOR DISCUSSION / INFORMATION**

7.1 Quarter 1 – Corporate Plan and Revenue Financial Management Report  
2007/2008 – *Corporate Management Team*

7.2 Revenue Outturn Report 2006/2007 – *Chief Financial Officer*

**8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**

No items

## **CABINET REPORT**

### **28<sup>th</sup> August 2007**



**Report of:** Director of Neighbourhood Services and Director of Adult and Community Services

**Subject:** ELDON GROVE SPORTS CENTRE,  
HARTLEPOOL

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## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To advise Cabinet on the progress that has been made in negotiations with Eldon Grove Tennis Club.

### **2.0 SUMMARY OF CONTENTS**

The report outlines the discussions that have taken place with the Tennis Club with regard to the proposed demolition of the sports centre and development of the land as a Tennis Academy. It outlines the proposed lease terms that have been proposed and agreed by the Tennis Club. The report also looks at a proposed change to the area to be leased to accommodate a change in the car parking arrangements serving Eldon Grove Primary School.

### **3.0 RELEVANCE TO CABINET**

It is an executive decision

### **4.0 TYPE OF DECISION**

Non-key

### **5.0 DECISION MAKING ROUTE**

Cabinet only

## 6.0 DECISION(S) REQUIRED

That Cabinet:

1. Agree to demolition and future development being carried out using the suggested approach.
2. Approve terms for the granting of a lease to Eldon Grove Tennis Club
3. Approve the proposed change in the area to be leased to accommodate a new car park at Eldon Grove Primary School.

**Report of:** Director of Neighbourhood Services and Director of Adult and Community Services

**Subject:** ELDON GROVE SPORTS CENTRE,  
HARTLEPOOL

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**1. PURPOSE OF REPORT**

- 1.1 To advise Cabinet on the progress that has been made in negotiations with Eldon Grove Tennis Club.

**2. BACKGROUND**

- 2.1 The Joint Culture, Leisure and Tourism and Finance and Efficiency Portfolio Holders met on 13th June 2007 and provided a recommendation to Cabinet on 25<sup>th</sup> June 2007 that the proposal submitted as Bid Number 2 be explored further. The Cabinet approved further discussions with the Tennis Club as preferred bidder.
- 2.2 Since this time, Cabinet and Council Officers have met with the Eldon Grove Tennis Club to try to pursue their bid to create a Tennis Academy on this site. The Tennis Club have managed to progress their enquiries with regard to the planning process, the terms for the lease of the building and also the actual mechanism for the development of the academy. A plan of the area is included at **Appendix 1**.
- 2.3 This has enabled a clearer indication to the Council of the timescales involved in this development, and in the shorter term, how quickly the demolition of the former sports centre can be progressed.

**3. FINANCIAL IMPLICATIONS**

- 3.1 The financial implications of the proposed transaction can be found in the attached confidential **Appendix 2**. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

#### **4. RECOMMENDATIONS**

That Cabinet:

1. Agree to demolition and future development being carried out using the suggested approach.
2. Approve terms for the granting of a lease to Eldon Grove Tennis Club.
3. Approve the proposed change in the area to be leased to accommodate a new car park at Eldon Grove Primary School

# **CABINET REPORT**

28 August 2007



**Report of:** Director of Regeneration & Planning Services

**Subject:** TRANSPORT ASSESSMENT AND TRAVEL PLANS  
SUPPLEMENTARY PLANNING DOCUMENT

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

To advise Cabinet that a Supplementary Planning Document for Transport Assessment and Travel Plans has been prepared, and to seek approval of the report for public consultation.

### **2. SUMMARY OF CONTENTS**

A Supplementary Planning Document (SPD), which will become part of the Local Development Framework, has been prepared to provide guidance on how the Borough Council will implement the Hartlepool Local Plan policies relating to Transport Assessments and Travel Plans. The SPD explains the various broad categories of Transport Assessments and Travel Plans and emphasises the need to discuss with the Council the levels most appropriate to any proposed development. The document will be subject to public consultation before it is adopted towards the end of the year.

### **3 RELEVANCE TO CABINET**

The Transport Assessment and Travel Plans Supplementary Planning Document will be one of the documents in the Local Development Framework which forms part of the budget and policy framework.

### **4. TYPE OF DECISION**

Non Key Decision

### **5. DECISION MAKING ROUTE**

Cabinet 28th August 2007

## **6. DECISION REQUIRED**

To approve the draft of the Transport Assessment and Travel Plans Supplementary Planning Document for public consultation, subject to minor editing and updating.



**Report of:** Director of Regeneration & Planning Services

**Subject:** TRANSPORT ASSESSMENT AND TRAVEL  
PLANS SUPPLEMENTARY PLANNING  
DOCUMENT

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**1. PURPOSE OF REPORT**

- 1.1 To seek approval for public consultation of the draft Transport Assessment and Travel Plans Supplementary Planning Document being prepared as part of the Hartlepool Local Development Framework (LDF).

**2. INTRODUCTION**

- 2.1 The Planning and Compulsory Purchase Act which came into force in 2004 has introduced new types of planning documents which together will make up a Local Development Framework.
- 2.2 The Local Development Framework (LDF) will comprise a portfolio of Local Development Documents which will together deliver the planning strategy for the Hartlepool area and express the Community Strategy in spatial terms. The LDF will eventually replace the policies in the Hartlepool Local Plan, adopted in April 2006. In the interim the Local Plan policies will be saved and will continue to form the basis of planning policy for the Borough.
- 2.3 Supplementary Planning Documents (SPDs) are non-statutory documents expanding on or providing further detail to policies in a development plan document – they can take the form of design guides, development briefs, master plans or issue-based documents. Although SPDs are subject to full public consultation, they will not be independently examined.

**3. LOCAL PLAN POLICY**

- 3.1 The Local Plan includes a range of objectives which seek to support sustainable development. An important element in securing sustainable development is the encouragement given to a choice of transport options which are safe, efficient, clean and fair. These objectives are translated into specific policies which seek to minimise the need to travel and to improve accessibility by providing real alternatives to the private car. Local Plan Policy Tra20 states that  
“Travel plans should be prepared to accompany proposals for major developments and other developments likely to lead to an increase in travel.

Consideration will be given to the use of planning conditions and/or legally binding agreements to secure the improvement of public transport, cycling and pedestrian accessibility within and to the development”.

In addition Local Plan Policy Tra19 states that

“In order to allow for improvements to the bus, cycle and pedestrian networks, residential and industrial estate layouts should be designed to ensure adequate access by alternative modes of transport to the private car from the initial phase of development.

Where required as a result of the development, developer contributions will be sought towards improved public transport and alternative transport accessibility...”

- 3.2 As set out in the programme contained in the Local Development Scheme of March 2007 (see Appendix 1 attached) a Supplementary Planning Document (SPD) is being prepared to give additional guidance relating to the preparation of Travel Plans and Transport Assessments including the circumstances when an agreement will be sought and its basis.

#### 4. **SUPPLEMENTARY PLANNING DOCUMENT FOR TRANSPORT ASSESSMENTS AND TRAVEL PLANS**

- 4.1 The Supplementary Planning Document (SPD), which will become part of the Local Development Framework, provides guidance on how the Borough Council will implement the Hartlepool Local Plan Policies Tra19 and Tra20 relating to Transport Assessments and Travel Plans to further the objective to secure measures to reduce the need for private car travel in new developments.
- 4.2 A copy of the proposed draft SPD document is set out in Appendix 2. The document sets out guidance thresholds which indicate the type and scale of development which will normally trigger the requirement for a Transport Assessment and/or a Travel Plan and the level of detail required for these plans.
- 4.3 The SPD explains the various broad categories of Transport Assessments and Travel Plans and emphasises the need to discuss with the Council the level most appropriate to any proposed development. In particular emphasis is given to the need for developers to enter into discussions with the Council at an early stage in the planning application process. It explains the distinction between Transport Assessments and the more basic Transport Statements for smaller scale developments. It also provides guidance on the process of preparing, implementing and monitoring Travel Plans

- 4.4 Although effectively complete in draft form for approval by Cabinet, discussions are ongoing with the Department of Neighbourhood Services on various technical issues associated with the SPD on Transport Assessment and Travel Plans which may result in some minor word changes to the document attached to this report.

## **5. SUSTAINABILITY APPRAISAL REPORT**

- 5.1 Sustainability Appraisal of key strategies is mandatory under the Planning and Compulsory Purchase Act 2004. In accordance with the government regulations for Sustainability Appraisals for Local Development Documents a Sustainability Appraisal is being prepared to evaluate the effects of the objectives in the Travel Plans SPD to ensure that social, environmental and economic impacts are mitigated where appropriate.
- 5.2 The Sustainability Appraisal Report being prepared for the SPD uses as its base the Scoping Report prepared for the Local Development Framework and the Community Strategy. The Scoping Report establishes the level of detail and the scope of the Sustainability Appraisal. The Scoping Report was approved by Cabinet on 25th June 2007 and has recently been subject to public consultation.
- 5.3 The Sustainability Appraisal Report will also incorporate the additional requirements of EU Directive 2001/42/EC with regard to Strategic Environment Assessment.
- 5.4 The Sustainability Appraisal report will be made available with the Draft SPD during the consultation period and is currently being finalised.

## **6. THE NEXT STEPS**

- 6.1. The Supplementary Planning Document and its accompanying Sustainability Report will be subject to public consultation for a period of six weeks starting 29 August 2007. Consideration of the responses to the consultation will be considered by November 2007 and a summary of the main issues raised in the representations and how they have been addressed will be prepared.
- 6.2 As the SPD provides guidance to adopted planning policies and does not form part of the Development Plan, it is not subject to independent examination by an inspector appointed by the Secretary of State. In the event of no substantial issues arising from the public consultation it is anticipated that the SPD will be adopted by the Council in December 2007.

**7. RECOMMENDATION**

- 7.1 That approval be given to the draft of the Transport Assessment and Travel Plans Supplementary Planning Document for public consultation, subject to minor editing and updating.

**APPENDIX 1 Extract from Hartlepool Local Development Scheme, March 2007****Diagram 2:****TIMETABLE FOR PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS**

CORE STRATEGY DPD		HOUSING ALLOCATIONS DPD	PLANNING OBLIGATIONS SPD	TRANSPORT / TRAVEL PLANS SPD
J F M A 2 0 0 7 S O N D	Continuing evidence gathering with initial community & stakeholder involvement		(Already commenced) Pre-production evidence gathering	(Already commenced) Community & key stakeholder involvement and preparation of Sustainability Appraisal (SA)
	Sustainability appraisal of options		Initial community and key stakeholder involvement	
	Preparation of draft Issues & Options Report		Initial sustainability appraisal and preparation of Draft SPD	<b>Consultation on draft SPD &amp; associated SA</b>
	<b>Consultation on Issues Options + on initial sustainability appraisal</b>		<b>Consultation on draft SPD &amp; associated sustainability report</b>	Consultation responses considered & SPD approved
				<b>ADOPTION</b>
	Council consideration of comments on Issues etc. and preparation of Preferred Options	<b>Commencement</b> Pre-production evidence gathering	Council consideration of consultation responses and approval of SPD	
	<b>Consultation on Preferred Options</b>	Initial community and key stakeholder involvement	<b>ADOPTION</b>	
	Council consideration of representations on Preferred Options and preparation of Submission DPD	Sustainability appraisal of options		
	<b>Submission of DPD and Consultation (6 weeks)</b>	Council approval to Issues & Options Report		
		<b>Consultation on Issues Options + on initial sustainability appraisal</b>		
J F M A 2 0 0 9 S O N D 2 0 1 0 A		Analysis of comments		
		Possible further consultation on new sites		
	<b>Pre-Examination Meeting</b>	Preferred Options prepared		
		<b>Consultation on Preferred Options</b>		
	<b>Start of Examination</b>	Council consideration of representations		
		and preparation of Submission DPD		
		<b>Submission of DPD and consultation (6 weeks)</b>		
	<b>Inspector's Report</b>			
	<b>ADOPTION</b>			

**APPENDIX 2**

Hartlepool Borough Council

**HARTLEPOOL LOCAL DEVELOPMENT FRAMEWORK**

**TRANSPORT ASSESSMENT AND TRAVEL PLAN  
SUPPLEMENTARY PLANNING DOCUMENT**

**DRAFT      AUGUST 2007**

**Text extracts can be made available in Braille, talking tapes and large print, on request. If you would like information in another language or format, please ask us.**

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.  
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।  
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایە داوامان لی بکه  
(Kurdish)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔  
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे  
(Hindi)

Jeżeli chciałoby Państwo uzyskać informacje w innym języku lub w innym formacie,  
prosimy dać nam znać.  
(Polish)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。  
(Cantonese)

**Hartlepool Borough Council**  
**Transport Assessment and Travel Plans Supplementary Planning Document**

**FOREWORD**

*(to comprise statement from the Mayor as Portfolio holder + information on consultation period etc )*



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## **1 INTRODUCTION**

### **Purpose of the Supplementary Planning Document**

- 1.1 The Hartlepool Local Plan, adopted in April 2006, includes a range of objectives which seek to support sustainable development by giving a choice of transport options which are safe, efficient, clean and fair. These objectives are translated into specific policies which seek to minimise the need to travel and to improve accessibility by providing real alternatives to the private car.
- 1.2 This Supplementary Planning Document, which will become part of the Hartlepool Local Development Framework,<sup>1</sup> provides guidance on how the Borough Council will implement the Hartlepool Local Plan policies (set out in Appendix 1) relating to Transport Assessments and Travel Plans which seek to secure measures to reduce the need for private car travel in new developments.
- 1.3 Current government guidance encourages discussions at an early stage in the formulation of development schemes prior to the submission of any planning application. Consequently developers who intend to bring forward proposals for development should have regard to the advice in this document as it sets out requirements at both the early stage and through measures which might be included at the issue of planning permission and during implementation of the proposals.

### **What are Transport Assessments and Transport Statements?**

- 1.4 A **Transport Assessment** is a comprehensive and systematic process that sets out at an early stage transport issues relating to a proposed development and identifies what measures will be taken to deal with the anticipated transport impacts of the scheme. Such measures may include the preparation and implementation of Travel Plans. The Assessment highlights how it is intended to improve accessibility and safety for all modes of travel, particularly for alternatives to the car such as walking, cycling and public transport. The Transport Assessment will be submitted alongside a planning application. Failure to submit a Transport Assessment where one is needed would mean that a planning application may not be validated and thus not be considered.
- 1.5 In some cases, the transportation issues arising out of the development proposals may not require a full Transport Assessment to inform the process and identify suitable mitigation measures. A simplified or basic report in the form of a **Transport Statement** may be sufficient. A transport statement is appropriate when a proposed development is expected to generate relatively low numbers of trips or traffic flows and would have only a minor impact on transport.
- 1.6 Table 1 at the end of Section 2 below sets out indicative thresholds for developments likely to require Transport Assessments or Transport Statements.

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<sup>1</sup> The Local Development Framework comprises a portfolio of spatial planning documents and will ultimately replace the Hartlepool Local Plan

## **What are Travel Plans?**

- 1.7 A **Travel Plan** is a package of measures to assist in managing the transport needs of an organisation. The main objective of a Travel Plan is to provide incentives for users of a development to reduce the need to travel alone by car to a site. A successful travel plan will enable greater travel choice, reduce dependency on the private car and widen the means of accessibility for visitors and staff. Therefore the key to a travel plan is influencing travel behaviour, whilst achieving a shift towards increased use of sustainable travel modes e.g. walking, cycling, public transport, train or car sharing for one or two days a week.
- 1.8 Travel plans are more appropriately viewed in terms of a process rather than as a one off document and should contain a package of measures to encourage alternative and more sustainable modes of transport to be used for commuting, schools journeys and business trips.

## **Policy Context**

- 1.9 The main national, regional and local policy documents relevant to the subject matter of this Supplementary Planning Document are as follows:
- 1.10 Planning Policy Statement 1 (**PPS1**) sets out the Government's key principles for delivering sustainable development including the need to address the causes and potential impacts of climate change, for example by reducing the need to travel by private car.
- 1.11 Planning Policy Guidance Note 13 (**PPG13**) emphasises the link between planning and transport policy. The objectives of PPG13 are to integrate planning and transport at the national, regional and local level to promote more sustainable transport choices. They help promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling, and seek to reduce the need to travel, especially by car. The Government considers that a Transport Assessment and Travel Plan should be submitted alongside planning applications that are likely to have significant transport implications. Transport Assessments are normally produced by developers and are used by decision makers in the planning process, to determine whether developments are acceptable in transport terms.
- 1.12 The **emerging Regional Spatial Strategy (RSS) for the North East** provides a long term strategy for the spatial development of the region and identifies the priorities for transport investment. It incorporates the Regional Transport Strategy (RTS) to ensure the integration of land use and transport planning. The RSS sets out four main themes, under which the locational strategy is developed:
- delivering economic prosperity and growth,
  - creating sustainable communities,
  - conserving, enhancing and capitalising on the region's natural and built environment, heritage and culture, and

- improving connectivity within and beyond the region.?
- 1.13 Policy 54 of the emerging RSS requires that travel plans seeking to maximise travel by public transport, cycling and walking should be prepared for all major development proposals that will generate significant additional journeys. At prestige employment sites (including Wynyard) and regional brownfield mixed use developments (including Victoria Harbour) consideration should be given to developing a co-ordinated approach for the whole site.
- 1.14 Hartlepool's **Local Transport Plan** (LTP) describes the long-term strategy for the Borough and sets out a programme of transport improvements to be delivered over the period 2006-2011 to address identified transport problems. These improvements will contribute towards delivering the shared priorities for local government and achieve the long-term vision for Hartlepool. This will be achieved by the following aims:
- to promote social inclusion by ensuring that everyone can **access** the key services and facilities that they need;
  - to improve the overall **safety** and security of the transport system for everyone;
  - to ensure that traffic **congestion** does not hinder continued economic growth and regeneration;
  - to reduce the environmental impact of transport on **air quality**, noise and climate change.
- 1.15 The promotion and implementation of Travel Plans contributes towards all of these aims, particularly delivering accessibility and tackling congestion. The LTP includes a wide range of local targets by which the success of the plan will be judged. These include access to local facilities by public transport, area wide traffic flows, cycling trips and bus and rail patronage.
- 1.16 The **Hartlepool Local Plan** (2006) contains specific policies relating to Transport Assessments and Travel Plans (policies Tra19 and Tra20) and the general policy (GEP9) on Developer Contributions – these are set out in full in Appendix 1. In addition the need for travel plans is highlighted in the policies relating to the development of the major employment sites (policies Ind1 to Ind4).

### **Outline of the Supplementary Planning Document**

- 1.17 The following section of this supplementary planning document set out guidance on when transport assessments or transport statements and travel plans may be required to be prepared as part of the planning application process. Section 3 highlights the need for developers to enter into discussions with the Council early in the process of preparing their proposals in order to ascertain any requirements the Council may have both with regard to assessing the transport implications of their schemes and to identify the measures to ameliorate these and thus to enable appropriate amendments which would satisfy planning requirements. The final three sections of this document provide guidance on the preparation of Transport Assessments, Transport Statements and Travel Plans.

## **2 WHEN ARE TRANSPORT ASSESSMENTS / TRANSPORT STATEMENTS AND TRAVEL PLANS REQUIRED?**

- 2.1 This section of the Supplementary Planning Document provides some guidance on thresholds and other aspects of proposed developments which are likely to lead to the requirement for the preparation of transport assessments (including transport statements) and travel plans. Table 1 at the end of the section sets out the indicative thresholds which the Council will have regard to in respects of both levels of transport assessment and also travel plans.

### **Transport Assessments/Transport Statements**

- 2.2 As noted in the Introduction to this guidance, Transport Assessments and the more basic Transport Statements (for developments having a less significant effect on travel patterns) set out the transport issues relating to a proposed development and identify measures to deal with the anticipated transport impacts.
- 2.3 The Hartlepool Local Plan seeks to ensure that Transport Assessments are submitted at the initial development stage (policy Tra19<sup>2</sup>). The need for, and the level of, formal transport assessment, will be determined in consultation between the developer and the Borough Council and, where the development might affect the wider Strategic Road Network, the Highways Agency. Accordingly pre-application discussions should be held with the Local Planning Authority to determine whether a Transport Assessment or a Transport Statement is required (see section 3).
- 2.4 As a guide, Table 1 at the end of this section sets out **indicative** thresholds for developments which may require the submission of either a Transport Assessment or a Transport Statement. The thresholds are related to town and country planning use classes although not all uses are specified particularly with regard to mixed use development. The thresholds are based upon scenarios which would typically generate 30 two-way peak hour vehicle trips<sup>3</sup>. Whilst there is no suggestion that 30 two-way peak hour vehicle trips would, in itself, cause a detrimental impact, it is a useful point of reference from which to commence discussions.
- 2.5 The thresholds are for guidance purposes and should not be read as absolutes. In some circumstances, a Transport Assessment may be appropriate for a smaller development than suggested by the thresholds in Table 1. In others, a Transport Statement may be appropriate for a larger development than suggested by these thresholds - for example, where there is an extant permission for one form of development, but an alternative development, that involves a smaller projected transport impact, is now proposed.

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<sup>2</sup> See Appendix 1

A Vehicle Trip is a one-way journey by a single privately operated vehicle regardless of the number of persons in the vehicle. For example, two or more people travelling together in a car would be counted as one vehicle trip.

- 2.6 Further, there are quantitative and qualitative matters related to a proposed development and its location that need to be taken into account in assessing its transport implications and in deciding whether or not a transport assessment (or transport statement) will be required and in general, Transport Assessments are likely to be required for developments which are:
- not in conformity with the development plan;
  - generate 30 or more vehicles movements in any hour;
  - generate 100 or more vehicle movements per day;
  - likely to increase accidents or conflicts among motorised users and non-motorised users, particularly vulnerable road users such as children, disabled and elderly people;
  - generate significant freight or HGV movements per day;
  - proposed in a location where the local transport infrastructure is inadequate eg. substandard roads, poor pedestrian/cyclist facilities and inadequate public transport provisions;
  - proposed in a location within or adjacent to an Air Quality Management Area (AQMA)<sup>4</sup>.
- 2.7 There may be other factors which would lead to the need for a Transport Assessment or Transport Statement to be prepared, thus it is very important that contact is made with the Council early in the process of drawing up a development proposal – see Section 3.

### **Travel Plans**

- 2.8 The Borough Council has an obligation to assess the transportation impact of all development proposals to ensure that they can satisfactorily be integrated into the transport network. Planning Policy Guidance Note 13 requires the submission of Travel Plans alongside planning applications that will have significant transport implications. Travel Plans provide, together with Transport Assessments, the mechanism for assessing and managing access to sites and can help improve accessibility, both to and from the site, and to local amenities and services.
- 2.9 Travel Plans are strategies for managing multi-modal access to a site or development, focusing on promoting access by sustainable modes. They can assist in reducing traffic congestion, widening accessibility, and reducing air pollution. A Travel Plan should contain a package of measures to encourage alternative and more sustainable modes of transport to be used for commuting, schools journeys and business trips. These may include travel by bus, rail, bicycle, motorcycle, walking or car sharing.

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<sup>4</sup> There are currently (2007) no Air Quality Management Areas in Hartlepool.

2.10 There are five levels of Travel Plan as follows:

- **Travel Plan Framework:** an interim travel plan to be used where outline planning consent is being sought and where the end-users are unknown. The Travel Plan Framework, based on predicted data should specify measures to be implemented before the occupation of the development as far as possible and include a framework and timetable for the final and approved Travel Plan, based on more accurately predicated data. In the case of a speculative development that will be occupied under leasehold arrangements the approach is to secure from the developer a commitment, in principle, to the eventual implementation of a Travel Plan by eventual occupiers. In respect of freehold arrangements, the final implementation of a Travel Plan would be the responsibility of the end occupier and the process of negotiating a Travel Plan may need to be done at a later stage.
- **Minimalist Travel Plan:** to be used for small-scale developments where the end user is known and where the transport implications are not substantial, but are nevertheless important to control. Minimalist plans involve the commitment to a range of soft measures such as marketing and promotion of sustainable travel options, sometimes referred to as 'Smarter Choices';
- **Measures Travel Plan:** this involves developing a comprehensive travel plan containing a range of measures or actions to be provided within an agreed timetable. The advantage of identifying and implementing measures gives the developer more certainty in terms of conditions and/or obligations to be met. The disadvantage is that the measures may not fully achieve any of the desired modal split / shift targets;
- **Outcomes Travel Plan:** this involves developing a comprehensive travel plan that relates to defined and agreed set of targets or outcomes. They are different from a Measures Travel Plan, as they focus their attention on specific outcomes and they allow more flexibility in the choice of actions to achieve modal shift or modal split targets. This approach is used when there is less confidence in the effectiveness of measures to achieve a mode shift. Outcomes Travel Plans require the agreement of sanctions if targets are not met. Where the desire is to achieve a modal shift the travel plan must include a range of actions that will be effective in achieving targets, to avoid remedies or sanctions;
- **Area Wide Travel Plans:** Numerous small developments on one site may individually not require a Travel Plan, but together the cumulative transport implication means an Area Wide Travel Plan will be required for the entire site. This will require each occupier, and new occupiers, to prepare and implement subsidiary travel plans as appropriate to their particular use and travel characteristics. It should be administered by an agent of the developer / site manager.

2.11 Developers have an important role to play in encouraging sustainable travel and will be required to submit a Travel Plan with all applications likely to generate

significant amounts of travel. Policy Tra20 of the Hartlepool Local Plan<sup>5</sup> states that travel plans should be prepared for all major developments and other developments likely to lead to an increase in travel. The Local Plan includes a table setting out thresholds for some types of major development. However, government guidance on thresholds for all use classes has been published since the Local Plan was prepared. This supplementary planning document therefore uses the more recent government advice on thresholds for travel plans as it is more comprehensive and also relates to the preparation of transport assessments.

2.12 Travel Plans may also be required in other circumstances such as:

- for smaller developments comprising jobs, shopping, leisure and services which would generate significant amounts of travel in, or near to, air quality management areas, and in other locations where there are local initiatives or targets set out in the development plan or local transport plan for the reduction of road traffic, or the promotion of public transport, walking and cycling. This particularly applies to offices, industry, health and education uses;
- proposals for small to medium extensions to existing businesses which would result in an increase in the number of employees or visitors. Over time the transport impacts of an original use can change substantially. In these circumstances the introduction of a Travel Plan may allow organisations to reassess the costs and benefits of their existing travel patterns.
- proposals for a site where there are a number of users (at time of application) and which is not already implementing a travel plan.
- where a travel plan would help address a particular local traffic problem associated with a planning application, which might otherwise have to be refused on local traffic grounds

2.13 Thus whilst Travel Plans are usually produced as a response to the identification of issues within Transport Assessments or Transport Statements, this is not always the case.

2.14 The scope and content of a travel plan will relate to unique circumstances of the development site and should be the subject of discussions with the Borough Council early in the process of preparing a development scheme (see Section 3 paragraphs 3.7 - 3.9).

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<sup>5</sup> See Appendix 1



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**Table 1: Indicative Thresholds for Transport Assessments/Transport Statements and Travel Plans**  
**(areas are gross floorspace)**

Land Use	Use/Description of Development	No Assessment	Transport Statement	Transport Assessment/Travel Plan
A1 Food Retail	Retail sale of food goods to the public – Food Superstores, Supermarkets, Convenience Food Stores.	<250 sqm	>250 <800 sqm	>800 sqm
A1 Non-food Retail	Retail sale of non-food goods to the public; but includes Sandwich Bars – Sandwiches or other cold food purchased and consumed off the premises, Internet Cafés.	<800 sqm	>800<1,500 sqm	>1,500 sqm
A2 Financial & Professional Services	Financial Services – Banks, Building Societies and Bureau de Change, Professional Services (Other than Health or Medical Services) – Estate Agents & Employment Agencies, Other Services – Betting Shops, Principally where services are provided to visiting members of the public.	<1,000 sqm	>1,000<2,500 sqm	>2,500 sqm
A3 Restaurants and Cafés	Restaurants and Cafés – Use for the sale of food for consumption on the premises, Excludes Internet Cafés (now A1).	<300 sqm	>300<2,500 sqm	>2,500 sqm
A4 Drinking Establishments	Use as a Public House, Wine-Bar or other Drinking Establishment.	<300 sqm	>300<600 sqm	>600 sqm
A5 Hot Food Takeaway	Use for the sale of hot food for consumption on or off the premises.	<250 sqm	>250<500 sqm	>500 sqm
B1 Business	(a) Offices other than in use within Class A2 (Financial & Professional Services) (b) Research and Development - Laboratories, Studios (c) light Industry	<1,500 sqm	>1,500<2,500 sqm	>2,500 sqm
B2 General Industrial	General Industry (Other than Classified as in B1), The Former “Special Industrial” Use Classes, B3 – B7, are now all encompassed in the B2 Use Class.	<2,500 sqm	>2,500<4,000 sqm	>4,000 sqm
B8 Storage or Distribution	Storage or Distribution Centres – Wholesale Warehouses, Distribution Centres & Repositories.	<3,000 sqm	>3,000<5,000 sqm	>5,000 sqm

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<b>Land Use</b>	<b>Use/Description of Development</b>	<b>No Assessment</b>	<b>Transport Statement</b>	<b>Transport Assessment/ Travel Plan</b>
C1 Hotels	Hotels, Boarding Houses & Guest Houses, Development falls within this class if "no significant element of care is provided".	<75 Bedrooms	>75<100 Bedrooms	>100 Bedrooms
C2 Residential Institutions - Hospitals, Nursing Homes	Used for the provision of residential accommodation and care to people in need of care.	<30 Beds	>30<50 Beds	>50 Beds
C2 Residential Institutions - Residential Education	Boarding Schools and Training Centres.	<50 Students	>50<150 Students	>150 Students
C2 Residential Institutions - Institutional Hostels	Homeless shelters, accommodation for people with learning difficulties and people on probation.	<250 Residents	>250<400 Residents	>400 Residents
C3 Dwelling Houses	Dwellings for individuals, families or not more than six people living together as a single household. Not more than six people living together includes – students or young people sharing a dwelling and small group homes for disabled or handicapped people living together in the community.	<50 units	>50<80 units	>80 units
D1 Non-residential Institutions	Medical & Health Services – Clinics & Health Centres, Crèche, Day Nursery, Day Centres & Consulting Rooms (not attached to the Consultants or Doctors house), museums, Public Libraries, Art Galleries, Exhibition Halls, Non-residential Education and Training Centres, Places of Worship, Religious Instruction & Church Halls.	<500 sqm	>500<1,000 sqm	>1,000 sqm
D2 Assembly & Leisure	Cinemas, Dance and Concert Halls, Sports Halls, Swimming Baths, Skating Rinks, Gymnasiums, Bingo Halls & Casinos. Other Indoor and Outdoor Sports and Leisure Uses not involving motorised vehicles or firearms.	<500 sqm	>500<1,500 sqm	>1,500 sqm
Others	For example: Stadium, Retail Warehouse Clubs, Amusement Arcades, Launderettes, Petrol Filling Stations, Taxi Businesses, Car/Vehicle Hire Businesses & the Selling and Displaying of Motor Vehicles, Nightclubs, Theatres, Hostels, Builders Yards, Garden Centres, PO's, Travel and Ticket Agencies, Hairdressers, Funeral Directors, Hire Shops, Dry Cleaners	Discuss with appropriate highway authority	Discuss with appropriate highway authority	Discuss with appropriate highway authority

### **3 PRE-APPLICATION DISCUSSIONS**

- 3.1 The Borough Council encourages developers discuss proposed schemes prior to submitting planning applications, such discussions to cover a range of environmental matters and other considerations which are relevant to the proposals. The possible effect of a development on the local transport network would form an important part of any such pre-application discussions. The previous section gives guidance on the circumstances when Transport Assessments or Statements and Travel Plans may be required.

#### **Transport Assessments / Statements**

- 3.2 Where developments are likely to have some transport implications, these must be assessed. The precise scope and detail of such an assessment will vary depending on the site location, the scale and the nature of the development. As noted previously, there are two levels of transport assessment:

- Transport Statement – should be used for a development which has relatively small transport implications;
- Transport Assessment – should be used for a development which has significant transport implications.

There may be a need to include specific assessment of environmental impacts that could arise out of an incremental rise in transport related noise, air quality or other pollutions as a result of development proposals. The aim will be to identify potential breaches of statutory thresholds and mitigation measures to address such impacts.

- 3.3 A pro-forma for the identification of basic information on proposed schemes has been developed completion of which would assist pre-application discussions. This pro-forma can be found at Appendix 2.

- 3.4 The key issues to be addressed during any pre-application consultations include the following:

- planning policy context of the development proposals;
- catchments or study area for the proposed development;
- assessment years - year of opening and horizon year(s);
- assessment of public transport capacity, walking/cycling capacity and the road network capacity;
- person trip generation and trip distribution methodologies and/or assumptions;
- measures to promote sustainable travel;
- mitigation measures (where applicable) – scope and implementation strategy,

- 3.5 In preparing a transport assessment the following considerations will be relevant:

a) **Encouraging Sustainable Access**

- ***Reducing the need to travel, especially by car*** – reducing the need for travel, reducing the length of trips, and promoting multi-purpose or linked trips by promoting more sustainable patterns of development and more sustainable communities that reduce the physical separation of key land uses;
- ***Improving sustainable transport choices*** - by making it safer and easier for people to access jobs, shopping, leisure facilities and services by public transport, walking, and cycling;
- ***The accessibility of the location*** -the extent to which a site is, or is capable of becoming, accessible by non car modes, particularly for large developments which involve major generators of travel demand;
- ***Other measures which may assist in influencing travel behaviour*** - achieving reductions in car usage (particularly single occupancy vehicles), by measures such as car sharing / pooling. High Occupancy Vehicle lanes and parking control;

b) **Managing the existing network**

- ***Making best possible use of existing transport infrastructure*** - for instance by low cost improvements to the local public transport network and using advanced signal control systems, public transport priority measures (bus lanes), or other forms of Intelligent Transport Systems to improve operations on the highway network. It should be noted the capacity of existing public transport infrastructure and footpaths is finite, and in some areas overcrowding already exists;
- ***Managing access to the highway network*** -taking steps to maximise the extent to which the development can be made to 'fit' within the available capacity by managing access from developments onto the highway network;

c) **Mitigating residual impacts**

- ***Through improvements to the local public transport network, and walking and cycling facilities*** – for example, by extending bus routes and increasing bus frequencies, and designing sites to facilitate walking and cycling;
- ***Through minor physical improvements to existing roads*** – It may be possible in some circumstances to improve the capacity of existing roads by relatively minor physical adjustments such as improving the geometry of junctions etc. within the existing highway boundary;
- ***Through provision of new or expanded roads*** - It is considered good transport planning practice to demonstrate that the other opportunities above have been fully explored before considering

the provision of additional road space such as new roads or major junction upgrades.

- 3.6 Consideration of these matters should take place at an early stage in the process of preparing a development proposal, so that work on developing the Transport Assessment can help inform, and be informed by, discussions about the location of the site and the scale and mix of uses proposed. Sections 4 and 5 provide guidance on the content of Transport Assessments and Transport Statements.

### **Travel Plans**

- 3.7 Section 2 sets out the thresholds over which developments will be required to produce Travel Plans and notes that there are other instances where Travel Plans may be required. Developers are thus encouraged to consult with the Borough Council at an early stage, before submission of a planning application, to determine whether a Travel Plan is required. Travel Plans should not be considered as an isolated component of the process. Instead they should be recognised and considered as part of the pre-application process.
- 3.8 It is critical for planning officers and developers to know when a Travel Plan is required as the preparation of a Travel Plan can be a material consideration in the determination of planning applications. The weight to be given to a Travel Plan in a planning decision will be influenced by the extent to which it materially affects the acceptability of the development proposed and the degree to which it can be lawfully secured. The granting of planning permission may be dependant on the production of a satisfactory Travel Plan prior to occupation of the development and creating a successful Travel Plan may take some time. Early consultation is important as it may influence the design of any final scheme and may have resource implications that should be identified early on in the development of the scheme.
- 3.9 The level of travel plan will be determined in consultation between the developer and the relevant authorities. Section 6 provides further information on preparing Travel Plans.

## 4 PREPARING A TRANSPORT ASSESSMENT AND MITIGATION PLAN

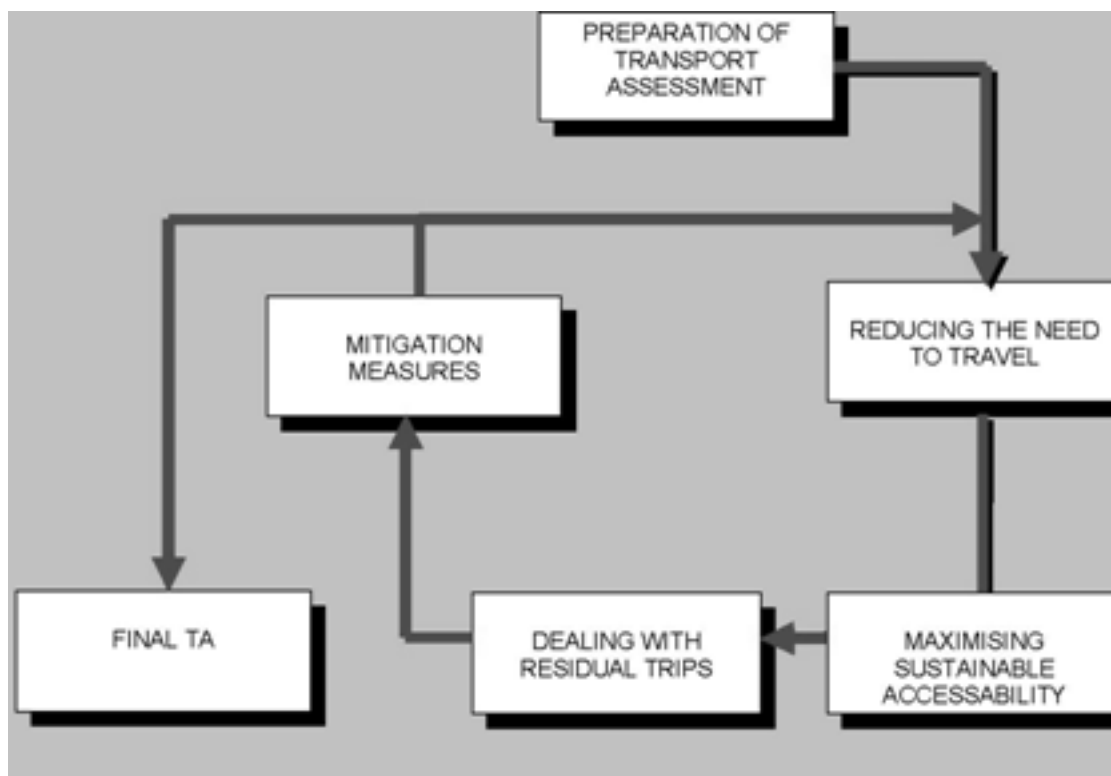
### Introduction

- 4.1 A detailed Transport Assessment will be required where a proposed development is likely to have significant transport and related environmental impacts on the study area. The study area for a proposed development should be determined in discussion between the developer and the Borough Council. It will generally depend on the type and scale of the development, and early consultations with the Borough Council will assist in defining its extent. A description of the study area should include reference to the site location, the local transport network and relevant transport features.
- 4.2 Wherever pre-application consultation identifies a need for a Transport Assessment, it is good practice to agree, as part of the pre-application consultation, the preparation of a scoping study before the Transport Assessment is begun. A scoping study should identify the issues the assessment will address, the methodologies to be adopted, additional supporting data required, and the extent of the assessment area. An agreed scoping study will help to reduce the potential for misunderstandings about the form of the Transport Assessment and avoid abortive work. It does not preclude varying the assessment to reflect the findings of survey results or more detailed analysis. However, it is recommended that any significant variations are agreed with the appropriate authorities<sup>6</sup> during the development of the Transport Assessment.
- 4.3 A Transport Assessment should address the following issues in an iterative manner as illustrated in Figure 4.1:
- ***Reducing the need to travel, especially by car*** - ensure, at the outset, that thought is given to reducing the need to travel by a careful consideration of the types of uses (or mix of uses) and the scale of development to promote multipurpose or linked trips.
  - ***Sustainable accessibility*** - promote accessibility by all modes of travel, in particular public transport, cycling and walking; assess the likely travel behaviour or travel pattern to and from the proposed site; and develop appropriate measures to influence travel behaviour.
  - ***Dealing with residual trips*** – provide accurate quantitative and qualitative analyses of the predicted impacts of residual trips from the proposed development and ensure that suitable measures are proposed to manage these impacts.
  - ***Mitigation Measures*** – ensure as much as possible that the proposed mitigation measures discourage avoidable physical improvements to highways and promote innovative and sustainable transport solutions.

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<sup>6</sup> The appropriate authorities are the local planning authority, the local highway authority and if there are likely to be traffic impacts on the strategic road network, the Highways Agency.

**Figure 4.1 : Typical Assessment Process**



- 4.4 An iterative approach may be necessary where initial work on a Transport Assessment indicates that revisions may be necessary to the proposed development, or to the approach taken to the issues in paragraph 4.3 above. The iterative approach ensures that the stages of the assessment are not approached in isolation, but that the full implications of each stage are considered and revisions made to either the development proposal or to any of the measures considered at the other stages. And where revisions are made, their implications in turn are considered across the whole proposal. The final outcome is a Transport Assessment that improves the development proposal to achieve the optimum sustainability.

#### **What should be covered in a Transport Assessment?**

- 4.5 The principal matters to be included in a Transport Assessment are:
- introductory facts and background data including the policy framework, the existing position with respect to the proposal site and baseline transport data, an assessment of the capacity of the existing public transport infrastructure and the cycle, footway and road networks, and full details of the development proposal; and
  - an appraisal of the impact of the proposed development.

Where the assessment confirms that a development will have material impact on the highway network, measures to mitigate such effects will need to be agreed prior to the granting of planning permission.

#### **4.6 Introductory Facts and Background Data**

- **full details of the development proposal** including its size, scale and phasing, hours of operation where applicable, and proposed access and servicing arrangements and parking strategy together with any traffic impacts of site construction works.
- details of the **planning and transport policy framework** as it affects the development proposal indicating how the proposal will help to deliver the aims and objectives of the development plan (the North East Regional Spatial Strategy and the Hartlepool Local Plan<sup>7</sup>), and how it responds to relevant Government planning policy guidance and statements.
- details of the **existing site conditions** including existing and permitted land uses in the vicinity and existing access considerations;
- **basic transport information** on existing travel patterns and facilities, traffic flows and accident history, together with:
  - an assessment of the capacities of the existing public transport infrastructure and of the cycle and footway and road networks;
  - traffic forecasts;
  - an analysis of accident records and other safety considerations.

Such assessments will help to inform the later stages of the Transport Assessment process in respect of determining modal split, travel plan objectives and, in appropriate cases, what enhancements, if any, are required to the public transport, local cycleway and footpath and road networks, as part of an overall mitigation package. These assessments should be undertaken using the appropriate analytical tools and methodologies as agreed with the relevant authorities.

In undertaking the above assessment, the assessment year(s) in respect of capacity analysis for the transport network should be consistent with the size, scale and completion schedule of the proposed development, and that of other major developments in the vicinity of the site, as well as planned improvements to the transport system. The appropriate horizon assessment year should be agreed with the relevant authorities during pre-application consultations.

#### **4.7 Appraisal of the Impact of the Development** - this involves an assessment of the development proposal's impact on:

- **the environment** – including its impact in terms of noise, the emission of greenhouse gases, effects on important nature conservation and historic sites and on the townscape generally, and on physical fitness and journey ambience. Any potential environmental impact that would breach a statutory limit should be addressed;

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<sup>7</sup> Under the new planning system introduced in the 2004 Planning and Compulsory Purchase Act, the 2006 Hartlepool Local Plan will remain as part of the development plan until at least April 2009.



- **safety** – including the potential for traffic accidents and perception of personal insecurity;
- **economy** – including impact on regeneration initiatives, journey times, user costs and the various costs of the development;
- **accessibility** – including access to the transport system and to the local area in terms of the beneficial or detrimental effect on the wider community using accessibility modelling techniques.
- **Integration** – including the potential for the integration of different modes of transport, the relationship of the proposal with wider Government initiatives (eg on environmental sustainability and health), and with local, regional and national planning policies, and the effects on social inclusion/exclusion.

The analysis period should reflect the person trip generation characteristics of the proposed development as well as conditions on the adjacent transport system. It should be related to known and anticipated peak patterns of demand for both the transportation system and development-generated trips.

- 4.8 The Borough Council has developed a checklist against which the contents of a Transport Assessment are checked. This is set out in Appendix 3.

### **Mitigation Measures**

- 4.9 The information provided at the pre-application stage and in the Transport Assessment will be reviewed by the local highway authority and/or the Highways Agency, as appropriate, with the aim of determining the type and scope of mitigation measures to be provided. This process will be undertaken in conjunction with the local planning authority.
- 4.10 Typically, mitigation could be required where the proposed development is likely to impact adversely upon the transportation system and/or result in breaches of statutory environmental limits.
- 4.11 Where mitigation is proposed and following agreement on the scope of mitigation to be provided, the relevant authorities will require or recommend that either appropriate conditions be attached to any planning permission that may be granted and/or a planning obligation<sup>8</sup> should be agreed. The conditions or obligations should specify the improvements that will be required to accommodate the proposed development's trips by all modes and should also ensure the safety of all road users, including non-motorised users or vulnerable users. Conditions or obligations may require that necessary mitigation measures be completed before work on the development site itself commences if construction traffic is a major issue, or before first occupation of units on the site.

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<sup>8</sup> A planning obligation (or Section 106 agreement) is a legal agreement attached to the approval of a planning permission through which the applicant and others with a legal interest in the land agree to undertake or pay for additional works or adhere to restrictions which could not be dealt with by planning condition alone.

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- 4.12 In all cases, the transport mitigation plan or package of measures should focus on maximising sustainable accessibility to the development. At the outset, the mitigation plan should consider measures such as:
- improvements to development site layout to facilitate walking and cycling as well as accessibility to the local public transport infrastructure;
  - improvements to walking and cycling provisions in the vicinity of the development site; and
  - improvements to the local public transport network
- 4.13 If the mitigation measures require physical improvements to the highway network, the developer should ensure that in any design of mitigation works, appropriate design guides and parameters are used. Road Safety Audits will be likely to be required for all development related highway works and when produced, should be conducted in compliance with the relevant standards.
- 4.14 In respect of the strategic road network, proposed mitigation measures should provide capacity that is comparable to the general capacity of that part of the network, and not for example, seek to produce a junction with significantly more capacity than the surrounding strategic road network.

## **5 PREPARING A TRANSPORT STATEMENT**

- 5.1 The information provided in the pro-forma at the pre-application stage of a development proposal will normally determine whether a more basic form of transport assessment (a Transport Statement) will be required rather than a more detailed Transport Assessment. This will be the case where a proposed development has some but less significant transport implications.
- 5.2 A Transport Statement should set out the transport issues relating to a proposed development site (existing conditions) and details of the development proposals (proposed development) but like a full Transport Assessment it must demonstrate that the development is acceptable in terms of accessibility, congestion and potential for sustainable travel to the site.
- 5.3 The Borough Council has developed a checklist against which the contents of a Transport Statement are checked. This is set out in Appendix 4.
- 5.4 **Existing Conditions** - the developer should provide a full description of:
- i. existing site information – describing the current physical infrastructure and characteristics of the site and its surroundings including existing, permitted or potential uses of the site and other land in the vicinity and existing access arrangements; and
  - ii. baseline transport data – background transport data and current transport infrastructure details including a qualitative description of the travel characteristics of the existing site, existing public transport provision, a description and functional classification of the highway network in the vicinity of the site and an analysis of the injury accident records.

This information should be accurately established to understand the context of the development proposal.

- 5.5 **Proposed Development** - the developer should also provide a full description of the proposed development within the Transport Statement including details of the development, the layout of the site and access to it, travel movements in the vicinity of the site, sustainable transport provision, parking strategy, and the transport impacts of site construction and freight movement.
- 5.6 However, not all proposed developments that are considered to require a Transport Statement would necessarily need all of the above matters to be considered. Therefore, it is important that the scope of the Transport Statement is agreed at the pre-application discussion stage between the developer and the Borough Council.

## **6 PREPARING A TRAVEL PLAN**

6.1 Travel Plans will be unique to any site and there is no standard format or content. In general Travel Plans should have measurable outputs, and should set out the arrangements for monitoring the progress of the plan, as well as the arrangements for enforcement in the event that agreed objectives are not met. They might be designed for the applicant only, or be part of a wider initiative involving other developments in the area. The different levels of Travel Plan are set out in paragraph 3.3 above.

6.2 The following general steps are recommended when developing a Travel Plan:

### **STEP 1 – Introduction and Existing Site Information**

6.3 This is an essential part of preparing a Travel Plan for assessing transport facilities on the site and transport links to it. This information should be accurately established to understand the context of the development proposal. In general, the following information will be required.

- the context for the development and reference to local policies for transport;
- any requirements imposed through the planning process;
- details on the type and size of the development in terms of number of employees, car parking spaces, (if known);
- an assessment of the current transport situation - using the findings from the Transport Assessment (if undertaken);
- details of proposed development in relation to the surrounding transport system and site access arrangements;
- consideration for the accessibility to the site and access to key services for employees.

### **STEP 2 – Baseline Transport Data**

6.4 Transport data that will be required will include information on existing public transport provision, a qualitative description of the travel characteristics of the existing site, including pedestrian/cyclist movements and associated facilities, and an analysis of local travel behaviour.

6.5 A baseline survey should be undertaken to collect such data on current transport methods and also to find out which incentives to adopt and the alternative modes that would be acceptable and likely to be most effective. Proposed questions within the survey need to be submitted to the Borough Council prior to carrying out the survey. The method of conducting the survey will be up to the developer, however an attempt should be made to ensure maximum return. For example, offering entry into a prize draw for participants has proved successful.

6.6 In respect of a new development, there should be a commitment to conduct an employee travel survey six months after occupation, to establish mode share of commuter travel;

- 6.7 When an occupier is new to the area, or where travel patterns are unknown, data from the 2001 census should be used to set a baseline. Alternatively, the Transport Assessment may contain an estimate of trip generation and mode split. In this instance this data should be included within the Travel Plan. It is essential that the methodology used in determining trip generation and mode split is transparent and logical.
- 6.8 In cases where existing development sites are being extended, current travel patterns should be surveyed to provide baseline data. For expansion of existing developments this should be undertaken at the earliest opportunity, although where completely new development is involved this should be undertaken six months after the opening of the development. The assessment of the results will lead on the choice of measures likely to be most effective in achieving the targets.

### **STEP 3 – Setting Targets**

- 6.9 The Travel Plan should set clear objectives reflecting its broader goals and ensuring that it meets any planning requirements.
- 6.10 Targets, correlating to these objectives should be established. They should be SMART (specific, measurable, achievable, realistic and timed). Targets will vary according to the particular circumstances of the site and will depend to a large extent on existing travel patterns, local transport infrastructure and the availability of parking on or near to the site. For new developments with an unknown end user, targets will need to reflect the development.
- 6.11 Targets will be monitored and in event that they prove to be inappropriate there will be scope to set new targets following the first review of the Travel Plan usually after six months.

### **STEP 4 - Drafting the Travel Plan**

- 6.12 The Travel Plan can then be drawn up and relevant measures included, based on the survey data, an audit of existing conditions and the type of Travel Plan required. The different levels of Travel Plan are defined in paragraph 3.3 above. In the case of a speculative development that will be disposed of to a freehold occupation, the approach is to bind successors in title to the implementation of a Travel Plan. To these ends an interim travel plan (Travel Plan Framework) should be agreed with the applicant, developer or their agent, before planning application is determined. The developer will be responsible for passing the requirement for a Travel Plan onto the occupier whether the occupier rents, leases or buys all or part of the development.

### **STEP 5 - Submission and Approval of the Travel Plan**

- 6.13 Travel Plans are an integral part of the planning application process. The submission of Travel Plans and their approval are a part of the iterative process of demonstrating how developments do not unduly increase car usage. The travel plan framework should be in place prior to use and occupation of the new development.

- 6.14 **The Travel Plan will be need to be approved in writing by the Borough Council. The developer is required to submit 4 paper-based copies and an electronic version should also be provided.**
- 6.15 The Borough Council will use the checklist at Appendix 5 to assess Travel Plan Frameworks which will be required where end users are unknown.
- 6.16 Travel Plans will be secured by either planning condition(s) and/or planning obligations (Section 106 agreements) attached to the planning permission. Hard measures, such as the provision of bus shelters and cycle storage facilities and improved pedestrian access, will normally be secured by way of a planning condition. Other measures within the Travel Plan which can include for example car parking management, the phasing of works, the appointment of a Travel Plan Coordinator, survey and monitoring arrangements will usually be dealt with by way of a Section 106 Agreement.
- 6.17 In general, Travel Plan Frameworks and Minimalist Travel Plans will be secured by planning condition, whilst Measures, Outcome and Area-wide Travel Plans will be secured by Section 106 Agreements.

#### **STEP 6 – Implementation and Management of the Travel Plan**

- 6.18 Implementation of the Travel Plan includes a series of appropriate measures that the developer is committed to undertake over the next three years to achieve associated targets, including both demand restraint and positive incentives, to use sustainable transport modes.
- 6.19 As noted above, in the case of speculative development, where end users are unknown, an agreed Travel Plan Framework will bind the developer to passing on the requirement for a Travel Plan to subsequent occupiers of the development. Where occupiers are known, but are new to the area, the agreed Travel Plan should be implemented within six months of the occupation of the site. Where an existing occupier is extending on site, any new Travel Plan associated with a permission to extend, should be implemented on, or shortly after, occupation on the new site extension.
- 6.20 An important aspect of implementation is the appointment of person/s from within the organisation responsible for the success and running of the Travel Plan, known as the **Travel Plan Coordinator**. This appointment will usually be required as part of the agreed Travel Plan. The post needs to be of sufficient seniority to undertake tasks such as chairing steering groups. The appointment does not to be a new one but instead, it may be a case of extending the job profile of an existing employee. The Council must be informed as soon as the post holder changes.
- 6.21 The role of the Travel Plan Coordinator will be to manage the implementation of the Travel Plan, liaise with the Council and provide monitoring information as agreed. The role will include:
- overseeing the development and the implementation of the Travel Plan
  - obtaining and maintaining support from senior managers, staff and union

representatives in the promotion of the travel plan;

- implementing an effective branding and promotional campaign to promote the Travel Plan to all employees;
- setting up and coordinating a Travel Plan Steering Group;
- acting as a point of contact for the Travel Plan and keeping staff informed with up to date information;
- organise workshops and induction seminars to educate existing and new staff;
- arrange for travel surveys to be undertaken by all employees at agreed intervals;
- returning agreed monitoring data to the Council.

### **STEP 7 – Monitoring and Review**

- 6.22 A monitoring arrangement should be agreed between the developer and the Borough Council.
- 6.23 **The occupier will monitor and review the workings of the Travel Plan annually and submit a written report to the Council, at a mutually agreed date.** Any revision to the Travel Plan required as a result of monitoring should be done in conjunction with Borough Council.
- 6.24 Monitoring is necessary to assure the Council that the aims and actions in the Travel Plan continue to be realised at the target dates. If this is not the case a revised plan will need to be submitted for approval and it shall be open to the Council to suggest reasonable ways of improving the effectiveness of the plan.

### **Enforcement**

- 6.25 The implementation and enforcement of initiatives within the Travel Plan is essential. Travel plans, without effective implementation of initiatives run the danger of becoming a paper exercise, which only plays lip service to sustainable transport objectives. Travel Plans should therefore set out arrangements for enforcement where agreed objectives are not met.
- 6.26 If during the course of implementing the Travel Plan, there is a disagreement between the occupier and the Council over the whether targets are being met then an arbitrator shall be approached. The arbitrator should be competent in legal matters and acceptable to both parties. The outcome of any arbitration shall be binding to both parties. Costs would be shared equally between the two parties.
- 6.27 To ensure that agreed measures are delivered and that any failure to deliver outcomes can be remedied, it will be normal practice to include sanctions within the Section 106 Agreement relating to the Travel Plan. Sanctions can take a number of forms for example:-
- payments to the Council to implement previously agreed measures;

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- specified works that are expected to remedy the failure to achieve outcomes; and/or
- specified payments to the Council to achieve the agreed outcome e.g. the implementation of a car parking zone around the development.



## **APPENDIX 1: RELEVANT LOCAL PLAN POLICIES**

Policies of the Hartlepool Local Plan which are most relevant to this Supplementary Planning Document are as follows:

### **Policy Tra19: PROVISION FOR ALTERNATIVE TRANSPORT**

In order to allow for improvements to the bus, cycle and pedestrian networks, residential and industrial estate layouts should be designed to ensure adequate access by alternative modes of transport to the private car from the initial phase of development.

Where required as a result of the development, developer contributions will be sought towards improved public transport and alternative transport accessibility (see also policy gep9 and supplementary note 8).

### **Policy Tra20: TRAVEL PLANS**

Travel plans should be prepared to accompany proposals for major developments and other developments likely to lead to an increase in travel.

Consideration will be given to the use of planning conditions and/or legally binding agreements to secure the improvement of public transport, cycling and pedestrian accessibility within and to the development.

### **Policy GEP9: DEVELOPER CONTRIBUTIONS**

The Borough Council will, where appropriate, seek contributions from developers for the provision of additional works deemed to be required as a result of the development. Contributions may be required for:

- ◆ highway and infrastructure works,
- ◆ improvements to public transport and the pedestrian and cycleway network,
- ◆ the layout and maintenance of landscaping and woodland planting,
- ◆ the layout and maintenance of open space and play facilities'
- ◆ the provision of neighbourhood parks,
- ◆ works to enhance nature conservation features,
- ◆ additional measures for street cleansing and crime prevention,
- ◆ the acquisition and demolition of surplus housing stock,
- ◆ the rationalisation of retail facilities; and
- ◆ any other community facilities deemed necessary by the local authority as a result of the development.

Contributions may necessitate developers entering into legal agreements with the Borough Council

## PRE APPLICATION DISCUSSION FORM



**This form is designed to assist in pre-application discussions on proposed developments. Completion of this form is voluntary**

### Developer/Agent Details

<b>Name:</b>	<b>Company:</b>
<b>Address:</b>	
<b>Telephone:</b>	<b>Facsimile:</b>
<b>Email:</b>	

## Development Details

<b>Brief Description</b> <i>(Including existing site use):</i>	
<b>Location:</b>	
<b>Address</b> <i>(if known)</i>	
<b>Size</b> <i>(eg., GFA, No. of Units)</i>	
<b>Opening Year(s):</b>	

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***Please tick the applicable box from the questions below.***

**YES      NO**

(i) Is the development Residential with more than 50 units?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

(ii) Is the development Non-residential with a GFA of over 500 sqm?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

(iii) Is the development likely to generate over 30 vehicle trips per hour?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

(iv) Is the development likely to generate over 10 HGVs a day?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

**Signed:**

**Date:**

**The completed form should be sent to**

**The Travel Plan Co-ordinator  
Transportation Team  
Department of Neighbourhood Services  
Bryan Hanson House  
Hanson Square  
HARTLEPOOL  
TS24 7BT**

**Email: cccccc**



### **APPENDIX 3: PREPARING A TRANSPORT ASSESSMENT**

**A detailed Transport Assessment will be required where a proposed development is likely to have significant transport and related environmental impacts.**

<b>Existing Conditions</b>		
<b>1 Existing Site Information and Proposed Development</b>	<ul style="list-style-type: none"> <li>• A site location plan and drawings that shows the proposed development site layout and use in relation to the surrounding area and transportation system.</li> <li>• The permitted and existing use of the site.</li> <li>• A detailed description of the existing land uses in the vicinity of the site, including development plan allocations or potential future uses in the case of undeveloped sites.</li> <li>• Existing site access layout and access constraints, where appropriate, describing arrangements, locations and methods of linkage to transport infrastructure for all modes of travel.</li> <li>• Scale of the development, such as number of residential units or gross floor area (site area in hectares).</li> <li>• Proposed hours of operation, including weekly profile, weekends where appropriate, over a 16 or 24 hour period.</li> <li>• Proposed parking strategy (number of spaces, parking layout, ratio of operational to non operational spaces, disabled parking, motorcycle parking, cycle parking).</li> <li>• Developers or promoters of the site such establish the level of activity of the site and results should be included within this section of the TA.</li> <li>• Whether the location of the site is within or near a designated Air Quality Management Area (AQMA).</li> </ul>	<input type="checkbox"/>                      
<b>2 Baseline Transport Data</b>	<ul style="list-style-type: none"> <li>• The quantification of the person trips generated from the existing site and their modal distribution, or, where the site is vacant or partially vacant, the person trips which might realistically be generated by any extant planning permission or permitted</li> </ul>	<input type="checkbox"/>

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	<p>uses.</p> <ul style="list-style-type: none"> <li>Existing public transport facilities (including frequency of services, location of bus stops/train stations, park &amp; ride facilities) in the study area.</li> <li>The current level of patronage or usage on the public transport network in the vicinity of the site.</li> <li>Existing pedestrian and cycle facilities in the vicinity of the site.</li> <li>Pedestrian and cyclists movements in the vicinity of the site.</li> <li>A description and functional classification of the road network in the vicinity of the site.</li> <li>Current traffic flows on links and at junctions within the study area.</li> <li>Identification of the critical links and junctions on the highway network, with calibrated capacity tests to reflect existing conditions.</li> <li>For the study area, establish the current personal injury accident records for the most recent three-year period, or five years if this is considered to be more appropriate.</li> <li>A summary of planned transport improvements within the study area (including type of improvement, implementation schedule and sponsoring agency or highway authority).</li> <li>Identify current peak periods on the adjacent road network and, as required, daily traffic flow data to and from the development site or in the vicinity of the site.</li> <li>Levels for air quality and noise for the highway network at the site entrance and any other locations where statutory limits might be breached by additional development traffic.</li> </ul> <p>Further supplementary information may be required to take account of local conditions and other material considerations.</p>	<input type="checkbox"/>                   
3 Public Transport	<ul style="list-style-type: none"> <li>Available capacity of on the existing public transport infrastructure relevant to the proposed development.</li> </ul>	<input type="checkbox"/>

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<b>Assessment</b>	<ul style="list-style-type: none"> <li>An assessment should be made of the capacity of the existing public transport structure relevant to the proposed development.</li> </ul>	<input type="checkbox"/>
<b>4 Walking / Cycling Assessment</b>	<ul style="list-style-type: none"> <li>An assessment should be made of the accessibility of those walking and cycling to the proposed development.</li> </ul>	<input type="checkbox"/>
<b>5 Road Network Assessment</b>	<ul style="list-style-type: none"> <li>An assessment should be made of the available vehicular capacity on the road network in the vicinity of the site to establish the potential impact from the development.</li> <li>This assessment should include recent counts (normally surveyed within the last 3 years) for peak period turning movements at critical junctions.</li> <li>Traffic data should reflect normal traffic flow conditions on the transport network in the vicinity of the site. It should also take account of holiday periods, typical weather conditions, tourist areas etc.</li> </ul>	<input type="checkbox"/>   <input type="checkbox"/>   <input type="checkbox"/>
<b>6 Safety Considerations and Accident Analysis</b>	<ul style="list-style-type: none"> <li>Identify any significant highway safety issues and provide an analysis of the accident history of the area for recent years.</li> <li>Accident records should be compared with local average accident rates, or where SRN is involved, it is recommended that appropriate national statistics are used in comparison.</li> <li>Road Safety Audit should be undertaken for any proposed change to the existing highway layout as a result of any mitigation measures proposed.</li> </ul>	<input type="checkbox"/>   <input type="checkbox"/>   <input type="checkbox"/>
<b>7 Development Trip Generation</b>	<ul style="list-style-type: none"> <li>The first step in quantifying the impact of the proposed development on the transportation system is to provide an estimate of the person trips (for all modes) that are likely to be generated by the development.</li> </ul>	<input type="checkbox"/>

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<p><b>8 Appraising The Impact Of The Proposed Development</b></p>	<ul style="list-style-type: none"> <li>• Impact on the environment, including noise, atmospheric pollution of differing kinds, impacts on countryside, wildlife, ancient monuments and historic buildings.</li> <li>• Impact on accessibility with concerns to the ability by which people can reach different locations and facilities by different modes.</li> </ul>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p><b>9 Travel Plans</b></p>	<ul style="list-style-type: none"> <li>• It is difficult to be too prescriptive in the scope and content of a travel plan. The findings from the transport assessment will be used to identify the current transport situation and determine the type of travel plan to be submitted along with the planning application.</li> </ul>	<p><input type="checkbox"/></p>

## **APPENDIX 4 - PREPARING A TRANSPORT STATEMENT**

**A Transport Statement should set out the transport issues relating to a proposed development site (Existing Conditions) and details of the development proposals (Proposed Development).**



Section		
1 Existing Conditions	<ul style="list-style-type: none"> <li>Existing site information – describing the current physical infrastructure and characteristics of the site and its surroundings.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Baseline transport data – background transport data and current transport infrastructure details.</li> </ul>	<input type="checkbox"/>
2 Existing Site Information	<ul style="list-style-type: none"> <li>A site location plan that shows the proposed development site in relation to the surrounding area and transport system.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>The permitted and existing use of the site.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>The existing land uses in the vicinity of the site, including development plan allocations, or potential future use in the case of undeveloped site.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Existing site access arrangements including access constraints, where appropriate.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Whether the location of the site is within or near a designated Air Quality Management Area (AQMA).</li> </ul>	<input type="checkbox"/>
3 Baseline Transport Data	<ul style="list-style-type: none"> <li>A qualitative description of the travel characteristics of the existing site, including pedestrian and cyclist movements and facilities, where applicable.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>Existing public transport provision, including frequency of services, location of bus stops/train stations, park &amp; ride facilities.</li> </ul>	<input type="checkbox"/>
	<ul style="list-style-type: none"> <li>A description and functional classification of the highway network in</li> </ul>	<input type="checkbox"/>



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	parking, taxi drop-off points).	
	• Residual vehicular trip impact.	<input type="checkbox"/>
	• The transport impacts of site construction.	<input type="checkbox"/>
	• The transport impacts of freight or service operations.	<input type="checkbox"/>
	• If the site of the proposed development has a current use or an extant planning permission with trip patterns/volumes, the net level of change that might arise out of the new proposals should be set out.	<input type="checkbox"/>

The above requirements are not exhaustive and there may be a need for supplementary information which takes account of local conditions as well as other material considerations. It is important that the scope of the TS is agreed at the pre-application discussion stage between the developer and appropriate authorities.

<sup>1</sup> In conjunction with the parking layout and provision, the car parking strategy will demonstrate how car parking will be managed and will deal with issues such as reserved areas for disabled and car sharing scheme members.

**APPENDIX 5: KEY COMPONENTS TO BE INCORPORATED INTO A TRAVEL PLAN FRAMEWORK**



To be used where outline-planning consent is being sought and where the end-users are unknown. (This provides a structure for the initial framework travel plan and supplementary travel plan to be developed within a given timescale)

Section		
<b>1 Introduction</b>	<ul style="list-style-type: none"> <li>• Sets the context for the development and makes reference to local policies for transport.</li> <li>• Includes any requirements imposed through the planning process.</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>
<b>2 Development Site Information</b>	<ul style="list-style-type: none"> <li>• Details on the type and size of the development in terms of number of employees, car parking spaces, (if known).</li> <li>• Using the findings from the Transport Assessment (if undertaken) assess the current transport situation.</li> <li>• Should include a site location plan that shows the proposed development in relation to the surrounding transport system and site access arrangements.</li> <li>• Consideration should be made for the accessibility to the site and access to key services for employees.</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>
<b>3 Baseline Transport Data</b>	<ul style="list-style-type: none"> <li>• Analysis of local travel behaviour to provide baseline data and an estimate of new demand arising from the development.</li> <li>• As this is a new development commitment to conduct an employee travel survey 6 months after occupation, to establish mode share of commuter travel.</li> <li>• A qualitative description of the travel characteristics of the existing site, including pedestrian/cyclist movements and associated facilities.</li> <li>• Existing public transport provision, including frequency of services, location of bus stops/ train stations and park and ride facilities should also be considered</li> </ul>	<input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>

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# CABINET REPORT

28<sup>th</sup> August, 2007



**Report of:** Corporate Management Team

**Subject:** QUARTER 1 – CORPORATE PLAN AND REVENUE  
FINANCIAL MANAGEMENT REPORT 2007/2008

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## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To inform Cabinet of: -

- The progress made towards achieving the Corporate Plan Actions in order to provide timely information and allow any necessary decisions to be taken;
- To provide details of progress against the Council's overall revenue budget for 2007/2008.

### 2. SUMMARY OF CONTENTS

2.1 The report describes progress towards achieving the actions within the Corporate Plan using the traffic light system of Green, Amber and Red. The report provides an overview of Council performance, with separate sections providing more detailed information for each Portfolio Holder to consider.

2.2 The Revenue Budget Monitoring report covers the following areas:

- Progress against departmental and corporate budgets and High Risk Budget Areas;
- Progress against saving/increased income targets identified in the 2007/2008 Budget Strategy;
- Progress against departmental salary turnover targets;
- Key Balance Sheet information;

2.3 The report advises Members that initial trends indicate that there may be adverse variances on the Children and Families budget and Neighbourhood Services budget. On the upside it is anticipated that investment income is likely to be higher than budgeted. Further work is needed to review these trends and these details will be reported in the next Budget Monitoring report. This will enable Members to develop a strategy for addressing these issues.

**3. RELEVANCE TO CABINET**

Cabinet has overall responsibility for the monitoring of the Council's Corporate Plan and the Revenue budget.

**4. TYPE OF DECISION**

None.

**5. DECISION MAKING ROUTE**

Cabinet 28<sup>th</sup> August, 2007.

**6. DECISION(S) REQUIRED**

Cabinet is asked to note the report and take any decisions necessary to address the performance or financial risks identified.

**Report of:** Corporate Management Team

**Subject:** QUARTER 1 – CORPORATE PLAN AND  
REVENUE FINANCIAL MANAGEMENT  
REPORT 2007/2008

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## **1 PURPOSE OF REPORT**

- 1.1 To inform Cabinet of the progress made towards achieving the Corporate Plan objectives through identified actions and of progress against the Council's own 2007/2008 Revenue Budget, for the period to 30<sup>th</sup> June, 2007.

## **2 BACKGROUND**

- 2.1 In line with previous monitoring reports, this report is an integrated comprehensive document that is page numbered, thus allowing Members easier navigation around the report. (See contents table below). The report firstly provides an overall picture of performance and progress against the approved 2007/2008 revenue budget, followed by a section for each Portfolio where more detailed information is provided.

<b>Section</b>	<b>Heading</b>	<b>Page</b>
3.	Overall Performance and Progress on Actions and key Performance Indicators	2-3
4.	Revenue Monitoring 2007/2008 – Summary	4-9
	<b>Detailed Performance and Revenue Monitoring Sections</b>	
5.	Regeneration and Liveability Portfolio	9-10
6.	Culture, Leisure and Tourism Portfolio	10-11
7.	Children's Services Portfolio	11-15
8.	Adult and Public Health Portfolio	15-17
9.	Neighbourhoods and Communities Portfolio	18-19
10.	Finance and Efficiency Portfolio	19-20
11.	Performance Portfolio	20-2
12.	Conclusions	22
13.	Recommendations	22
Appendix A	High Risk Budget Areas by Department	23
Appendix B	Summary Revenue Monitoring Report to 30 <sup>th</sup> June, 2007 by Department	24
Appendices C – H	Revenue Monitoring Report to 30 <sup>th</sup> June, 2007, by Portfolio	25-31

- 2.3 This report will be submitted to Scrutiny Co-ordinating Committee on 14<sup>th</sup> September, 2007. This will ensure that Scrutiny Co-ordinating Committee is able to review the report at the earliest opportunity.

### 3 OVERALL PERFORMANCE AND PROGRESS ON ACTIONS AND KEY PERFORMANCE INDICATORS

- 3.1 The Council identified 152 actions with specific completion dates and 160 key performance indicators (KPIs) as measures of success in the 2007/2008 Corporate Plan.

- 3.2 Overall performance is good with 98.6% of the actions and 92% of the KPIs (when annually reported actions and PIs have been removed) judged to be either on or above targets. Tables 1 and 2 below summarise officers' views on progress as at 30<sup>th</sup> June, 2007, for each Portfolio Holder's responsibilities: -

- A RED traffic light signifies the Action/KPI is not expected to meet target.
- An AMBER traffic light signifies the Action/KPI is expected to meet target.
- A GREEN traffic light signifies the target for the Action/KPI has been achieved.

**Table 1 – Progress on Actions within the Corporate Plan**

Portfolio	Actions by Traffic Light					
	Green		Amber		Red	
	No.	%	No.	%	No.	%
Adult Services and Public Health	2	9.1%	20	90.9%	0	0%
Children's Services	0	0%	18	94.7%	1	5.3%
Culture, Leisure and Tourism	0	0%	3	100%	0	0%
Finance and Efficiency	5	45.5%	6	54.5%	0	0%
Neighbourhood and Communities	1	5.9%	12	70.6%	0	0%
Performance	2	5.6%	33	91.7%	1	2.8%
Regeneration and Liveability	1	2.5%	39	97.5%	0	0%
<b>Total</b>	<b>11</b>	<b>7.6%</b>	<b>131</b>	<b>91.0%</b>	<b>2</b>	<b>1.4%</b>

\*figure may not always add to 100% due to rounding



**Table 2 – Progress on Key Performance Indicators**

Portfolio	KPIs by Traffic Light					
	Green		Amber		Red	
	No.	%	No.	%	No.	%
Adult Services and Public Health	9	24.3%	23	62.2%	5	13.5%
Children's Services	0	0%	3	75%	1	25%
Culture, Leisure and Tourism	3	50%	3	50%	0	0%
Finance and Efficiency	0	0%	3	100%	0	0%
Neighbourhood and Communities	1	7.1%	13	92.9%	0	0%
Performance	0	0%	3	100%	0	0%
Regeneration and Liveability	1	5.3%	17	89.5%	1	5.3%
<b>Total</b>	<b>14</b>	<b>16.3%</b>	<b>65</b>	<b>75.6%</b>	<b>7</b>	<b>8.1%</b>

\*figure may not always add to 100% due to rounding

### 3.3 Key areas of progress included: -

- The Innovation Centre at Queens Meadow and Hartlepool Enterprise Centre at Brougham Terrace are both now fully let with waiting lists developing.
- A Headland tourism brochure has been published as a result of collaboration with Headland partner organisations.
- 20 Schools and Seaton Nursery have achieved Healthy School Status.
- There has been a 500% increase in direct payments enabling more people to commission the services they need.
- Safer, cleaner, greener initiative introduced in NDC area providing a co-ordinated response involving wardens, environmental task force, enforcement officers and Neighbourhood Managers.
- The Statement of Internal Control (SIC) work programme has been developed and incorporated into the departmental planning process allowing officers to make the necessary links between Risk Management and service planning.
- A Customer Care qualification pilot scheme has commenced, undertaken by 30 frontline staff.

#### **4 REVENUE MONITORING 2007/2008 - SUMMARY**

4.1 This section provides details covering the following areas: -

- Progress against departmental, corporate and high risk budget areas.
- Progress against savings/increased income targets identified in the 2007/2008 Budget Strategy.
- Progress against departmental salary turnover targets.
- Key Balance Sheet information.

#### **4.2 Progress against Departmental and Corporate Budgets and High Risk Budget Areas**

4.3 For 2007/2008, as well as monitoring department and corporate budgets at a global level, high risk budget areas are also identified and explicitly monitored. These arrangements ensure any problem areas are identified at an earlier stage to enable appropriate corrective action to be taken. The areas identified as high risk budgets are attached at Appendix A, which indicates that there are adverse variances on a number of budgets.

4.4 Detailed revenue monitoring reports are attached at Appendix C to I. These reports are prepared on a Portfolio basis to enable each Portfolio Holder to readily review their area of responsibility. However, the Council's budget is monitored on a departmental basis and the overall position is summarised at Appendix B, Table 1. In total this shows an adverse variance of £65,000.

4.5 Forecast outturns for 2007/2008 have not been prepared as it is difficult to determine trends on the first three months activity. These details will be included in the next monitoring reports, which will be based on the first six months activity.

4.6 However, it is apparent from the initial budget monitoring exercise that adverse variances may occur in the following areas:

- Children and Families Budget

Over the last few years the Council has successfully pursued various strategies to reduce dependency on external providers and to support local foster carers. This strategy is beneficial for the individual children in care and is also more cost effective for the Council. As a result it has been possible to reduce the base budget provision for this service.

However, this area is volatile as the number of children being looked after and the type of care they require, does fluctuate. To address this risk a specific “Looked after Children Reserve” has been established and the current uncommitted balance on this reserve is £216,000.

A number of adverse trends are emerging in the current year in relation to:

- an increase in the number of additional children now in care;
- delays in the implementation of Special Guardianship orders – which underpin the anticipated savings included in the 2007/2008 budget;
- an additional two high cost placements;
- an unusually high number of court proceedings in the first quarter of the financial year.

It is anticipated that these costs will exceed the available “Looked after Children Reserve” and there may be an adverse variance for the year in the order of £200,000 to £350,000. The Director of Children’s Services is examining the Children’s Services budget to determine the scope for achieving savings to offset this variance. These details will be reported to a future meeting.

- Neighbourhood Services

A number of the trends which began in 2006/2007, particularly in relation to Car Parking income, are continuing in the current year. It is anticipated that there will be an adverse variance in the order of £200,000. The Director of Neighbourhood Services is examining other budget areas to identify potential savings and these details will be reported at a future meeting.

4.7 Details of progress against corporate budgets are also set out in Table 2 of Appendix B. At this stage this shows a favourable variance of £0.224m. This is mainly owing to savings in interest costs arising from the use of LOBOs and investment income on the Council’s cashflows arising from increases in the base rate. It is anticipated that these trends will continue for the remainder of the year.

4.8 As part of the 2007/2008 budget proposals Members determined to establish an “Interest Risk Reserve” using the savings achieved from the use of LOBOs. It was agreed that this Reserve will be capped at 0.5% of the Council’s outstanding debt, which equates to a figure of £0.4m. The Reserve will provide twelve months

protection in the event that the Council needs to refinance the LOBOs at 0.5% higher than the current rates. This Reserve has not yet been established and it would be prudent to make a contribution to this Reserve in the current year.

- 4.9 The value of this contribution will need to be determined later in the year and will need to reflect the Council's overall financial position, including the positions for Children's Services and Neighbourhood Services.

**4.10 Progress Against Savings/Increased Income Targets Identified in the 2007/2008 Budget Strategy**

- 4.11 The table below shows the summary of savings included in the 2007/2008 Budget Strategy. There are currently no items to bring to Members attention. A comprehensive schedule of progress in achieving these savings will be brought to the next meeting showing the position as at the end of September, 2007.

Department	Target	Proposed savings to be achieved from		
		Efficiency £'000	Saving £'000	Total £'000
Children's Services	483	402	81	483
Adult & Community Services	785	316	469	785
Regeneration & Planning	97	52	45	97
Neighbourhood Services	411	265	146	411
Chief Executives	128	113	15	128
<b>Total</b>	<b>3,125</b>	<b>1,142</b>	<b>1,948</b>	<b>3,090</b>

**4.12 Progress against Departmental Salary Turnover Targets**

- 4.13 An assumed saving from staff turnover is included within salary budgets. Details of individual department's targets are summarised in the table below.

Department	2007/2008 Turnover Target £'000	Expected to 30.06.07 £'000	Actual to 30.06.07 £'000	Variance (Adverse)/ Fav ourable at 30.06.07 £'000
Chief Executives	150	37	24	(13)
Children's Services	162	40	40	0
Adult & Community Services	366	92	92	0
Neighbourhood Services	106	27	30	3
Regeneration & Planning	62	16	16	0
<b>Total</b>	<b>846</b>	<b>212</b>	<b>202</b>	<b>(10)</b>

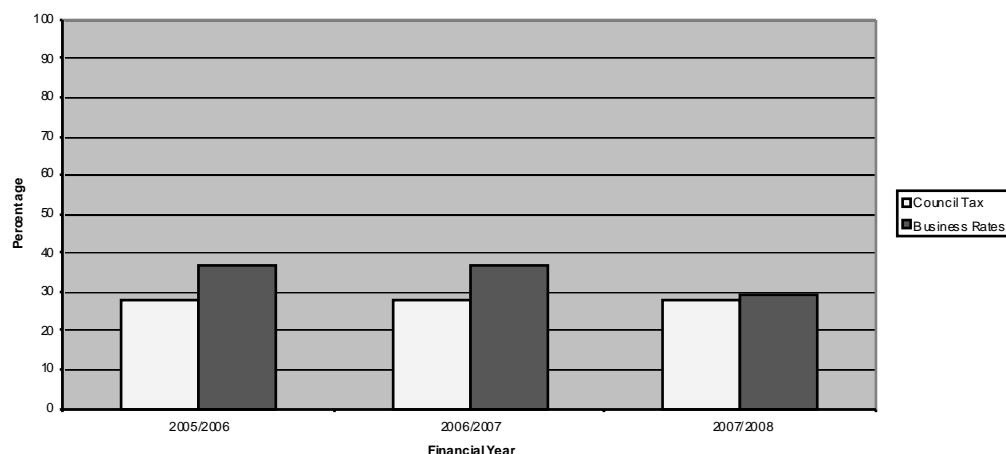
#### 4.14 Key Balance Sheet Information

A balance sheet provides details of an organisation's assets and liabilities at a fixed point in time, for example, the end of the financial year or other fixed accounting periods. Traditionally local authorities have only produced a Balance Sheet on an annual basis and have managed key balance sheet issues through other more appropriate methods. However, under CPA arrangements there is a greater emphasis on demonstrating effective management of the balance sheet. The Audit Commission's preferred option is the production of interim balance sheets throughout the year. In my opinion the option is neither practical nor beneficial as a Local Authority Balance Sheet includes a large number of notional valuations for the Authority's fixed assets and pension liabilities. It is therefore more appropriate to monitor the key cash balance sheet items and these are summarised below:-

- Debtors

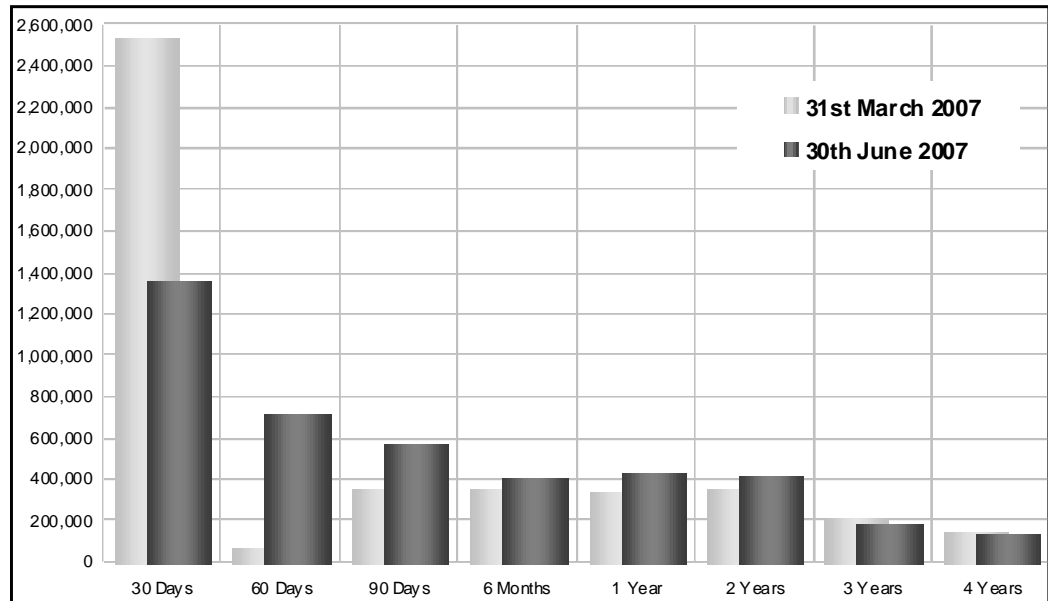
The Council's key debtors arise from the non payment of Council Tax, Business Rates and Sundry Debtors. These areas are therefore subject to detailed monitoring throughout the year. The position on Council Tax and Business rates are summarised below:-

Percentage of Debt Collected at 30th June, 2007



The Council Tax collection rate is down slightly by 0.12% and the NNDR collection rate is down by 7.4% when compared to the same period last financial year. In year collection rates are affected by the timing of week/month ends and in practise both Council Tax and NNDR collection levels are expected to be at a similar level to previous years as the end of the current year. In relation to NNDR the 2006/2007 collection rate was 99.2%, which was within the top-quartile. Whilst for Council Tax the value of the annual debt collectable has increased by £1.6m.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council has outstanding sundry debts of £4.404m. During the period 1<sup>st</sup> April, 2007 to 30<sup>th</sup> June, 2007, the Council issued approximately 3,487 invoices with a value of £3.863m. As at the 30<sup>th</sup> June, 2007, the Council had collected £4.032m, leaving £4.235m outstanding, which consist of: -

- Current Debt - £2.644m

With regard to current outstanding debt, this totals £2.644m at 30<sup>th</sup> June, 2007, inclusive of approximately £1.357m of debt less than thirty days old.

- Previous Years Debt - £1.591m

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At the 30<sup>th</sup> June, 2007, debts older than one year totalled £1.183m.

- Borrowing Requirements

The Council's borrowing requirement is the most significant Balance Sheet item. Decisions in relation to the Council's borrowing requirements are taken in accordance with the approved Treasury Management Strategy. At 31<sup>st</sup> March, 2007, the Council's external debt was held as long term loans. As detailed in the 2007/2008 in the Budget and Policy Framework report action has been taken over the past

few months to manage the Authority's Loans Portfolio. This action has secured a significant one-off benefit and a permanent reduction in the interest payable on the Authority's debt.

## 5 REGENERATION AND LIVEABILITY PORTFOLIO

### 5.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007

5.1.1 Within the Regeneration, Liveability and Housing Portfolio there are a total of 40 actions that were identified in the 2007/2008 Corporate Plan. All of these have either been completed or have been assessed as being on target for completion by the agreed date.

5.1.2 There are 19 key performance indicators (KPIs) included in the Corporate Plan as measures of success that are not reported on an annual basis. Of these, 18 have been assessed as either having achieved target or being on target to do so. However, there is 1 KPI (5%) that has been assessed as being below target, and this can be seen in table RL1 below: -

**Table RL1 – KPIs assessed as being below target**

PI	Indicator	Target 07/08	1 <sup>st</sup> Qtr Outturn	Comment
LAA JE6	Unemployment Rate (Gap between Neighbourhood Renewal areas rate and that for Hartlepool)	4.3%	6.2%	Encouraging progress showing a significant improvement since March 07 (from 7.2%). Reduction on NRS figures performing better than overall unemployment for Hartlepool. However target figure will be difficult to achieve given the limited opportunities for the NRAs over and above the rest of Hartlepool.

5.1.3 Key areas of progress made to date in the Regeneration and Liveability Portfolio includes: -

- The Innovation Centre at Queens Meadow and Hartlepool Enterprise Centre are both now fully let with waiting lists developing.
- Physical redevelopment is now progressing on sites across the housing regeneration area
- The Anti-Social Behaviour team joined in with Neighbourhood Police operation ASP in June.

## 5.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

5.2.1 Details of Regeneration, Liveability and Housing's actual expenditure and expected expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix C**.

5.2.2 In overall terms actual expenditure amounts to £1,307,500 compared to expected expenditure of £1,252,600, resulting in a current £54,900 adverse variance.

5.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these reserves is provided at **Appendix C** (Note 1).

5.2.4 The main item to bring to Portfolio Holder's attention is: -

### **Line 8: Economic Development Current Variance: £47,800 Adverse**

An adverse variance of £47,800 exists on the Economic Development revenue budget at the end of Quarter 1 mainly as a result of finishing works at the Hartlepool Enterprise Centre following the end of the major refurbishment programme. Contributions from various sources will offset this variance and will be reflected in the next report to members.

## **6 CULTURE, LEISURE AND TOURISM PORTFOLIO**

### **6.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007**

6.1.1 Within the Culture, Leisure and Tourism Portfolio there are a total of 3 actions that were identified in the 2007/2008 Corporate Plan. All of these actions have been assessed as being on target for completion by the agreed date.

6.1.2 A total of 6 key performance indicators (KPIs) were included in the corporate plan as measures of success that are not reported on an annual basis. All of the indicators have been assessed as either having met their target, or being on target to achieve their target by the end of the year.

6.1.3 Key areas of progress made to date in the Culture, Leisure and Transportation Portfolio include: -

- A Headland tourism brochure has been published as a result of collaboration with Headland partner organisations.



## 6.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

- 6.2.1 Details of Culture, Leisure and Transportation's actual expenditure and expected expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix D**.
- 6.2.2 In overall terms actual expenditure amounts to £1,455,800, compared to anticipated expenditure of £1,471,100, resulting in a current favourable variance of £15,300.
- 6.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these reserves is provided at **Appendix D** (Note 1).
- 6.2.4 The main items to bring to Portfolio Holder's attention are: -

### **Line 7: Libraries**

**Current Variance: £24,100 Favourable**

There are currently some staffing vacancies within the Library Service, which account for the main favourable variance, however, there are also some small non staff favourable variances.

### **Line 11: Sports & Physical Recreation**

**Current Variance: £34,700 Adverse**

There has been increased staffing at the Headland Sports Hall to allow the centre to function safely and more effectively while there has also been an under achievement of income. This position is being reviewed as a result of Eldon Grove closing at the end of June.

## **7 CHILDREN'S SERVICES PORTFOLIO**

### **7.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007**

- 7.1.1 Within the Children's Services Portfolio there are a total of 19 actions that were identified in the 2007/2008 Corporate Plan. Almost 95% of these (18 actions) have been assessed as being on target for completion by the agreed date. However, one of the actions has been assessed as not being on target for completion by the agreed date and this is shown below in table CS1.

**Table CS1 – Actions assessed as being below target**

Ref	Action	Date to be Completed	Comment
<b>Objective: Be Healthy (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs)</b>			
HC03	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55%	Jan 2010	The recent traffic light rating for teenage pregnancy performance (2005) have identified Hartlepool as Red. As a result of this the National Support Team for Teenage Pregnancy will be visiting Hartlepool during 2008.

- 7.1.2 There were a total of 4 key performance indicators (KPIs) included in the corporate plan as measures of success that are not reported only on an annual basis. 3 of these (75%) have been assessed as being on target, but 1 (25%) has been assessed as not being expected to achieve the target agreed in the Corporate Plan. This KPI is detailed in table CS2, below: -

**Table CS2 – KPIs assessed as being below target**

PI	Indicator	Target 07/08	1 <sup>st</sup> Qtr Outturn	Comment
LAA LLS4	Early Years – Increase the percentage of 3 and 4 year olds who attend an early years and childcare (NRA – narrowing the gap)	3%	7%	Data quality issues due to population figures from 2001 census. To investigate possibility of obtaining figures from Tees Valley Joint Strategy Unit.

- 7.1.3 Key areas of progress made to date in the Children's Services Portfolio include: -

- 20 Schools and Seaton Nursery have achieved Healthy School Status.
- Connexions is now integrated within Children's Services.

## 7.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

### 7.2.1 **Background**

- 7.2.2 Members will be aware that 2006/2007 saw a significant change in the funding of the Education Service with the introduction of a specific ring-fenced grant (called the Dedicated Schools Grant – DSG) replacing the Revenue Support Grant in funding the 'schools' budget. The 'schools' budget includes not only all of the funding devolved to individual schools but other centrally retained

school related expenditure such as the Access 2 Learning Centre, Independent and Extra District School fees and Education Out of School.

- 7.2.3 The DSG finances £57m of the total 2007/2008 Children's Services base budget of £74m. As the DSG is ring-fenced, the Authority has the option to fund from its own resources any overspend, or alternatively this overspend could be carried forward as the first call on the 2008/2009 schools budget. Any underspend on the schools budget, however, must be retained and carried forward into 2008/2009 for use on the schools budget only.
- 7.2.4 This significantly reduces the flexibility within the Children's Services Department to offset any variances across the entire Children's Services budget.
- 7.2.5 **Current Year Budget Monitoring Position**
- 7.2.6 Details of Children's Services actual expenditure and expected expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix E**. The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these reserves is also provided at **Appendix E** (Note 1).
- 7.2.7 In overall terms actual expenditure amounts to £992,300, compared to anticipated expenditure of £1,034,700, resulting in a current favourable variance of £42,400.
- 7.2.8 The main items to bring to Portfolio Holder's attention are: -

**Line 1: Access**

**Current Variance: £33,100 Favourable**

The favourable variance mainly relates to vacancies in the Attendance Team which are currently being advertised. All Hartlepool Behaviour and Attendance budgets are now monitored by the Behaviour and Attendance Partnership and favourable variances will be redirected to other priority services throughout the year.

Although home to school transport spending is broadly in line with budget so far this year the Department is currently finalising the award of new contracts with effect from 1<sup>st</sup> September, 2007, following a joint authority tender process. At this stage the overall financial implications cannot be quantified and the department is also assessing the cost implications arising from extra duties in the Education and Inspections Act.

**Line 3: Children and Families****Current Variance: £73,800 Adverse**

Over the last few years the Council has successfully pursued various strategies to reduce dependency on external providers and to support local foster carers. This strategy is beneficial for the individual children in care and is also more cost effective for the Council. As a result it has been possible to reduce the base budget provision for this service.

However, this area is volatile as the number of children being looked after and the type of care they require, does fluctuate. To address this risk a specific “Looked after Children Reserve” has been established and the current uncommitted balance on this reserve is £216,000.

A number of adverse trends are emerging in the current year in relation to:

- an increase in the number of additional children now in care;
- delays in the implementation of Special Guardianship orders – which underpin the anticipated savings included in the 2007/2008 budget;
- an additional two high cost placements;
- an unusually high number of court proceedings in the first quarter of the financial year.

It is anticipated that these costs will exceed the available “Looked after Children Reserve” and there may be an adverse variance for the year in the order of £200,000 to £350,000. The Director of Children’s Services is examining the Children’s Services budget to determine the scope for achieving savings to offset this variance. These details will be reported to a future meeting.

**Line 8: Raising Educational Achievements****Current Variance: £52,600 Favourable**

The current variance mainly relates to school improvement salary savings. These are grant funded posts and will directly reduce the value of grant receivable.

**Line 9: Special Educational Needs****Current Variance: £18,100 Adverse**

There is a current adverse variance and current projections indicate a potential adverse outturn variance of £125,000 will occur.

A Special Needs Agency Teacher is being used to cover sickness absence and maintain the Home and Hospital services. If this continues throughout the year there will be additional costs of approximately £25,000.

The Access to Learning (A2L) service has been subject to a fundamental review and is being substantially reconfigured. A reduced staffing structure has been agreed and a number of vacancies will occur during Quarter 2, which should ensure staffing costs will be back within budget by the year end.

The continued success of the Department's strategy to minimise permanent exclusions from school has adversely affected A2L income. Based on recent trends the income budget does not reflect the number of pupils likely to be excluded this year and a shortfall of approximately £100,000 is probable. If this cannot be met from elsewhere within the Department's budget a bid could be made to the School Forum for Transitional Support funding.

There have also been salary savings resulting from vacancies on the Education Psychology Service.

## 8 ADULT AND PUBLIC HEALTH PORTFOLIO

### 8.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007

8.1.1 Within the Adult and Public Health Portfolio there are a total of 24 actions that were identified in the 2007/2008 Corporate Plan. Two have been identified as actions that will be reported annually and of the others 2 have been assessed as having already been achieved. All of the remaining 22 actions have been assessed as being on target for completion by the agreed date.

8.1.2 There are 37 Performance Indicators that are within the Corporate Plan for the Adult and Public Health Portfolio that are not reported only an annual basis. 32 of these have been assessed as either already having achieved their target, or being expected to do so. However, 5 indicators (13.5%) have been assessed as not being expected to achieve target, and these can be seen in table APH1, below: -

**Table APH2 – KPIs assessed as being below target**

PI	Indicator	Target 07/08	1 <sup>st</sup> Qtr Outturn	Comment
LAA HC1	Life Expectancy Females (Hartlepool)	79.3	78.28 (03-05)	
LAA HC10	Mortality rate from cancer amongst people aged under 75 (Hartlepool) (per	148	154.25 (03-05)	

PI	Indicator	Target 07/08	1 <sup>st</sup> Qtr Outturn	Comment
	100,000)			
LAA HC2	Gap in Hartlepool and England Life Expectancy	2	2.85 years (03-05)	
LAA HC5	Life Expectancy Females (NRA)	77.9	76.4 (03-05)	
LAA HC6	Gap in NRA and Hartlepool Females	1.4	1.89	

8.1.3 Key areas of progress made to date in the Adult and Public Health Portfolio include: -

- here has been a 500% increase in direct payments enabling more people to commission the services they need.
- A Community Nutritionist is working with schools to ensure they meet the Healthy Schools Standard.

8.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

8.2.1 Details of Adult & Public Health Services actual expenditure and expected expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix F**.

8.2.2 In overall terms actual expenditure amounts to £4,575,700, compared to anticipated expenditure of £4,470,200, resulting in a current adverse variance of £105,500.

8.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years.

8.2.4 The main items to bring to Portfolio Holder's attention are: -

**Line 2: Assessment & Care Management**  
**Current Variance: £29,200 Favourable**

Staffing vacancies within this area along with the delayed commencement of the Connected Care Service have resulted in this favourable variance, however, the Connected Care funding is due to commence imminently. There continues to be a potential for increased pressure as a result of demands on equipment and adaptations owing to the department strategy of providing more community based care in line with Government initiatives.

**Line 4: Learning Disabilities****Current Variance: £37,300 Favourable**

Slippage in service improvements (£82,000) is the main reason for the current favourable variance for the period. However, changes to the day opportunity service as per the CSCi inspection recommendations have seen a diversion from traditional day services resulting in increased costs relating to direct payments (eight additional clients, resulting in an £18,000 adverse variance). High day service transport costs (£26,000 adverse variance) have also reduced the favourable variance.

**Line 6: Older People Purchasing****Current Variance: £57,500 Adverse**

The current adverse variance in older peoples services is mainly owing to increased demand for services, which has resulted in an additional demand for residential placements (twenty clients, £90,000) and an increased demand for Direct Payments (seventeen additional clients, £25,000 adverse variance).

However, there is a temporary favourable variance on the Direct Payments infrastructure contract until the demand reaches the expected stepped level.

**Line 7: Physical Disabilities****Current Variance: £29,400 Adverse**

The current adverse variance mainly relates to increased demand for services for Direct Payments, residential care and transport costs.

**Line 8: Sensory Loss****Current Variance: £26,300 Adverse**

The adverse variance reported mainly relates to additional expenditure on agency staff employed to ensure safe staffing levels to cover for social work maternity leave.

**Line 10: Support Services****Current Variance: £54,700 Adverse****Forecast Variance:**

The current adverse variance is the result of high costs for software licences (£23,000 adverse variance) and various adverse variances on computer consumables, CRB checks, staff advertising and maintenance charges for Briarfields. It is anticipated most of this expenditure is for 'one offs' and should not increase at the same rate in future months.

## **9 NEIGHBOURHOOD AND COMMUNITIES PORTFOLIO**

### **9.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007**

9.1.1 Within the Neighbourhood and Communities Portfolio there are a total of 13 actions that were identified in the 2007/08 Corporate Plan. All of these actions have been identified as having already been completed or being on target to be completed by the agreed date.

9.1.2 There are a total of 14 key performance indicators (KPIs) that have been identified as measures of success that are not reported only on an annual basis. All of these indicators have been assessed as having already achieved target or being expected to achieve their target by year end.

9.1.3 Key areas of progress made to date in the Neighbourhood and Communities Portfolio include: -

- Safer, cleaner, greener initiative introduced in NDC area providing a co-ordinated response involving wardens, environmental task force, enforcement officers and Neighbourhood Managers.
- Protocol and panel arrangements developed and launched for improving access to sustainable accommodation for vulnerable people.

### **9.2 Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

9.2.1 Details of Neighbourhood and Communities actual expenditure and anticipated expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix G**.

9.2.2 In overall terms actual expenditure amounts to £4,178,500, compared to anticipated expenditure of £4,066,000, resulting in a current favourable variance of £112,500.

9.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these Reserves is provided at **Appendix G** (Note 1).



9.2.4 The main items to bring to Portfolio Holder's attention are: -

**Line 1: Highways Services**  
**Current Variance: £30,400 Adverse**

Removal of toxic waste from the highway and an increase in accident damage to street furniture is currently creating a potential overspend of £30,400 in this area of activity. It is anticipated that this will be recovered in future months.

Current projections indicate that a potential outturn variance of £108,000 could accrue owing to the increase cost of electricity for street lighting. It is anticipated that this will be met from the Central Contingency budget.

**Line 3: Engineering Consultancy**  
**Current Variance: £4,200 Adverse**

Although not reflected in the above variance, it has been identified that essential repairs are required to the promenade on the Headland. This has been identified as a Health and Safety risk and the cost of repairs is likely to be in excess of £100,000. Whilst this will initially be funded through the revenue account a report is being prepared for Cabinet requesting that additional one off funding be made available for this project.

**Line 7: Car Parking**  
**Current Variance: £89,100 Adverse**

The current variance reflects projections indicating an outturn variance of as much as £357,000 in this area as a result of income currently falling below budgeted expectations. A report is currently being prepared suggesting a £0.20 increase in parking fees from 1<sup>st</sup> October, 2007. This would recover approximately £144,000 of the projected deficit. Further measures are being proposed to address the remaining shortfall.

## **10 FINANCE AND EFFICIENCY PORTFOLIO**

### **10.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007**

- 10.1.1 Within the Finance and Efficiency Portfolio there are a total of 11 actions that were identified in the 2007/2008 Corporate Plan. All of these actions have been assessed as having been completed or on target to be completed by the agreed date.
- 10.1.2 There are 3 indicators within the Corporate Plan for the Finance Portfolio which are not reported on an annual basis, all of which have been assessed as being expected to hit their year end target.

10.1.3 Key areas of progress made to date in the Finance Portfolios include: -

- The Statement of Internal Control (SIC) work programme has been developed and incorporated into the departmental planning process allowing officers to make the necessary links between Risk Management and service planning.

10.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

10.2.1 Details of Finance's actual expenditure and anticipated expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix H**.

10.2.2 In overall terms actual expenditure amounts to £993,900, compared to anticipated expenditure of £1,035,300, resulting in a current favourable variance of £41,400.

10.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these Reserves is provided at **Appendix H** (Note 1).

10.2.4 The main item to bring to Portfolio Holder's attention is: -

**Line 7: R & B Central**

**Outturn Variance: £33,000 Favourable**

These variances, along with the variance on lines 2 and 6 arise from temporary staff variances within the Section pending a restructure which is planned for Autumn, 2007.

**11 PERFORMANCE MANAGEMENT PORTFOLIO**

**11.1 Performance Update for the Period Ending 30<sup>th</sup> June, 2007**

11.1.1 Within the Performance Portfolio there are a total of 36 actions that were identified in the 2007/2008 Corporate Plan, of which 35 have either been completed or assessed as being expected to be completed by the agreed date. However, 1 action (3%) has been assessed as not being expected to achieve the target, and this is detailed in table P1, below: -

***Table P1 – actions assessed as being below target***

Ref	Action	Date to be Completed	Comment
<b>Objective: Develop the Contact Centre to increase the range of services provided</b>			
OD21	Develop links with partner	Mar 08	Work delayed until existing services are embedded.

Ref	Action	Date to be Completed	Comment
	organisations including voluntary and community sector		

11.1.2 There are 3 KPI's included in the Corporate Plan within the Performance Portfolio, all of which have been assessed as being expected to achieve their year end target.

11.1.4 Key areas of progress made to date in the Performance Portfolio include: -

- A revised "Introductory Guide to Scrutiny" has been distributed, raising the profile of the work of the Overview and Scrutiny Function..
- A Customer Care qualification pilot scheme has commenced, undertaken by 30 frontline staff.

## 11.2 **Financial Management Position Statement for Period Ending 30<sup>th</sup> June, 2007**

11.2.1 Details of Performance Management's actual expenditure and anticipated expenditure as at 30<sup>th</sup> June, 2007, are shown at **Appendix I**.

11.2.2 In overall terms actual expenditure amounts to £7,558,800, compared to anticipated expenditure of £7,502,400 resulting in a current adverse variance of £56,400.

11.2.3 The anticipated expenditure includes the 2007/2008 approved budget along with the planned use of Departmental Reserves created in previous years. A breakdown of these Reserves is provided at **Appendix I** (Note 1).

11.2.4 The main items to bring to Portfolio Holder's attention are: -

### **Line 1: Public Relations**

#### **Outturn Variance: £23,200 Adverse**

The adverse variance is owing to the expenditure being incurred for the production of the first quarter Hartbeat magazine, but the sponsorship income not being received at the end of the first quarter.

**Line 8: Human Resources****Outturn Variance: £47,600 Adverse**

The adverse variance is owing to income from some school buy back schemes still to be agreed and processed.

**Line 13: Neighbourhood Services Internal Works****Current Variance: Nil**

The introduction of the new Financial Management System has resulted in new internal invoicing procedures which has temporarily lead to abnormally high levels of unbilled income. This income has not been included in the actual position reported and the expected budget has been adjusted to reflect this.

**12 CONCLUSIONS**

- 12.1 The report details progress towards achieving the Corporate Plan objectives and progress against the Council's own 2007/2008 Revenue Budget for the period to 30<sup>th</sup> June, 2007.
- 12.2 Performance towards delivering the actions included in the Corporate Plan are progressing well, with over 97% of actions either having been completed or being on target to be completed by the agreed date. Over 90% of all KPIs, that can be assessed, have also been assessed as either having achieved target, or being expected to achieve target by year end.
- 12.3 The report identifies that it is apparent from the initial budget monitoring exercise that adverse variances may occur in the areas of Neighbourhood Services and the Children and Families budget. Both budgets are currently being examined to determine a strategy for dealing with any variances and these details will be reported to a future meeting.

**13 RECOMMENDATIONS**

- 13.1 It is recommended that Members: -
- Note the current position with regard to performance and revenue monitoring;
  - Take any decisions necessary to address the performance or financial risks identified.

<b>Best Value Unit / Best Value Sub Unit</b>	<b>2007/2008 Budget £'000</b>	<b>Variance to 30 June 2007 (Favourable) / Adverse £'000</b>
<b>Adult &amp; Community Services</b>		
Older People Purchasing	6,639.0	111.8
Learning Disabilities Purchasing	928.0	(0.5)
Occupational Therapy Equipment	135.0	0.0
Arts, Events & Museums, Sports & Recreation	(1,400.0)	0.0
Building Maintenance	259.0	15.6
Social Care - Direct Payments	997.0	177.0
<b>Total</b>	<b>7,558.0</b>	<b>303.9</b>
<b>Regeneration &amp; Planning</b>		
Planning & Building Control - Fee Income	603.0	10.7
Economic Development - Rent Income	178.0	15.7
<b>Total</b>	<b>178.0</b>	<b>15.7</b>
<b>Neighbourhood Services</b>		
Engineers, Traffic & Road Safety, Highways, Highways & Transportation & Transporation	9,872.0	143.9
Environment, Environmental Action & Town Care Management	7,125.0	(31.7)
Concessionary Fares	1,327.0	0.0
Property Services	529.0	9.3
<b>Total</b>	<b>18,853.0</b>	<b>121.5</b>
<b>Corporate Budgets</b>		
Centralised Estimates	5,340.0	(210.0)
IT Partnership Contract	2,499.0	0.0
Delivery of Planned Savings	2,004.0	0.0
<b>Total</b>	<b>59,765.0</b>	<b>(210.0)</b>
<b>Children's Services</b>		
Individual School Budget	51,045.0	0.0
Individual Pupils Budget for SEN	1,214.0	0.0
Home to School Transport Costs	1,589.0	0.0
Building Schools for the Future	139.0	0.0
Connexions	1,000.0	2.3
Independent School Fees (SEN)	810.0	(12.1)
Integrated Children's System	97.0	1.5
Special Guardianships Saving	(180.0)	45.0
Children Looked After Placements	3,367.0	109.0
<b>Total</b>	<b>59,081.0</b>	<b>145.7</b>

## GENERAL FUND - REVENUE MONITORING REPORT TO 30TH JUNE 2007

Line No	2007/2008 Latest Budget	Description of Expenditure	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
		<b>TABLE 1 - Departmental Expenditure</b>			
1	26,222.3	Children's Services (Excluding Schools)	1,034.7	992.3	(42.4)
2	14,964.7	Neighbourhood Services	10,481.1	10,620.4	139.3
3	4,771.5	Regeneration & Planning	1,192.5	1,307.5	115.0
4	4,723.0	Chief Executives	1,946.5	1,943.6	(2.9)
5	27,805.3	Adult and Community Services	6,117.4	6,198.7	81.3
6	78,486.8	Total Departmental Expenditure	20,772.2	21,062.5	290.3
		<b>TABLE 2 - Corporate Costs</b>			
		<b>EXTERNAL REQUIREMENTS</b>			
7	179.0	Magistrates, Probation and Coroners Court	15.0	14.0	(1.0)
8	19.0	North Eastern Sea Fisheries Levy	19.0	20.0	1.0
9	44.0	Flood Defence Levy	44.0	45.0	1.0
10	32.0	Discretionary NNDR Relief	0.0	0.0	0.0
		<b>CORPORATE COMMITMENTS</b>			
11	2,499.0	I.T.	575.0	575.0	0.0
12	329.0	Audit Fees	110.0	107.0	(3.0)
13	5,355.0	Centralised Estimates	536.0	326.0	(210.0)
14	360.0	Insurances	0.0	0.0	0.0
15	182.0	Designated Authority Costs	0.0	0.0	0.0
16	450.0	Pensions	16.0	15.0	(1.0)
17	338.0	Members Allowances	85.0	85.0	0.0
18	73.0	Mayoral Allowance	18.0	17.0	(1.0)
19	7.0	Archive Service	0.0	0.0	0.0
20	88.0	Emergency Planning	13.0	3.0	(10.0)
		<b>NEW PRESSURES</b>			
21	(290.0)	Employers Pension Contributions	0.0	0.0	0.0
22	555.0	Housing Stock Transfer Costs/Loss external income	0.0	0.0	0.0
23	21.0	Contingency	0.0	0.0	0.0
24	104.0	Planning Delivery Grant terminated	0.0	0.0	0.0
25	2,981.0	Strategic Contingency	0.0	0.0	0.0
26	45.0	2006/07 Final Council Commitments	0.0	0.0	0.0
27	380.0	2007/08 Provision for Grants/Pressures/Priorities	0.0	0.0	0.0
28	50.0	Provision for Cabinet projects	0.0	0.0	0.0
29	(211.0)	Procurement and contact centre savings	0.0	0.0	0.0
30	(700.0)	2007/08 Efficiency Savings	0.0	0.0	0.0
31	100.0	Prudential Borrowing Costs - Capital Strategy	0.0	0.0	0.0
32	97.0	Final 2007/08 commitments	0.0	0.0	0.0
33	13,087.0	COUNCIL BUDGET REQUIREMENT	1,431.0	1,207.0	(224.0)
34	22.0	PARISHES PRECEPTS	22.0	21.0	(1.0)
35	(2,560.0)	CONTRIBUTION FROM RESERVES	0.0	0.0	0.0
36	(200.0)	CONT. TO / (FROM) STOCK TRANSFER RESERVE	0.0	0.0	0.0
37	88,835.8	Total General Fund Expenditure	22,225.2	22,290.5	65.3

\* These budgets are expected to be on target at the year end.

\*\* Total approved strategic contingency budget was £4.66m and part of this amount has now been transferred into departmental budgets. The remaining amount covers a number of specific commitments, including year one costs of implementing single status. This amount will be allocated later in the year.

# This amount will be allocated to departmental budgets. As reported to cabinet on 9th July 2007, actual savings identified to date total £395,000. It is expected that the target will be achieved at year end.

**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	44.1	Administration	153.9	142.2	(11.7)
2	151.5	Building Control	18.8	15.8	(3.0)
3	762.3	Community Safety	226.6	241.8	15.2
4	275.3	Community Strategy	106.4	104.5	(1.9)
5	254.0	Development Control	22.4	44.1	21.7
6	(9.2)	Divisional Management	23.3	15.9	(7.4)
7	6.5	Drug Action Team	21.0	19.6	(1.4)
8	1,176.1	Economic Development	(74.1)	(26.3)	47.8
9	385.4	Landscape & Conservation	162.4	151.4	(11.0)
10	976.2	Planning Policy & Regeneration	270.5	282.4	11.9
11	(62.4)	Regeneration Staff Savings	(15.6)	(15.6)	0.0
12	477.9	Youth Offending Service	117.7	130.6	12.9
13	975.9	Housing Services	219.3	201.1	(18.2)
14	(722.1)	Use of Reserves	0.0	0.0	0.0
15	4,691.5	TOTAL	1,252.6	1,307.5	54.9

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserve
158.5	Regeneration Reserve
155.6	Regeneration MRU
6.5	DAT Accommodation Reserve
179.0	Youth Offending Reserve
0.3	Community Safety Reserve
30.0	Housing Market Renewal Reserve
40.0	Corporate Reserve
72.2	Planning Delivery Grant
80.0	LPSA
722.1	

**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	76.6	Allotments	(26.3)	(23.5)	2.8
2	29.5	Archaeology Service	59.7	48.9	(10.8)
3	798.1	Museums & Heritage	273.4	254.5	(18.9)
4	735.3	Community Support	211.7	201.4	(10.3)
5	391.0	Countryside	104.0	95.9	(8.1)
6	163.8	Foreshore	38.6	39.3	0.7
7	1,838.7	Libraries	361.3	337.2	(24.1)
8	258.7	Maintenance	91.0	106.6	15.6
9	536.5	Parks	17.0	25.5	8.5
10	(0.7)	Recharge Accounts	45.5	43.9	(1.6)
11	1,321.8	Sports & Physical Recreation	203.9	238.6	34.7
12	336.9	Strategic Arts	91.3	87.5	(3.8)
13	(40.0)	Use of Reserves	0.0	0.0	0.0
14	6,446.2	TOTAL	1,471.1	1,455.8	(15.3)

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserve
20.0	Allotment Maintenance (LPSA Reward Grant)
20.0	Outdoor Play Area - Parks (LPSA Reward)
40.0	



**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	2,900.2	Access to Education	560.7	527.6	(33.1)
2	936.3	Central Support Services	0.0	0.4	0.4
3	8,566.9	Children, Young People and Families Supp	1,802.5	1,876.3	73.8
4	401.0	Early Years	1,432.8	1,423.1	(9.7)
5	147.1	Information, Sharing & Assessment	81.0	82.5	1.5
6	3,576.5	Other School Related Expenditure	264.8	249.2	(15.6)
7	134.2	Play & Care of Children	35.3	37.8	2.5
8	3,134.6	Raising Educational Achievement	(3,895.7)	(3,948.3)	(52.6)
9	4,191.0	Special Educational Needs	482.4	500.5	18.1
10	1,117.6	Strategic Management	133.0	117.3	(15.7)
11	344.1	Youth Justice	98.9	93.9	(5.0)
12	1,053.1	Youth Service	145.1	138.1	(7.0)
13	(280.3)	Use of Reserves	(106.1)	(106.1)	0.0
14	26,222.3	TOTAL	1,034.7	992.3	(42.4)

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserve
216.8	Building Schools for the Future
36.5	Interim Transport Manager
27.0	Behaviour & Attendance
280.3	

REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F
	£'000		£'000	£'000	(F=E-D) £'000
1	0.0	Adult Education	(68.1)	(61.0)	7.1
2	3,521.4	Assessment and Care Management	699.4	670.2	(29.2)
3	1,372.1	Home Care	330.3	330.1	(0.2)
4	4,773.3	Learning Disability	1,195.3	1,158.0	(37.3)
5	1,154.7	Mental Health	233.2	229.4	(3.8)
6	6,804.8	Older People - Purchasing	1,512.4	1,569.9	57.5
7	1,665.1	Physical Disability	469.9	499.3	29.4
8	311.8	Sensory Loss and Occupational Therapy	80.7	107.0	26.3
9	249.7	Service Strategy & Regulation	44.3	36.4	(7.9)
10	1,506.2	Support Services	148.9	203.6	54.7
11	29.5	Supporting People	(411.2)	(411.2)	0.0
12	944.1	Consumer Services	178.3	181.0	2.7
13	500.7	Environmental Standards	56.8	63.0	6.2
14	22,833.4	TOTAL	4,470.2	4,575.7	105.5

**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	3,138.2	Highways Services	531.9	562.3	30.4
2	252.1	Transport Services	58.2	60.3	2.1
3	789.4	Engineering Consultancy	159.1	163.3	4.2
4	405.8	Transportation Management Acct	108.9	118.5	9.6
5	243.3	Highways Management Account	57.0	62.8	5.8
6	12.8	Traffic Management	12.8	22.0	9.2
7	(869.0)	Car Parking	(167.8)	(78.7)	89.1
8	1,796.1	Traffic & Transportation	1,460.7	1,454.2	(6.5)
9	6,790.6	Environment	1,685.3	1,659.2	(26.1)
10	271.8	Environmental Action	68.0	61.1	(6.9)
11	170.6	Town Care Management	42.6	43.9	1.3
12	49.3	Minor Works	49.3	49.3	0.0
13	266.6	Client Services	0.0	0.3	0.3
14	(199.3)	Use of Reserves	0.0	0.0	0.0
15	13,118.3	TOTAL	4,066.0	4,178.5	112.5

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserve
150.0	Environment
49.3	Capital Financing
199.3	

**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	905.6	Accountancy	233.3	238.8	5.5
2	100.8	Benefits	25.0	(7.1)	(32.1)
3	347.5	Internal Audit	82.5	70.5	(12.0)
4	228.3	Payments Unit	(3.9)	8.3	12.2
5	1,095.6	Revenues	271.9	263.9	(8.0)
6	218.4	Fraud	44.4	76.3	31.9
7	(1.3)	R & B Central	147.5	114.5	(33.0)
8	511.2	Legal Services	122.8	117.2	(5.6)
9	(1,753.8)	Miscellaneous	137.6	137.3	(0.3)
10	(904.6)	Use of Reserves	(25.8)	(25.8)	0.0
11	747.7	TOTAL	1,035.3	993.9	(41.4)

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserves
8.7	Legal Staffing
60.4	Finance - The Way Forward
47.2	Finance - Wireless Benefits
46.7	Finance - Audit Software
30.0	Finance - Accountancy Section
99.6	Finance - IT Investment
50.0	Finance - Home Working
40.0	Finance - Agency Staff R & B
20.0	Finance - IT Development R & B
20.0	Finance - Mayor's Office Relocation
30.0	Finance - R & B Refurbishment
7.0	Finance - R & B Training
49.0	Finance - Office Relocation
30.0	Finance - Grant Flow Pilot
366.0	The Way Forward Reserve
904.6	

**REVENUE MONITORING REPORT PERIOD ENDING 30TH JUNE 2007**

Line No	2007/8 Budget	Description of Best Value Unit	Actual Position 30/06/07		
			Expected Expenditure/ (Income)	Actual Expenditure/ (Income)	Variance Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E	Col. F (F=E-D)
	£'000		£'000	£'000	£'000
1	133.6	Public Relations	27.7	50.9	23.2
2	238.6	Democratic Services	54.5	57.6	3.1
3	811.5	Corporate Strategy & Public Consultation	152.2	135.3	(16.9)
4	180.4	Support To Members	44.8	34.0	(10.8)
5	(125.7)	Other Office Services	(33.8)	(21.1)	12.7
6	107.0	Printing	34.7	28.2	(6.5)
7	87.4	Registration Services	17.6	9.5	(8.1)
8	891.6	Human Resources	52.8	100.4	47.6
9	338.3	Training & Equality	79.1	83.0	3.9
10	406.4	Contact Centre	124.4	129.6	5.2
11	1,417.0	Miscellaneous	376.1	361.2	(14.9)
12	473.8	Property Services	118.4	127.7	9.3
13	114.3	Procurement	28.6	37.2	8.6
14	(136.0)	Neighbourhood Services Internal Works	6,444.2	6,444.2	0.0
16	(510.8)	Use of Reserves	(18.9)	(18.9)	0.0
17	4,427.4	TOTAL	7,502.4	7,558.8	56.4

Note 1

Note 1 - Use of Reserves - future monitoring reports will include a projected outturn for budgeted reserves.

2007/8 Budget £'000	Description of Reserve
51.0	HR - Organisational & Corp Workforce Dev
2.0	HR - Corporate Diversity
22.4	HR - Employee Wellbeing
4.9	HR - Contact Centre
41.1	HR - Resource Investment
4.5	HR - Support to Members
7.8	HR - Election Services
19.1	HR - National Graduate Trainee
150.0	Single Status Implementation
50.0	Corp Strategy - Performance Management Dev.
20.0	Corp Strategy - Corporate Consultation
30.0	Corp Strategy - Divisional Restructure
25.0	Corp Strategy - Civic Refurbishment Costs
60.0	Corp Strategy - ICT Implementation
13.0	Corp Strategy - Enhancing Council Profile
10.0	Registrars Building Maintenance
510.8	

# **CABINET REPORT**

**28<sup>th</sup> August, 2007**



**Report of:** Chief Financial Officer

**Subject:** REVENUE OUTTURN REPORT 2006/2007

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## **SUMMARY**

### **1. PURPOSE OF REPORT**

To provide details of the Council's overall Revenue Outturn for 2006/2007.

### **2. SUMMARY OF CONTENTS**

Detailed outturn reports for Revenue on a Portfolio Basis.

### **3. RELEVANCE TO CABINET**

Cabinet has overall responsibility for the monitoring of the Council's Revenue Budget.

### **4. TYPE OF DECISION**

None.

### **5. DECISION MAKING ROUTE**

Cabinet 28<sup>th</sup> August, 2007.

### **6. DECISION(S) REQUIRED**

Cabinet are asked to note the report.

**Report of:** Chief Financial Officer

**Subject:** REVENUE OUTTURN REPORT 2006/2007

## 1. PURPOSE OF REPORT

- 1.1 To provide details of the Council's 2006/2007 Revenue outturns.

## 2. BACKGROUND

- 2.1 Council approved a provisional General Fund Outturn Strategy for 2006/2007 as part of the 2007/2008 Budget & Policy Framework on 5<sup>th</sup> February, 2007. The report outlined a strategy for using the underspend on corporate costs to fund a number of specific one-off initiatives that will contribute to the achievement of the Community Strategy.
- 2.2 A final 2006/2007 Outturn Strategy was approved by Cabinet on 11<sup>th</sup> June, 2007. These reports are reflected in the 2006/2007 Statement of Accounts which was approved by General Purposes Committee on 29<sup>th</sup> June, 2007.
- 2.3 The above reports provided a strategic overview of the forecast outturn for 2006/2007. For Portfolio based expenditure these reports provided a summary of total expenditure against the approved budget. This report now provides a more detailed breakdown of Portfolio expenditure for each best value unit.
- 2.4 Previous monitoring reports integrated both performance information and budget monitoring information. A report on performance against Performance Indicators for 2006/2007 was presented to Cabinet on 6<sup>th</sup> August, 2007. Owing to statutory deadlines for closure of the Council's accounts the outturn information was not available for this report.
- 2.5 This report covers the following headings: -

Section	Heading	Page
3.	Revenue Outturn 2006/2007 – Summary	2-8
	<b>Detailed Revenue Outturn Sections</b>	
4.	Regeneration, Liveability and Housing Portfolio	8-12
5.	Culture, Leisure and Transportation Portfolio	12-16
6.	Children's Services Portfolio	16-23
7.	Adult and Public Health Service Portfolio	23-26
8.	Finance Portfolio	26-30
9.	Performance Management Portfolio	30-33
10.	Recommendations	33

Section	Heading	Page
Appendix A	High Risk Budget Areas by Department	34
Appendix B	Summary Revenue Outturn Report to 31 <sup>st</sup> March, 2007 by Department	35-36
Appendix C	Progress Against Savings/Increased Income Targets identified in the 2006/2007 Budget Strategy	37-41
Appendices D – I	Revenue Outturn Report to 31 <sup>st</sup> March, 2007, by Portfolio	42-47

- 2.6 This report will be referred to Scrutiny Co-ordinating Committee on 14<sup>th</sup> September, 2007. This arrangement will ensure that Scrutiny Co-ordinating Committee is provided with details of the final outturn as soon as practical.

### 3. REVENUE OUTTURN 2006/2007 - SUMMARY

- 3.1 This section provides details covering the following areas: -

- Overview of 2006/2007 Revenue Outturn.
- Outturn against departmental, corporate and high risk budget areas.
- Corporate Outturns.
- School Balances 2006/2007.
- Direct Revenue Funding (DRF)
- Outturn position on savings/increased income targets identified in the 2006/2007 Budget Strategy.
- Outturn position on departmental salary turnover targets.
- Key Balance Sheet information.

#### 3.2 Overview of 2006/2007 Revenue Outturn

##### Summary Departmental Outturn

Department	Variance Adverse/(Favourable) £'000
Adult & Community Services	(154.1)
Children's Services (excluding Schools)	(99.01)
Neighbourhood Services	1,843.4
Regeneration & Planning	(47.9)
Chief Executives	(151.3)
<b>Total</b>	<b>1,391.1</b>



The forecast departmental variance is in line with previous reports. It was determined during the year that a forecast Neighbourhood Services overspend, arising from a number of factors should be met from underspends by other departments. These underspends have been achieved.

In the Final 2006/2007 Outturn Strategy additional Neighbourhood Services pressures were identified, notably the costs of the Bonus Buy-Out. It was agreed that the Bonus Buy-Out should be funded from General Fund reserves and this has been actioned. It was agreed that the other costs should be met from savings against corporate budgets and these have also been achieved.

### **3.3 Outturn against Departmental and Corporate Budget and High Risk Budget Areas**

During 2006/2007, as well as monitoring budgets by individual departments and corporate budgets at a global level, high risk budget areas were identified and explicitly monitored. The outturn for each high risk budget area is attached at Appendix A, which indicates that there are significant variances on a number of the departmental budgets. However, these adverse variances have been offset by favourable variances on other departmental budgets. Detailed explanations of these areas are included in Sections 4 to 9, covering detailed revenue outturns by Portfolio.

These detailed reports outline those areas where budget variances are continuing beyond 2006/2007 and departments have addressed these issues by either:

- making permanent budget transfers within the 2007/2008 base budget; or
- managing the variances within the overall 2007/2008 budget allocation pending the consideration of pressures/priorities as part of the 2008/2009 budget process.

### **3.4 Corporate Outturns**

The final position on corporate costs is £4.542m less than anticipated (Appendix B, Table 2) and has been used in line with the agreed Final Outturn Strategy.

### **3.5 School Balances 2006/2007**

School Balances have decreased during 2006/2007 to £3.154m. These balances include £1.838m of earmarked resources i.e. Supporting Schools 2007/2008 budgets, capital expenditure, staffing changes and to implement the next phase of the workforce remodelling. Balances that have not been earmarked for specific use equate in total to 3.9% of 2007/2008 budgets for primary schools and 1.4% of 2007/2008 budgets for secondary schools. DCSF guidelines are 5% and 3% respectively. Three schools are in deficit and the LEA is working closely with those schools to formulate recovery

plans with a view to returning the schools to a surplus position within a maximum of three years. Further details on School Balances are set out in paragraph 6.3.

### 3.6 Direct Revenue Funding (DRF)

In accordance with Financial Procedure Rules departmental outturns reflect a number of contributions towards capital expenditure schemes as detailed below. These transfers have been agreed by the Chief Financial Officer and are detailed for Members information.

Department	Scheme	Amount (£)
<b>Adult &amp; Community Services</b>	Replace Lifeguards Vehicle	9,000
	Contribution to Sports Improvement Scheme	9,737
	Bowling Green Improvements	1,724
	Contribution to Seaton Play Area	2,140
	Seaton Allotments – Drainage Works	15,000
	Central Library – Lighting	40,000
	New Vehicle Purchase – Sport & Recreation	12,500
	Disabled Adaptations	80,175
	Headland Sports Hall Office	10,850
<b>Total</b>		<b>181,126</b>
<b>Regeneration &amp; Planning</b>	Community Safety – Street Lighting	7,240
	Town Square	7,125
	Green Corridors	11,219
	Coastal Walkway	40,000
	Headland Bowls Pavilion	11,000
	North Cemetery Security	9,500
	Brougham Enterprise Centre	19,004
	Headland CCTV	450
	Hanson House Post Room	4,000
<b>Total</b>		<b>109,538</b>
<b>Neighbourhood Services</b>	Environmental Action Equipment	29,240
	Street Lighting	8,544
	Alley Gates	5,000
<b>Total</b>		<b>42,834</b>
<b>Children's Services</b>	Boys Welfare Refurbishments	36,225
	Contribution to Brinkburn YC Works	882
	Information Sharing & Assessment	134,313
	Contribution to Flint Walk Redevelopment	3,668
	Carlton Redevelopment Works	60,000

	Rossmere Pool Demolition	7,500
<b>Total</b>		<b>242,588</b>
<b>Chief Executives</b>	Finance IT Projects	135,099
	Level 2 Flooring and Furnishings	30,000
	Members ICT Remote Access	200,820
	HR Analyser	18,235
	ANPR Software	29,290
<b>Total</b>		<b>413,444</b>

### 3.7 **Outturn Position on Savings/Increased Income Targets Identified in the 2006/2007 Budget Strategy**

A number of savings/increased income targets were included in the 2006/2007 Budget Strategy. These items are detailed at Appendix C. Detailed explanations of the variances on these items are included in sections 4 to 9, covering detailed revenue outturn by Portfolio.

### 3.8 **Outturn Position – Departmental Salary Turnover Targets**

An assumed saving from staff turnover was included with salary budgets and this allowance was increased to £0.844m in 2006/2007.

Details of the individual departmental outturns are summarised in the table below. With the exceptions of Neighbourhood Services and Chief Executives all departments achieved their turnover target.

<b>Department</b>	<b>2006/2007 Turnover Target  £'000</b>	<b>Outturn Variance/ (Adverse) Favourable  £'000</b>
Adult & Community Services	356.0	0.0
Children's Services	157.1	0.0
Neighbourhood Services	119.4	(39.4)
Regeneration & Planning	60.6	0.0
Chief Executives	150.6	(9.4)
<b>Total</b>	<b>843.7</b>	<b>(48.8)</b>

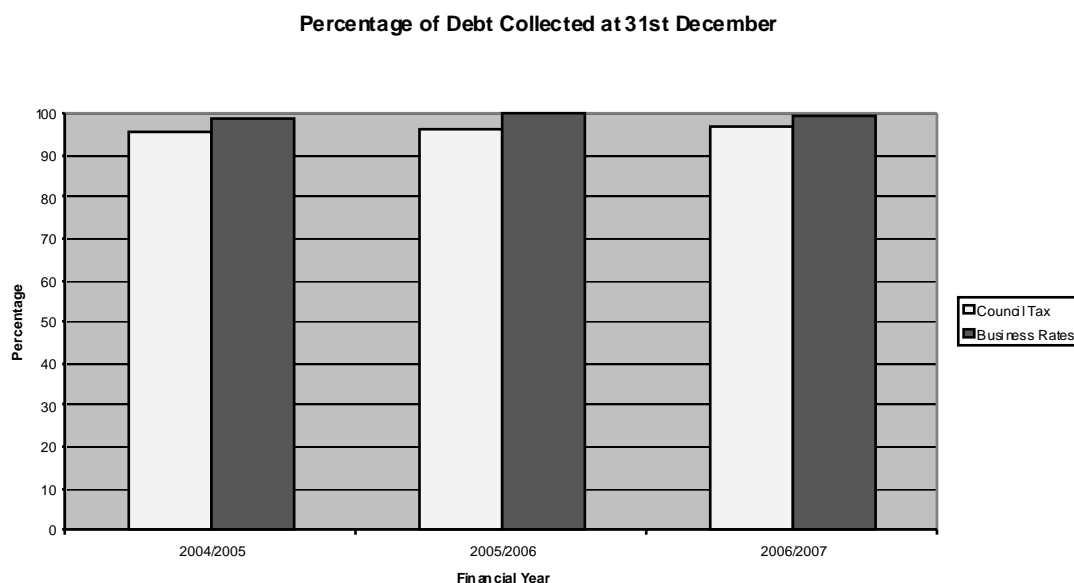
### 3.9 **Key Balance Sheet Information**

A Balance Sheet provides details of an organisation's assets and liabilities at a fixed point in time, for example, the end of the financial year or other fixed accounting periods. Traditionally, local authorities have only produced a Balance Sheet on an annual basis and have managed Key Balance Sheet issues through other more appropriate methods. However, under the new CPA arrangements there is a greater emphasis on demonstrating effective management of the Balance Sheet. The Audit Commission's preferred option is the production of Interim Balance sheets throughout the year. In my opinion this option is neither practical nor beneficial as a Local Authority

Balance Sheet includes a large number of “notional” valuations for an Authority’s fixed assets and pension liabilities. It is therefore more appropriate to monitor the key cash based Balance Sheet items and these items are summarised below: -

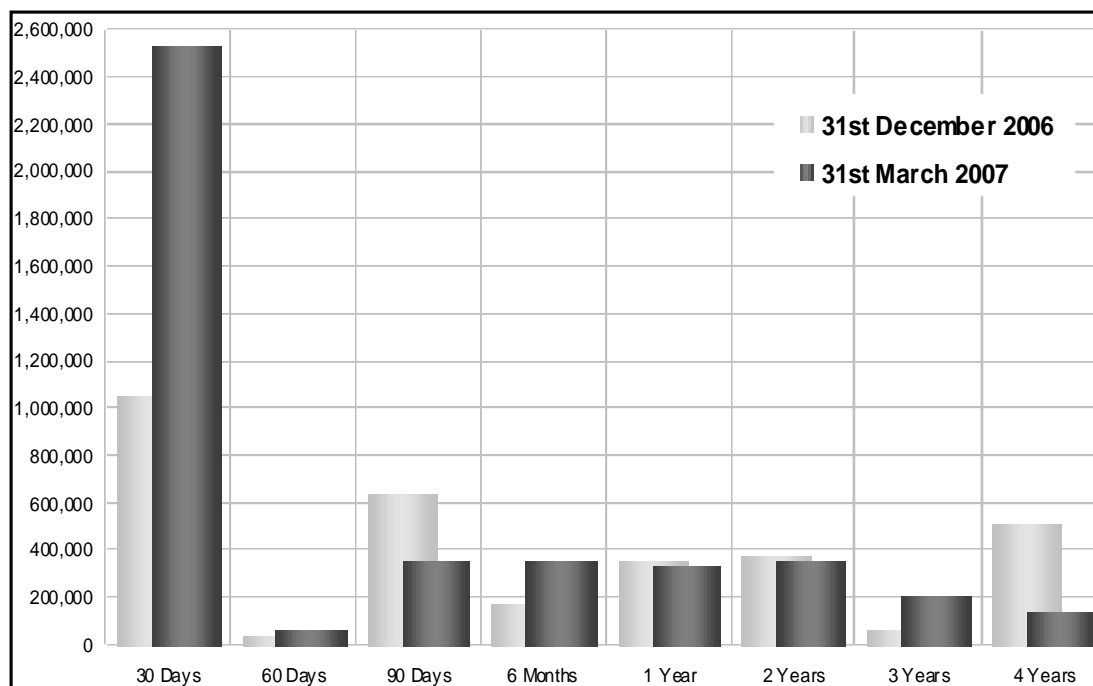
- Debtors

The Council’s key debtors arise from the non payment of Council Tax, Business Rates and Sundry Debtors. These areas are therefore subject to detailed monitoring throughout the year. The position on Council Tax and Business Rates is summarised below:



The Council Tax collection rate is up by 0.49% and the NNDR collection rate is down by 0.68% when compared to the previous financial year.

The position in relation to Sundry Debtors is summarised below:



At the start of the current financial year the Council had outstanding sundry debts of £2,258m. During the period 1<sup>st</sup> April, 2006 to 31<sup>st</sup> March, 2007, the Council issued 11,593 invoices with a value of £16.469m. Together these two amounts total £18.727m. As at 31<sup>st</sup> March, 2007, the Council had collected £13.943m.

- Current Year Debt

With regard to current outstanding debt, this totals £3.687m at 31<sup>st</sup> March, 2007, inclusive of approximately £2.539m of debt outstanding for less than thirty days.

- Previous Years Debt

These debts relate to the more difficult cases where court action or other recovery procedures are being implemented. At 31<sup>st</sup> March, 2007, debts older than one year totalled £1.097m compared to £0.973m at 31<sup>st</sup> December, 2006.

- Borrowing Requirements

The Council's arrangement for borrowing accord with the Council's Treasury Management Strategy, which was drawn up to comply with the Code of Practice for Treasury Management in Local Authorities published by the Chartered Institute of Public Finance and Accountancy.

In accordance with this strategy the Council has taken a proactive approach to managing cash investments and debt. As a result of changes in interest rates during 2006/2007, the Council has been able to benefit from £2m discounts following the repayment of various long term

loans and reducing investments. Additional ongoing savings have been achieved as a result of replacing some PWLB loans with lower interest rate market loans, known as LOBOs (Lenders Option, Buyer Option).

#### **4. REGENERATION, LIVEABILITY AND HOUSING PORTFOLIO**

##### **4.1 Revenue Outturn 2006/2007**

4.1.1 Details of the Regeneration, Liveability and Housing outturn position are shown at **Appendix D**, which compares actual expenditure against the approved budget plus departmental reserves created in previous years.

4.1.2 **Appendix D** shows that the net outturn position is expenditure of £11,596,500 against a budget of £11,361,900, resulting in an adverse variance of £234,600 which will be covered from Corporate Resources, as agreed by Cabinet in the Outturn Strategy on 11<sup>th</sup> June, 2007. This outturn position is after contributions from Reserves of £721,100 and contributions to Reserves of £103,100 (see paragraph 4.2).

4.1.3 The main revenue expenditure variances to bring to Members attention are: -

##### **Line 1: Administration**

**Outturn Variance: £128,700 Favourable**

This favourable variance is a one-off and has largely arisen because the project to convert historic paper based records into electronic images required a full tendering process to be carried out and the contract did not commence until very late in the financial year. As indicated in the Quarter 3 report, the £80,000 reserve set aside to fund this work was not used in 2006/2007 but will instead be required in 2007/2008. The use of a further £20,000 reserve earmarked for the Housing Service also slipped into 2007/2008 as a result of the transfer of the function into the department being later than originally anticipated.

Further smaller one-off savings were achieved particularly in staffing budgets during vacancy periods and for administrative costs that were passed onto externally funded projects. These savings can be linked to the contribution to reserve figure shown on Table A, Line 18.

##### **Line 2: Building Control**

**Outturn Variance: £17,000 Adverse**

The main reason for this variance is that fee income was less than the budgeted target. It is extremely difficult to forecast future income as it is dependent on various external factors, however, at present this variance is judged to be a 'one-off' occurrence.

**Line 3: Community Strategy****Outturn Variance: £28,800 Adverse**

The main reason for the adverse variance was the later than expected implementation of the Council's new Security Contract. This variance is one-off, in that it is not expected to continue in 2007/2008 when the full year effect of the lower contract price should fully align with the lower base budget.

**Line 4: Community Strategy****Outturn Variance: £17,300 Adverse**

The adverse variance on this heading arises entirely as a result of the Chief Officers pay award being unfunded. This position will continue until suitable funding is identified.

**Line 5: Development Control****Outturn Variance: £65,100 Favourable**

The favourable variance arose as a result of a significant amount of fee income being received in the final quarter of the year from major development proposals. It is difficult to forecast future fee income with any accuracy but it is felt unlikely that income at this level can be sustained long term. An increased budget target for fees of £27,000 has, however, been incorporated into the 2007/2008 budgets. The favourable position on this heading effectively offset the adverse variances shown on lines 2, 3, 4 and 8 on Table A.

**Line 6: Drug Action Team****Outturn Variance: £6,500 Favourable**

A small unspent amount of reserve in respect of training for Drugs Team workers has led to this variance. The remaining reserve balance will be used for this purpose in 2007/2008.

**Line 7: Economic Development****Outturn Variance: £54,800 Adverse**

A number of favourable and adverse variances contributed to the overall year-end position on this heading. The key areas being as follows:

- The Brougham Enterprise Centre budget showed an adverse variance of £85,000 as a result of one-off additional expenditure being required to complement the major capital refurbishment works on the Centre during 2006/2007 and loss of rental income due to the units having to be emptied during the renovation period. In addition, £25,000 of unbudgeted staffing costs were incurred but these are to be funded from the Economic Development Reserve (Table B, Line 7).

- An adverse position of £21,000 showed on the Cadcam budget. Hartlepool along with the other Cleveland authorities inherited an unfavourable long term agreement from the former County Council in relation to this Centre. The Council is tied into an agreement to cover Cadcam costs which for 2006/2007 were higher than budgeted. There is a risk of this pressure continuing in future years.
- A favourable position of £21,000 on rental income from Newburn Bridge Units was achieved largely owing to the capital investment increasing the attractiveness and rental potential of the site. Whilst part of this amount was one off income, it is estimated that £12,000 is sustainable and this is reflected in a realigned 2007/2008 budget.
- The Economic Development Team budget showed a favourable variance of £21,000 mainly as a result of fee income received in excess of the budgeted target for managing externally funded projects such as those supported by NDC. This income is not sustainable.
- A managed underspend of £19,000 existed on the Marketing and Exhibitions budgets. This is one of the few headings within the service where there is some discretion regarding spending. A decision to retain this amount of budget was necessary in order to be able to meet the other commitments set out above.

**Line 8: Landscape and Conservation****Outturn Variance: £3,800 Adverse**

The adverse variance is a one-off and a result of an outstanding payment made to a contractor which had not been budgeted for.

**Line 9: Planning Policy and Regeneration****Outturn Variance: £122,900 Favourable**

A favourable variance of £59,000 occurred on the Local Development Framework budget in relation to planning policy activity in line with the anticipated position reported at Quarter 3. Several of the LDF studies currently in progress will not be concluded until 2007/2008 and the reserves earmarked to cover these costs will need to be slipped into that year. In addition, there was a small unused reserve amount on the North Hartlepool Partnership Budget at the end of the year. This balance of £6,000 will, however, be required for the winding up of the programme in 2007/008.

A favourable variance of £66,000 occurred on the Victoria Harbour Project Budget. Whilst there were no significant commitments that were not met during 2006/2007, spending on this heading was restricted in order to ensure an overall departmental savings target of £59,000 could be achieved to fund pressures elsewhere in the Council.



**Line 10: Youth Offending Service**  
**Outturn Variance: £64,500 Favourable**

The favourable variance was in line with the Quarter 3 forecast and has arisen on several headings. Restructuring within the Youth Offending Team took place in 2006/2007 and some £11,000 of one-off savings were achieved in staffing costs during vacancy periods. In addition, a reserve of £25,000 to match grant funding was not required as originally expected and this will be slipped to match projects in 2007/2009.

Savings of £20,000 were achieved through more efficient use and retention of carers and the subsequent reduction in the level of allowances paid. This saving has been earmarked for inclusion in the Annual Efficiency Statement. It was also identified as continuing into 2007/2008 and the budget has been realigned accordingly. No additional savings on this heading are forecast to be available for the 2008/2009 budget round.

**Line 11: Environment**  
**Outturn Variance: £253,400 Adverse**

Due to an amendment to invoicing arrangements the Council was required to make a one-off additional payment for waste disposal contract to Stockton Borough Council. This resulted in thirteen payments being made in the financial year. This accounts for £85,000 of the adverse variance in this area and will not reoccur.

The Street Cleansing operation accounts for the balance of this overspend. Additional resources of £123,000 have been provided to fund pressures in this area in 2007/2008.

## 4.2 Contribution to Reserves

- 4.2.1 In accordance with the Council's Financial Procedure Rules, Strategic Risk Reserves totalling £103,100 have been agreed with the Chief Financial Officer.
- 4.2.2 The creations of these Reserves will allow the future development of Regeneration and Liveability, as follows: -

**Planning IT Systems (£8,000)**

This Reserve will be used for system enhancements which could not be completed by 31<sup>st</sup> March, 2007.

**Regeneration Team (£22,000)**

This is earmarked for the Regeneration Team to help manage a transitional period in the service as it loses significant amounts of fee income currently received from major regeneration programmes.

**Departmental Staff Costs (£32,900)**

This Reserve will fund the costs of a Development Control student post, the Divisional Heads secretary post and additional Planning Officer hours

**Planning Reserve (£40,200)**

This Reserve will be used to fund a Conservation Area Appraisal (£20,000), Conservation Grants (£1,000), the costs of LDF studies (£13,500) and the costs of Development Control Building Enforcement Action (£5,700).

**5. CULTURE, HOUSING AND TRANSPORTATION PORTFOLIO****5.1 Revenue Outturn 2006/2007**

5.1.1 Details of the Culture, Housing and Transportation outturn position are shown at **Appendix E**, which compares actual expenditure against the approved budget plus departmental reserves created in previous years.

5.1.2 **Appendix E** shows that the net outturn position is expenditure of £12,643,200 against a budget of £12,508,100, resulting in an adverse variance of £135,100 which will be covered from Corporate Resources as part of the Outturn Strategy agreed by Cabinet on 11<sup>th</sup> June, 2007. This outturn position is after contributions from Reserves of £22,000 and contributions to Reserves of £103,800 (see paragraph 5.2).

5.1.3 The main revenue expenditure variances to bring to Members attention are: -

**Line 1: Engineering Consultancy**  
**Outturn Variance: £62,000 Favourable**

Small underspends on Contaminated Land and the Claxton Site account for £10,000 of the favourable variance. The balance is as a result of a better than anticipated recovery of technical officers time. This is unlikely to reoccur as future workloads are not anticipated to remain at this level.

**Line 3: Highways Management Account**  
**Outturn Variance: £50,400 Adverse**

This adverse variance has been caused by an under recovery of Technical Officer's salary recharges in this account as a result of reducing workload in relation to external clients and an increased amount of internal work which is not rechargeable. Highways related budgets have been realigned in 2007/2008 to reflect this change.

**Line 5: Transport Services****Outturn Variance: £48,100 Adverse**

Initially it was anticipated that there would be a favourable variance in this area which would be used to offset the lower than budgeted level of car parking income received. However, because of the Dial-a-Ride court case it was deemed prudent to make a provision of £80,000 to cover the potential costs of a High Court case. This was a one off cost.

**Line 6: Car Parking****Outturn Variance: £142,800 Adverse**

This adverse variance is the result of a lower than budgeted level of income for car parking. This is being closely monitored and a report is currently being prepared to cover the likely level of income in 2007/2008 and the level of charges which need to be levied to achieve budget levels.

**Line 7: Traffic and Transportation****Outturn Variance: £60,100 Favourable**

Due to Government changes to the Concessionary Fares Scheme additional funding was made available to the department. Unfortunately, it was not known until the last month of the year what the final charge would be from Stagecoach. The ultimate recharge was approximately £35,000 less than anticipated resulting in a favourable variance. The balance of the favourable variance relates to a series of small planned underspends designed to offset overspends elsewhere in the Division.

**Line 8: Highways Services****Outturn Variance: £61,800 Adverse**

Relates to a higher than anticipated level of expenditure on Highway Maintenance, Gulley Cleansing and Winter Gritting. Additional funding has been approved in 2007/2008 to address the shortfall in this area.

**Line 11: Arts, Events & Museums****Outturn Variance: £74,100 Favourable**

The main adverse variances arose at the Historic Quay, (in relation to higher utility charges, security costs and advertising totalling £34,000), the Headland Sports Hall (£12,000) for higher staff costs, Town Hall Theatre (£38,000), Events promotion (£20,000) and the Borough Hall Bar (£22,000) relating to a combination of salaries, lower than anticipated income and increased advertising costs.

Utility charges are a corporate issue and are part of the 2007/2008 budget strategy.

There were favourable variances at Sir William Gray House (£66,000), Arts Development (£53,000), Tourist Information Centre (£12,000), Wingfield

Castle (£11,000) and the Borough Hall (£18,000) relating to salaries, supplies and services and higher than anticipated income levels. These were mainly one off savings in relation to staff vacancies, which will be filled in 2007/2008 and variable income levels.

**Line 12: Community Support**

**Outturn Variance: £155,300 Favourable**

Grant payments to voluntary groups from the Community Grant Pool were £85,700 less than previously anticipated. A reserve for this was created at year end and will be used by the Community Grants Pool in 2007/2008. The Seaton Carew Community Centre has a £50,000 reserve which will now be utilised in 2007/2008 owing to the delay in paying this reserve to the committee who are taking over the Centre.

**Line 13: Countryside**

**Outturn Variance: £26,400 Favourable**

The favourable variance was owing to staff vacancies in this area. However, maintenance work at Summerhill's BMX Track and the Boulder Park, together with works arising from the 'Access' Audit report reduced this variance. The maintenance costs were 'one offs' and the staff vacancies will be filled in 2007/2008 in line with the budget strategy.

The unused reserve of £14,000 is included in the above variance and will now be utilised in 2007/2008.

**Line 14: Foreshore**

**Outturn Variance: £4,300 Favourable**

The favourable position relates to lower maintenance charges than anticipated. Employees salaries and overtime costs were also lower than expected, which allowed a £9,000 contribution to capital to fund a beach vehicle.

The overtime costs were based on a change in the lifeguards working patterns, however, this may not be sustainable in 2007/2008 as this is subject to staff flexibility in covering the beach safety service.

**Line 15: Libraries**

**Outturn Variance: £24,900 Favourable**

The position consists of favourable variances on staffing, premises and supplies and services, together with a greater than anticipated level of income resulting from the sale of surplus library books and room hire charges.

In accordance with the Council's Financial Procedure Rules a transfer of resources from revenue to capital of £40,000 has been completed by the Director of Adult and Community Services and agreed by the Chief Financial

Officer. This will contribute towards the replacement of the central library lighting system and has been reflected in the outturn position.

The favourable variance on staff vacancies was managed, in order that staffing levels could be reduced as part of the 2007/2008 budget strategy, saving £65,000.

**Line 16: Maintenance**  
**Outturn Variance: £24,200 Adverse**

The adverse position was due to the necessary completion of ongoing building works to comply with health and safety standards at a number of establishments. This adverse variance was offset by favourable variances elsewhere in Adult & Community Services.

This is 'one off' expenditure by the nature of it being reactive and for health and safety reasons.

**Line 19: Sport & Recreation**  
**Outturn Variance: £26,300 Adverse**

The adverse variances at outturn related to the delayed closure of Eldon Grove and the transfer of the service to Brierton. The savings of £27,000 previously identified and included within the base budget were not therefore achieved in this financial year resulting in the adverse variance reported.

The 2007/2008 budget reflects that the closure of Eldon Grove would happen in June 2007 and the Centre is appropriately funded until that time.

## **5.2 Contribution to Reserves**

5.2.1 In accordance with the Council's Financial Procedure Rules, Strategic Risk Reserves totalling £103,800 have been agreed with the Chief Financial Officer.

5.2.2 The creations of the reserves will allow the future development of Culture, Housing & Transport, as follows: -

**Community Grants Pool (£85,700)**

Reserve created from the favourable variance on the 2006/2007 Community Grants Pool to be utilised in this area in 2007/2008.

**Football Development (£12,200)**

This reserve relates to additional income received by the service in 2006/2007. This income has been retained and a Reserve created which will be used in 2007/2008 to support the schemes objectives.

**Tree Management (£5,900)**

This reserve was created to help fund tree maintenance works in 2007/2008 which were delayed from 2006/2007.

**6. CHILDREN'S SERVICES PORTFOLIO****6.1 Revenue Outturn 2006/2007**

- 6.1.1 Details of the Children's Services outturn position are shown at **Appendix F1** which compares actual expenditure against the approved budget plus departmental reserves created in previous years and earmarked for use during 2006/2007.
- 6.1.2 **Appendix F1** shows that the net outturn position is expenditure of £22,651,300 against a budget of £22,750,300, resulting in a favourable variance of £99,000, which will be transferred to contribute towards the Neighbourhood Services overspend. This outturn position is after contributions from Reserves of £504,100 and contributions to Reserves of £568,700 (see paragraph 6.2).
- 6.1.3 As previously reported the Children's Services Department's overall financial position has been affected by the introduction on the Dedicated Schools Grant which requires the ring fencing of budgets and reserves. Essentially, whilst the LA has the option to fund any DSG overspending from its own resources any net underspend must be carried forward for use in the following year. This significantly reduces the flexibility to offset variances across the entire departmental budget. A summary of the outturn position is therefore provided in Table 1, paragraph 6.1.5 to fully illustrate the year-end position.
- 6.1.4 The main revenue expenditure variances to bring to Members attention are: -

**Line 1: Access to Education****Outturn Variance: £225,000 Favourable**

The favourable variance relates mainly to the home to school transport service arising from the achievement of sustainable efficiency savings on bus routes, taxi services and escort costs. This was identified early in the year and accounted for as a departmental saving proposal during the 2007/2008 budget setting process.

In addition, staff vacancies and a reduction in the working hours within the Education Social Work Team also contributed to the favourable outturn variance. Whilst the reduced hours represent a sustainable saving this is a Dedicated Schools Grant funded service and there are restrictions on how this funding can be redirected or reduced.

In addition, there was a favourable variance on the department's Pupil Support budget. This budget is used to fund the attendance of children from low-income families attending the Carlton Outdoor Centre, which was closed for major refurbishment during the year. The Centre has recently reopened and the saving is unlikely to be sustainable.

**Line 4: Children, Young People and Families Support**  
**Outturn Variance: £75,400 Favourable**

Adverse variances on Exmoor Grove agency staffing, fostering and adoption allowances and agency placements were offset by reduced leaving care payments and relatively high staff vacancies in the Family Support and Family Resource Teams.

This meant that there was no requirement to utilise the department's Looked After Children Reserve during the year, however, high vacancy savings cannot be relied on in future years.

Children and Families budgets are extremely volatile and year to year spending is largely dictated by the support packages required for those children who come in and out of care. The department maintains case-by-case cost projections, which are carefully monitored throughout the year.

Additional funding was allocated to Exmoor Grove in the 2007/2008 budget to address the trend of overspending on staffing.

**Line 5: Early Years**  
**Outturn Variance: £126,100 Favourable**

Expenditure on early years is subject to demand for private nursery places from parents of 3 and 4 year old children and was lower than expected throughout the year. Costs have also been lower than budget during the first quarter of 2007/2008 and the overall level of funding allocated to this service will be reviewed as part of the 2008/2009 budget process. This is, however, a DSG funded service and any reductions can only be reallocated to other DSG areas.

In addition, the early years reserve was expected to be partially used during the year to fund redundancy and other restructuring costs but was not required in 2006/2007.

**Line 6: Information Sharing & Assessment**  
**Outturn Variance: £46,500 Adverse**

The phasing of expenditure relating to the ISA capital project changed during the year requiring a greater call on reserves during 2006/2007 than was originally anticipated. Overall costs are, however, unchanged and use of the Reserve has been rephased accordingly.

**Line 7: Other School Related Expenditure**  
**Outturn Variance: £169,200 Favourable**

Expenditure on the swimming service was lower than envisaged owing to reduced premises costs arising from the Rossmere pool closure. Transport costs increased but were offset by increased income from schools.

The charge from Middlesbrough Borough Council for joint authority contributions to the Lanehead Centre increased significantly in 2006/2007 and the department was only notified of this after the 2006/2007 budget was set. This was identified as a budget pressure in the 2007/2008 budget.

There were favourable variances on the Emergency Staffing Cover, Teacher Recruitment and Pupil Contingency budgets. The Transitional Support Fund was also underspent during the year and none of the balance brought forward via reserves was required. Spending from the Transitional Support Fund is monitored and controlled via the School Forum who also determine the amount top sliced from DSG each year based on likely commitments and the value of unspent balances carried forward.

All the above funding is ring-fenced from the DSG and whilst the levels of budgetary provision will be reviewed as part of the 2008/2009 budget process, savings cannot be diverted away from DSG funded services.

**Line 9: Raising Educational Achievement**  
**Outturn Variance: £302,900 Favourable**

There was a favourable variance on Standards Fund budgets partly owing to a reduced requirement to match fund certain grant elements which was not known at the time the 2006/2007 budget was set, but has been corrected in the 2007/2008 budget. In addition, part of the department's match funding budget has been rephased and carried forward to 2007/2008 as outlined at 6.2 of the report in accordance with the eighteen month spending requirement.

The Carton Outdoor Centre was closed throughout the year during Phase 1 of the capital redevelopment programme. Other Local Authority contributions have continued to be received on the understanding that this funding is earmarked for the Centre and a transfer to reserves has been made as detailed at 6.2 of this report.

There was a favourable variance on the Playing for Success project and a transfer to reserves has been made as detailed at 6.2 of this report.

In addition, there was favourable variances at the Educational Development Centre mainly arising from increased grants and other minor staffing and supplies savings.



**Line 10: Special Educational Needs**  
**Outturn Variance: £117,800 Adverse**

The main reason for the adverse variance is on the Access 2 Learning (A2L) service owing to additional agency staffing costs arising from long term sickness absence cover and increased premises costs. In addition, exclusions income was lower than anticipated resulting in a significant overall adverse variance.

This is a DSG service and the 2006/2007 adverse variance was offset by favourable variances across other DSG funded areas and it was not necessary to draw on the A2L reserves as originally envisaged.

To correct the trend of overspending, additional funding was allocated to the A2L service for staffing, premises and supplies during the setting of the 2007/2008 base budget and current indications are that expenditure will be contained within budget this year. The department's successful strategy of minimising permanent exclusions continues to have an adverse effect on A2L income levels as funding transferred from schools is much lower than budget during the first quarter of 2007/2008.

Owing to continuing trends, reduced funding from schools and critical OFSTED reports, the A2L service has been fundamentally reviewed and is being reconfigured in consultation with the recently established Behaviour and Attendance Partnership.

**Line 11: Strategic Management**  
**Outturn Variance: £201,200 Favourable**

The main reason for the favourable variance is staff vacancies and resulting savings within the Finance and Student Support Team. An element of these savings has been earmarked for the employment of an Interim Transport Manager as included in 6.2 of this report.

The posts attached to the Student Loan Administration Service and the vacant Pupil Support Manager post were deleted as part of the Department's 2007/2008 savings proposals.

The provision for Best Value reviews was not used but is a DSG budget item and therefore ring fenced.

In addition, the Broadband Reserve established to fund any shortfalls arising from the negotiation of a new contract for schools was not required during the year.

**Line 12: Youth Justice**  
**Outturn Variance: £19,700 Favourable**

The favourable variances related mainly to staff vacancy savings.

**Line 13: Youth Service****Outturn Variance: £21,100 Favourable**

In addition to general staff vacancy savings the favourable variance includes income generated by the Youth Centres during 2006/2007, which have been transferred to Reserves as included at 6.2 of the report.

In recognition of their projected outturn position the Youth Service agreed in January to match fund a Youth Opportunities Capital Fund project to improve Greatham Community Centre. This is also included in 6.2 of the report.

- 6.1.5 As reported to Members throughout the year, owing to the complexities of the DSG and in particular, the ring fencing requirement, the Department's outturn needs to be considered as follows: -

**Table 1**

<b>Funding</b>	<b>2006/2007 Budget including Reserves £'000</b>	<b>2006/2007 Actual Outturn £'000</b>	<b>2006/2007 Variance Adverse/ (Favourable) £'000</b>
Schools – DSG	48,529.6	48,529.6	0.0
Centrally Retained – DSG	5,933	5,891.2	(42.2)
	54,463.0	54,420.8	(42.2)
LA	16,817.0	16,191.5	(625.5)
Transfer to Reserves	-	568.7	568.7
<b>Total</b>	<b>71,280.0</b>	<b>71,181.0</b>	<b>(99.0)</b>

**6.2 Contribution to Reserves**

- 6.2.1 In accordance with the Council's Financial Procedure Rules, Strategic Risk Reserves totalling £568,700 have been agreed with the Chief Financial Officer.

- 6.2.2 The creations of these reserves will allow the future development of Children's Services, as follows: -

**Carlton Outdoor Centre Refurbishment (£53,300)**

The Carlton Centre is funded in accordance with a Joint Authority Service Level Agreement and this Reserve has been created from year-end revenue surpluses to contribute to capital redevelopment and improvement works. The Centre has recently reopened following Phase 1 of a major refurbishment and the Carlton Steering Group will be formulating plans for future improvements subject to available resources.

**Standards Fund (£93,300)**

This Reserve has been created to carry forward the LA's unspent contribution to match the Standards Fund Grant, which is awarded over an eighteen month spending period.

**Building Schools for the Future (£228,900)**

This Reserve has been created to fund the LA's project management and revenue implementation costs relating to the BSF project.

**Playing for Success (£50,500)**

This Reserve originated from income generation in 2005/2006 and the 2006/2007 favourable variance on this budget will be carried forward and used to support a joint project with Hartlepool United Football Club.

**Interim Transport Manager (£36,500)**

The Department's vacant Pupil Support Manager post was put forward for deletion as part of the Department's 2007/2008 savings proposals. However, owing to the need to review all home to school transport contracts from 1<sup>st</sup> September, 2007 and assess the transport implications of the Education and Inspections Act there was a need to employ an interim Transport Manager. A consultant was employed from April and this Reserve will be utilised throughout 2007/2008.

**Behaviour and Attendance (£27,000)**

This Reserve has been created to fund alternative curriculum access from independent providers for three pupils to enable them to be reintegrated from A2L into mainstream schools.

**Teenage Pregnancy (£15,500)**

This Reserve has been created from the sale of teaching packs for primary schools to local Primary Care Trusts and funding will be reinvested in teenage pregnancy preventative measures during 2007/2008.

**Access to Learning (A2L) (£11,200)**

The Department's A2L service is funded entirely from the centrally retained element of the Dedicated Schools Grant and is ring fenced. This Reserve will be utilised during 2007/2008 to fund transitional costs of creating the new service as outlined at 6.1.2, Line 10 above.

**Transitional Support (£31,000)**

The Transitional Support Fund is a ring fenced element of the schools budget allocated from the Dedicated Schools Grant and managed by the

Schools Forum. Funding is allocated to schools in exceptional difficulties in accordance with criteria set by the Forum. As part of the statutory budget consultation exercise the value of DSG that is “top sliced” for Transitional Support each year is determined based on likely commitments and the value of unspent funds carried forward from year to year.

### **Youth Service (£21,500)**

This Reserve is the result of income of £8,500 generated by the Youth Centres during 2006/2007 from membership fees and sales income. This funding is to be used by the Youth Service on activities for young people and is typically spent on implementing ICT and vehicle replacements.

In addition, the Youth Service agreed to allocate £13,000 from its 2006/2007 budget to match fund Hartlepool Grant Givers’ (Youth Opportunities Capital Fund) allocation to improve Greatham Community Centre. This scheme was approved in January but was not completed until after the year-end.

## **6.3 School Balances as at 31<sup>st</sup> March, 2007**

- 6.3.1 **Appendix F.2** shows analysis of school balances over the last three years. At 31<sup>st</sup> March, 2007, net school balances were £3,154,000 reflecting a reduction of 18% over the previous year-end figures. However, the overall reduction reflects the fact that three schools have fallen into deficit.
- 6.3.2 The level of school balances has been regularly reported to the Schools Forum and was challenged during the JAR inspection. It is recognised that schools may hold relatively high levels of reserves for strategic purposes linked to their development plans. Conversely they should not sit on “excessive” high levels of uncommitted balances at the detriment of providing Education services to today’s pupils. The DCSF have recently completed a consultation exercise which has resulted in the statutory clawback of 5% of all school balances in future years.
- 6.3.3 In line with best practise the Department has requested additional information from schools regarding their planned use of balances this year as discussed and agreed by the Schools Forum. Information is still awaited from thirteen schools and it is not possible at this time to provide a full analysis of the intended use of all school balances held at 31<sup>st</sup> March, 2007.
- 6.3.4 The table below summarises the known position and a full analysis will be reported to the Schools Forum in October: -

**Table 2 - Summarised School Balances 2006/2007**

<b>Purpose Held</b>	<b>Nursery £'000</b>	<b>Primary £'000</b>	<b>Secondary £'000</b>	<b>Special £'000</b>	<b>Total £'000</b>	<b>%of Total</b>
Setting Budget for 2007/2008		359	220	169	748	23.7
ICT Developments		52	101		153	4.8
Premises	5	110	231		346	11.0

Improvements						
Capital Projects		196	29		225	7.1
Pupil Number Changes	13	95			108	3.4
Workforce Remodelling		182			182	5.8
Other Specific Purposes		76			76	2.4
<b>Sub Total</b>	<b>18</b>	<b>1,070</b>	<b>581</b>	<b>169</b>	<b>1,838</b>	<b>58.3</b>
General		378	100	13	490	15.5
Outstanding (13 schools)		866	297		1,163	36.9
Deficit Recovery		(54)	(283)		(337)	(10.7)
<b>Total</b>	<b>18</b>	<b>2,260</b>	<b>695</b>	<b>182</b>	<b>3,154</b>	<b>100.0</b>

### 6.3.5 Key points to note are: -

- Three schools are in deficit and the LEA is working closely with those schools to formulate recovery plans with a view to returning the schools to a surplus position within a maximum of three years.
- General Reserves (including all Reserves held by schools who have yet to return their information – worst case scenario) equate in total to 3.9% of 2007/2008 budgets for primary schools and 1.4% of 2007/2008 budgets for secondary schools. DCSF guidelines are 5% and 3% respectively.

## 6.4 Community Facility Balances 31<sup>st</sup> March, 2007

6.4.1 **Appendix F.3** shows an analysis of the Community Facility opening and closing balances for 2006/2007. There are a number of different types of community facility operating within schools including sports facilities, E Learning and Early Years facilities, many of which have received external funding towards set up and in some cases ongoing operating costs.

6.4.2 The full financial implications of each facility must, however, be separately accounted for as required in the Scheme for Financing Schools. Fundamentally there must be no cross subsidisation between the facility and the school budget share. Any deficits generated by a Community Facility must therefore be carried forward and funded from the following financial year.

## 7. ADULT & PUBLIC HEALTH SERVICE PORTFOLIO

### 7.1 Revenue Outturn 2006/2007

7.1.1 Details of the Adult & Public Health Service outturn position are shown at **Appendix G**, which compares actual expenditure against the approved budget plus departmental reserves created in previous years.

7.1.2 **Appendix G** shows that the net outturn position is expenditure of £23,373,500 against a budget of £23,565,300 resulting in a favourable variance of £191,800 which will be transferred to contribute towards the Neighbourhood Services overspend. This outturn position is after contributions from Reserves of £424,100.

- 7.1.3 The main revenue expenditure variances to bring to Member's attention are: -

**Line 2: Consumer Services**

**Outturn Variance: £111,200 Favourable**

Following the implementation of the Licensing Act, license income has been higher than initially anticipated. This favourable variance reflects this increase in fee income and also reflects a one off release of accumulated reserves of approximately £75,000. It is not anticipated that this will continue in future years and the expectation is that a much reduced additional stream of licensing income will be achieved in future years. This reduced sum is still expected to be higher than originally anticipated and will be used to assist in mitigating the overspend position in Environmental Standards.

**Line 3: Environmental Standards**

**Outturn Variance: £31,200 Adverse**

This adverse variance relates to a reduced level of income received from the operation of the open markets. It is not envisaged that this situation will improve and budgets will be realigned from Consumer Services to address this problem in 2007/2008.

**Line 4: Adult Education**

**Outturn Variance: £23,100 Favourable**

This favourable variance is the result of expenditure against the Adult Education Special Projects Reserve being lower than anticipated as some projects have been rephased to future years.

**Line 6: Home Care**

**Outturn Variance: £65,900 Favourable**

The reconfiguration of the service and the development of alternative services to assist people to live at home contributed to this favourable variance. It will be offset by expenditure in those alternative services, e.g. support to people with sensory loss and associated disabilities, who were awaiting assessments for specialist aids and adaptations.

This variance is sustainable and savings of £95,000 (200 hours) have been identified in the 2007/2008 budget.

**Line 7: Learning Disabilities**

**Outturn Variance: £162,000 Adverse**

Increased demand for services resulted in additional costs relating to direct payments creating a £65,000 adverse variance. This pressure continued into 2007/2008, but the savings from older people residential care budget

have been used to fund the pressure on Direct Payments across the department.

However, residents' care income was higher than anticipated by £54,000.

Agency staff costs were £36,000 overspent owing to the need to provide safe and effective staffing levels to cover for ill health/absence. This is being addressed and will reduce in 2007/2008.

Transport costs for day services were £104,000 higher than anticipated. There is a corporate procurement exercise underway regarding transport to reduce these costs in 2007/2008.

**Line 9: Older People Purchasing**  
**Outturn Variance: £610,700 Favourable**

The favourable variance results from additional income received from house sales (£65,000) and an increasing trend in income from service users who pay the full amount for their care (£440,000). The accounts also include one off income outstanding from previous years. Net of bad debt provision this totalled £88,500. There was also a £150,000 managed underspend created from a reduction in placements to residential care to reinvest in community based services in 2006/2007 and 2007/2008. This followed the departmental strategy to provide more community based services in line with Government initiatives.

However, there continues to be increased demand in the number of short term intermediate care beds to support early discharge from hospital and to avoid inappropriate hospital admission (£87,000). There also continued to be significant expenditure to fund additional care and support needs by the use of Direct Payments as an alternative to expensive residential placements (£129,000).

Most of this variance (£456,700) offset increased demographic and demand pressures elsewhere in Adult & Community Services and the balance was used to support the overall budget position (£154,000).

The favourable net variance is sustainable and the savings have been applied in the 2007/2008 budget, to fund the increased demands relating to demographic pressures and the requirement to support as many people to remain in their own homes for as long as possible.

The Council has a legal duty to offer choice and many people are choosing the more flexible option of Direct payments resulting in pressure on Direct Payments costs across the department.

**Line 10: Physical Disabilities**  
**Outturn Variance: £128,300 Adverse**

The adverse variance related to increased demand for Direct Payments.

In 2007/2008 the savings from older people residential care budget have been used to fund the increased demand and consequent pressure on Direct Payments across the department.

**Line 11: Sensory Loss**

**Outturn Variance: £45,000 Adverse**

The adverse variance relates to additional 'one off' expenditure on agency staff employed to cover a senior officer's secondment and interpreter fees.

**Line 13: Support Services**

**Outturn Variance: £251,200 Adverse**

The adverse variance was the result of recruitment and advertising for Assistant Director posts, a one off cost resulting from a long term sickness absence, Information Technology software licences, expenditure on the Life Channel and on security and maintenance costs at Briarfields.

Agency cover totalling £42,000 contributes to overall adverse variance for support services.

Most of these costs are 'one-off' expenditure, particularly in relation to the Assistant Director posts, Briarfields, the Life Channel and agency cover. An ongoing pressure has been recognised in relation to Information Technology.

**8. FINANCE PORTFOLIO**

**8.1 Revenue Outturn 2006/2007**

8.1.1 Details of the Finance outturn position are shown at **Appendix H**, which compares actual expenditure against the approved budget plus departmental reserves created in previous years.

8.1.2 **Appendix H** shows that the net outturn position is expenditure of £1,459,100 against a budget of £1,733,000, resulting in a favourable variance of £273,900 which will be transferred to contribute towards the Neighbourhood Services overspend. This outturn position is after contributions from Reserves of £534,100 and contributions to Reserves of £192,200 (see paragraph 8.2).

8.1.3 The main revenue expenditure variances to bring to Members attention are: -

**Line 1: Accountancy**

**Outturn Variance: £46,500 Favourable**

The favourable variance arises from temporary staff savings.



A Reserve of £30,000 has been created (see 8.2) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variances.

**Line 2: Benefits****Outturn Variance: £24,100 Favourable**

The favourable variance, along with the variance on lines 5 and 7, arises from temporary staff savings pending a Revenue and Benefit Section restructure which has incurred some unforeseen delays and is now expected in Autumn, 2007.

A Reserve of £40,000 was utilised within 2006/2007 for Benefit Agency Staff as budgeted for in year.

Reserves of £40,000, £20,000, £30,000 and £7,000 have been created (see paragraph 3.1) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variances.

**Line 3: Internal Audit****Outturn Variance: £71,800 Favourable**

The favourable variance arises from maternity leave within the section being covered by existing resources.

A Reserve of £60,000 was utilised within 2006/2007 for Early Retirement costs (£58,400) as budgeted for in year.

A Reserve of £45,200 has been created (see paragraph 8.2) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variance.

**Line 5: Revenue****Outturn Variance: £14,700 Favourable**

The favourable variance, along with the variance on lines 2 and 7, arises from temporary staff savings pending a Revenue and Benefit Section restructure which has incurred some unforeseen delays and is now expected in Autumn, 2007.

A Reserve of £40,000 was utilised within 2006/2007 for Benefit Agency Staff as budgeted for in year.

Reserves of £40,000, £20,000, £30,000 and £7,000 have been created (see paragraph 3.1) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variances.

**Line 7: R & B Central****Outturn Variance: £141,700 Favourable**

The favourable variance, along with the variance on lines 2 and 5, arises from temporary staff savings pending a Revenue and Benefits Section restructure which has incurred some unforeseen delays and is now expected in Autumn, 2007.

A Reserve of £40,000 was utilised within 2006/2007 for Benefit Agency Staff as budgeted for in year.

Reserves of £40,000, £20,000, £30,000 and £7,000 have been created (see paragraph 3.1) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variances.

**Line 8: Legal Service****Outturn Variance: £8,500 Favourable**

The favourable variance arises from the Reserve contributed to Legal Services from Corporate Strategy. The Legal staffing reserve of £20,000 was fully utilised, with the balance of the Corporate Strategy Reserve (£8,500) beginning carried forward to be utilised in 2007/2008.

**Line 9: Miscellaneous****Outturn Variance: £342,600 Favourable**

The favourable variance arises from a combination of adverse and favourable variances.

Adverse variance of £324,800, owing to reduced income from the Shopping Centre, which is directly related to the Shopping Centre occupancy rate.

Adverse variance of £25,000 on Elections owing to the increase in the number of postal voters and also the extension of polling from 13 hours to 15 hours, for all elections. A pressure of £30,000 has been identified and allocated for 2007/2008. The remainder of the adverse variance relates to two by-elections that are one-off costs. The number of postal voters is steadily increasing thus creating additional budget pressures year on year. A review of polling districts/places is being undertaken in 2007/2008. If this review identifies that the number of polling stations can be reduced, elections can be met from existing resources. The result of the review will not be known until December, 2007.

Adverse variance of £70,200 owing to reduced income from the Assisted Car Purchase Scheme. The ongoing variance was highlighted within the 2007/2008 budget process, with the adverse variance within 2006/2007 being funded from underspends on other areas, but this will not be sustainable. Action has been approved by the Finance Portfolio to make the

Car Loan Scheme more attractive. However, other providers continue to provide extremely competitive deals.

Favourable variance £638,000 owing to a better recovery rate on benefit subsidy income.

Reserves have been utilised as follows: -

- The Way Forward – Q Learning Management Development of £34,000 fully utilised.
- The Way Forward – Business Process Re-Engineering of £75,800 has been slipped into 2007/2008.
- The Way Forward – ICT/Flexible & Remote Access of £200,800 fully utilised.
- Finance – IT Investment of £99,600 has been slipped into 2007/2008.

## 8.2 **Contribution to Reserves**

8.2.1 In accordance with the Council's Financial Procedure Rules, Strategic Risk Reserves totalling £192,200 have been agreed with the Chief Financial Officer.

8.2.2 The creations of these reserves will allow the future development of Finance, as follows: -

### **Finance – Accountancy Section (£30,000)**

This Reserve was created to fund temporary staffing requirements during closure of the statutory 2006/2007 accounts owing to the secondment of the Chief Accountant to the implementation of Single Status.

### **Finance – Audit Section (£45,200)**

This Reserve was created to fund an Audit software package.

### **Finance – Agency Staff R & B (£40,000)**

This Reserve was created to fund temporary staffing requirements until the completion of the Revenue and Benefits Section restructure.

### **Finance – IT Developments R & B (£20,000)**

This Reserve was created to fund IT developments within the Revenues and Benefits Section.

**Finance – Relocation Mayor's Office (£20,000)**

This Reserve was created to contribute towards the relocation and refurbishment of the Mayor's Office.

**Finance – R & B Refurbishment (£30,000)**

This Reserve was created for floor coverings, blinds and furniture for the refurbishments on Level 2 of the Civic Centre.

**Finance – R & B Training and Development (£7,000)**

This Reserve was created for special training and development within the Revenues and Benefits Section.

**9. PERFORMANCE MANAGEMENT PORTFOLIO****9.1 Revenue Outturn 2006/2007**

9.1.1 Details of the Performance Management outturn position are shown at **Appendix I**, which compares actual expenditure against the approved budget plus departmental reserves created in previous years.

9.1.2 **Appendix I** shows that the net outturn position is expenditure of £4,609,400 against a budget of £3,023,300, resulting in an adverse variance of £1,586,100. Excluding the adverse variance for Neighbourhood Services Internal Works (Line 3) which is explained below, there is an adverse variance that is offset by the favourable variance on the Finance Portfolio. This outturn position is after contributions from Reserves of £546,700 and contributions to Reserves of £46,700 (see paragraph 9.2).

9.1.3 The main revenue expenditure variances to bring to Member's attention are: -

**Line 3: Neighbourhood Services Internal Works**  
**Outturn Variance: £1,437,000 Adverse**

The main element of this variance is owing to a one off payment of £1,317,000, which was the cost of the buy out of future bonus payments for an eighteen month period. This has been funded from General Fund balances. The remainder of the variance is the result of lower than expected income.

**Line 7: Corporate Strategy & Public Consultation**  
**Outturn Variance: £238,900 Favourable**

The favourable variance arises from slippage of projects which were to be funded from Reserves from 2006/2007 into 2007/2008 (£184,000) and from temporary staff secondment arrangements that were in place during 2006/2007 (£54,000). The savings are therefore not sustainable.

A Reserve of £34,400 has been created (see paragraph 3.1) and the remaining favourable variance was contributed towards the Neighbourhood Services and Human Resources adverse variances.

**Line 10: Other Office Services**  
**Outturn Variance: £57,500 Adverse**

As reported during the year the adverse variance is the result of reduced fee income from Land Searches. The area was highlighted a corporate pressure for the 2007/2008 budget and will need to be included as a pressure in the 2008/2009 budget setting process.

A Reserve of £24,000 was utilised on LLPG Staff and Training as budgeted for.

**Line 11: Printing**  
**Outturn Variance: £25,800 Favourable**

The favourable variance arises from the trading arm of the Reprographics Unit over recovering income, mainly owing to the high volume of work completed and reduced machine costs following replacement of equipment. The income may not be sustainable as it is dependent upon departments continuing to produce printed work. The Council is currently considering its photocopying/printing options and this review may impact on service provision.

A Reserve of £27,000 which was budgeted in 2006/2007 has now been slipped into 2007/2008.

**Line 12: Human Resources**  
**Outturn Variance: £17,900 Adverse**

The adverse variance mainly relates to a reduction in income from internal customers following changes in Service Level Agreements (£67,000). This has been identified as a pressure in the 2007/2008 budget setting process. An adverse variance of £13,500 occurred against employee costs which related to additional expenditure on advertisements and the provision of training and a further adverse variance of £12,000 occurred against Trade Union Representative which is mainly owing to payment of bonus throughout the year and a one off bonus payment.

Reserves have been utilised as follows: -

- Organisational & Corporate Workforce Development (£51,000) has been slipped in 2007/2008 owing to the Celebrating Success event being delayed until 2007/2008, slippage of E-Learning and Workforce Development projects until the adoption of the Workforce Development strategy in March, 2007, Talent Pool expenditure being funded externally and monies earmarked for Members not being utilised pending consideration by the Member Development Group.

- Corporate Diversity (£11,000) fully utilised.
- Employee Wellbeing (£25,000) fully utilised.
- Human Resources Service improvement (£6,400) being slipped for Peer review and Team Building until changes currently in progress have been completed.
- Resource Investment (£14,500) slipped into 2007/2008 owing to accommodation costs associated with Human Resources moving to the Windsor being less than originally anticipated.
- Two reserves of £4,500 and £7,800 have been created (see paragraph 9.2).

### **Line 13: Training and Equality**

#### **Outturn Variance: £21,900 Favourable**

The favourable variance is owing to one-off staff vacancies for the first quarter of the year. Also a Reserve for the National Graduate Trainee Post £28,000, having a favourable variance of £19,100 which has been carried forward into 2007/2008 and is expected to be fully utilised once a new appointee takes up post on 3<sup>rd</sup> September, 2007.

A Reserve of £3,000 was fully utilised as a contribution towards the administration of the Interpreting Service.

### **Line 14: Contact Centre**

#### **Outturn Variance: £5,400 Favourable**

The favourable variance is owing to a Reserve for Contact Centre Staffing (£65,000) not being fully utilised, having a favourable variance of £4,900 which has been carried forward into 2007/2008. The Reserve will be required within 2007/2008 to continue to fund Franking Machine software updates.

Reserves have been utilised as follows: -

- A Reserve of £40,000 was fully utilised a contribution towards the maintenance of the Contact Centre System.
- A Reserve of £45,900 was fully utilised a contribution towards the Contact Centre from the Way Forward.
- A Reserve of £15,000 was fully utilised a contribution towards the Contact Centre from Corporate Strategy.

## 9.2 **Contribution to Reserves**

9.2.1 In accordance with the Council's Financial Procedure Rules, Strategic Risk Reserve totalling £46,700 have been agreed with the Chief Financial Officer.

9.2.2 The creation of these reserves will allow the future development of Chief Executive's, as follows: -

### **Corporate Strategy (£34,400)**

This Reserve was created to support the Corporate Strategy Section with Performance Management Development, Divisional costs relating to the Civic Centre Refurbishment, ICT Implementation and Enhancing the Council Profile.

### **HR – Support to Members (£7,800)**

This Reserve was created to fund Members development with ICT Training.

### **HR – Election Services (£4,500)**

This Reserve was created to fund scanning equipment linked with the increase in postal votes, following changes in legislation.

## 10. **RECOMMENDATIONS**

10.1 Members note the report.

## High Risk Budget Areas by Department

## Appendix A

Best Value Unit / Best Value Sub Unit	2006/2007 Budget £'000	2006/2007 Outturn £'000	2006/2007 Variance (Favourable) / Adverse £'000
<b>Adult &amp; Community Services</b>			
Older People Purchasing	6,419.2	5,679.8	(739.4)
Learning Disabilities Purchasing	967.8	789.2	(178.6)
Occupational Therapy Team	91.0	139.0	48.0
Arts, Events & Museums, Sports & Recreation	(1,508.4)	(1,594.4)	(86.0)
Building Maintenance	285.3	309.3	24.0
Foreshore	119.1	108.4	(10.7)
<b>Total</b>	<b>6,374.0</b>	<b>5,431.3</b>	<b>(942.7)</b>
<b>Regeneration &amp; Planning</b>			
Planning Building Control	180.9		
Economic Development	1,180.9		
<b>Total</b>	<b>1,180.9</b>	<b>0.0</b>	<b>0.0</b>
<b>Neighbourhood Services</b>			
Engineers, Traffic & Road Safety, Highways, Highways & Transportation & Transporation	5,856.1	6,070.5	214.4
Housing Services	668.0	701.9	33.9
Property Services	(28.7)	(30.3)	(1.6)
<b>Total</b>	<b>6,495.4</b>	<b>6,742.1</b>	<b>246.7</b>
<b>Corporate Budgets</b>			
Centralised Estimates	5,816.3		
<b>Total</b>	<b>5,816.3</b>	<b>0.0</b>	<b>0.0</b>
<b>Children's Services</b>			
Individual School Budget	48,872.6	48,872.6	0.0
Individual Pupils Budget for SEN	1,092.4	1,098.9	6.5
Home to School Transport Costs	1,485.0	1,384.2	(100.8)
Broadband Contract	278.7	252.9	(25.8)
Independent School Fees	245.6	231.2	(14.4)
Extra District Charges/Income	443.7	434.7	(9.0)
Youth Service Staffing	702.7	622.7	(80.0)
Independent Foster Placements	1,000.0	979.0	(21.0)
<b>Total</b>	<b>54,120.7</b>	<b>53,876.2</b>	<b>(244.5)</b>



Line No	Description of Expenditure	Projected Outturn Position		
		2006/07 Approved Budget  £'000	2006/07 Actual Expenditure / Income  £'000	2006/07 Variance: Adverse/ (Favourable) £'000
	<b><u>TABLE 1 - Departmental Expenditure</u></b>			
1	Adult & Community Services	28,893.9	28,739.8	(154.1)
2	Childrens Services (excl Schools)	22,750.3	22,651.3	(99.0)
3	Neighbourhood Services	14,347.0	16,190.4	1,843.4
4	Regeneration & Liveability	4,859.8	4,811.9	(47.9)
5	Resources	4,090.9	3,939.6	(151.3)
6	Total Departmental Expenditure	74,941.9	76,333.0	1,391.1
	<b><u>TABLE 2 - Corporate Costs</u></b>			
	<b><u>EXTERNAL REQUIREMENTS</u></b>			
7	Probation and Coroner's Court	168.2	175.2	7.0
8	North Eastern Sea Fisheries Precept	30.7	30.2	(0.5)
9	Land Drainage Levy	43.0	42.5	(0.5)
10	Discretionary Rates	31.0	54.5	23.5
11	Parish Precepts	15.0	14.5	(0.5)
	<b><u>CORPORATE COMMITMENTS</u></b>			
12	Northgate Information Partnership	0.0	(1.4)	(1.4)
13	Audit Fees	319.0	324.4	5.4
14	Centralised Estimates/Debt Rescheduling Savings	5,740.5	4,441.1	(1,299.4)
15	Repurchase of Borrowing	0.0	(1,990.2)	(1,990.2)
16	Insurances	0.0	0.0	0.0
17	Risk Management (see line 60)	0.0	28.2	28.2
18	Designated & Custodian Authority Costs	171.0	75.2	(95.8)
19	Pensions	437.0	368.2	(68.8)
20	Members' Allowances	330.6	331.0	0.4
21	Mayoral Allowance	71.2	67.1	(4.1)
22	Emergency Planning (see line 65)	86.2	71.4	(14.8)
	<b><u>NEW PRESSURES</u></b>			
23	Increased Pensions Contributions	(150.0)	0.0	150.0
24	Contingency - Loss Of External Support	540.0	507.6	(32.4)
25	Contingency - General	21.0	7.5	(13.5)
26	Planning Grant Termination	150.0	0.0	(150.0)
27	Tees Valley Regeneration Contribution	50.0	45.0	(5.0)
28	HMS Trincomalee Support	3.0	0.0	(3.0)
29	Supporting People	77.9	0.0	(77.9)
30	Extension of Recycling Scheme	110.0	0.0	(110.0)
31	Strategic Contingency	1,328.9	0.0	(1,328.9)
32	Final Council Commitments	230.0	75.0	(155.0)
33	Benefit Subsidy	(150.0)	0.0	150.0
34	Procurement and Contract Centre Savings	(400.0)	(150.0)	250.0
35	Secure Remand - Corporate Contribution	5.0	4.9	(0.1)
36	Tall Ships Preparation	0.0	15.5	15.5
37	Teesside Airport Study	0.0	0.9	0.9
38	Surplus School Rates Budget (see line 67)	51.3	0.0	(51.3)
39	Advice	0.0	6.5	6.5
40	LABGI Grant (see line 68)	0.0	(369.7)	(369.7)
41	Contribution RTB Share Income (see line 69)	0.0	(651.0)	(651.0)
42	Pooled Receipts	0.0	(31.8)	(31.8)
43	Pooled Receipts for Government Pool	0.0	31.8	31.8
44	Termination Costs (see line 59)	16.0	278.2	262.2
45	LATS (see line 66)	0.0	(134.1)	(134.1)
46	Minor Works Contribution	0.0	79.0	79.0
47	Schools Community Facilities	0.0	8.4	8.4
48	Cost of Land Sales (see line 63)	0.0	59.0	59.0
	<u>Agreed for 2007/8 Budget Setting - Council 15th February</u>			
49	Contribution to Equal Pay Provision	0.0	500.0	500.0
	<u>Agreed for 2006/7 Outturn Strategy - Cabinet 11th June</u>			
50	Director Of Public Health Contribution	40.0	40.5	0.5
51	Ghosts Ships Provision	0.0	469.7	469.7
52	<b>Total Corporate Costs</b>	9,366.5	4,824.8	(4,541.7)
	<b><u>Reserve Movements (details in Table 3)</u></b>			
53	Corporate Contributions from Specific Reserves	0.0	(1,447.1)	(1,447.1)
54	Corporate Contributions to Specific Reserves	65.0	5,879.1	5,814.1
55	Budgeted Contributions from Corporate Reserves	(2,207.0)	(2,207.0)	0.0
56	Other Corporate Contribution	(645.0)	(644.7)	0.3
57	<b>Total General Fund Expenditure</b>	<b>81,521.4</b>	<b>82,738.1</b>	<b>1,216.7</b>

Line No	Description of Expenditure	Projected Outturn Position		
		2006/07 Approved Budget	2006/07 Actual Expenditure / Income	2006/07 Variance: Adverse/ (Favourable)
		£'000	£'000	£'000
Line No	Description of Expenditure	Projected Outturn Position		
		2006/07 Approved Budget	2006/07 Actual Expenditure / Income	2006/07 Variance: Adverse/ (Favourable)
		£'000	£'000	£'000
	<b><u>TABLE 3 - Reserve Movements</u></b>			
	<u>Corporate Contributions from Specific Reserves</u>			
58	Contribution from Pensions Contributions Reserve	0.0	(403.2)	(403.2)
59	Contribution for Termination Costs (see line 44)	0.0	(262.0)	(262.0)
60	Contribution from Insurance Risk Management Reserve (see line 17)	0.0	(28.2)	(28.2)
61	Corporate Reserve	0.0	(63.7)	(63.7)
62	LPSA Reward Grant	0.0	(568.0)	(568.0)
63	Cost of Land Sales Reserve (see line 48)	0.0	(59.0)	(59.0)
64	Specific Reserves Adjustment	0.0	(63.0)	(63.0)
	<u>Corporate Contributions to Specific Reserves</u>			
65	Contribution to Emergency Planning Reserve (see line 22)	0.0	5.1	5.1
66	Contribution to LATS Reserve (see line 45)	0.0	134.1	134.1
67	Contribution to School Rates Reserve (see line 38)	0.0	51.3	51.3
68	Contribution to LABGI Reserves (see line 40)	0.0	369.6	369.6
69	Contribution RTB Share Income Reserve (see line 41)	0.0	651.0	651.0
70	Contribution of Additional Dedicated Schools Grant to Education Reserve	65.0	65.0	0.0
	<u>Agreed for 2007/8 Budget Setting - Council 15th February</u>			
71	Budget Support Fund	0.0	1,060.0	1,060.0
72	Custodian Properties	0.0	100.0	100.0
73	CRB Checks	0.0	70.0	70.0
74	Single Status Implementation	0.0	150.0	150.0
75	Termination Costs	0.0	194.0	194.0
76	LPSA Reward Grant Reserve	0.0	389.0	389.0
77	Tall Ships	0.0	800.0	800.0
	<u>Agreed for 2006/7 Outturn Strategy - Cabinet 11th June</u>			
78	Bonus Payments Buyout	0.0	1,300.0	1,300.0
79	Job Evaluation Protection	0.0	400.0	400.0
80	Swimming Pool Maintenance	0.0	90.0	90.0
81	Community Facilities	0.0	50.0	50.0
	<u>Budgeted Contributions from Corporate Reserves</u>			
82	RTB Income Reserve	(1,000.0)	(1,000.0)	0.0
83	Fundamental Budget Review Reserve	(1,000.0)	(1,000.0)	0.0
84	Contribution to/(from) 2003/04 Budget Support Fund	(96.0)	(96.0)	0.0
85	Contribution to/(from) 2005/06 Budget Support Fund	(400.0)	(400.0)	0.0
86	Contribution to/(from) 2007/08 Budget Support Fund	489.0	489.0	0.0
87	Stock Transfer Reserve	(200.0)	(200.0)	0.0
	<u>Other Corporate Contribution</u>			
88	Population Grant Adjustment-2005/2006 & 2006/2007	(645.0)	(644.7)	0.3
89	Total Reserve Movements	(2,787.0)	1,580.3	4,367.3

Budget Heading	Description of Efficiency (E) /Saving (S)	Value of efficiency/ saving £'000	Outturn £'000	Comment
Support Services - departmental non-pay heads	S - Deletion of budgets for consultancy support, commissioning & other non-pay heads	48	26	Savings on the professional consultants not achievable owing to the costs appointing Asst Director posts.
Support Services - interdepartmental recharges	S - Deletion of budget for additional work from central departments (HR)	28	28	
Community Services - Arts events and Museums	E - Increase income from Borough Hall bar	30	6	Anticipated bar sales not achieved
Community Services - Libraries	E - Absorb inflation in book prices using regional procurement developments	10	10	
Community Services - Sports & Leisure	E - Reduce staffing in Health Suite at Mill House Leisure Centre	22	22	
Community Services - Arts, Events & Museums	S - Increase hire rates for Town Hall Theatre and Borough Hall Theatre	15	9	Anticipated efficiency not achieved owing to reduced bookings.
Community Services - Parks & Countryside	S - Close Summerhill (toilets) at 5.30 on summer evenings	5	5	
	S - Tree Maintenance Contract	10	10	
Adult Social Care - Learning Disability - Older people	S - Increase charges to service users Day care meals etc	5	5	
	Day care meals etc	10	10	
- Older people	S - Home care charges	70	70	
Adult Social Care	S - Negotiation of new Supporting People contracts across Adult Social Care	260	260	
Adult Social Care	S - Reductions linked to higher eligibility threshold			
- Assessment and care Management	Equipment for disabilities	60	60	
- Mental health	Preventative services and advocacy	20	20	
- Older people	Mobile Meals Service subsidy	25	25	
- Older people	Anchor Community Support	60	60	
- Older people	LD Support Team	60	60	
Adult Social care - Older People	E - Absorb demographic pressure on residential placements and long-term care through intensive intermediate care	240	240	
Adult Social Care - Older people	E - Absorb pressure caused by reduction in Access and Capacity Grant through tighter control of placements and spending.	190	190	
Community Services - Sport and Recreation	S - Close Eldon Grove Leisure Centre and potentially develop enhanced service from Brierton school	27	0	Centre did not close during 2006/07 as per the budget
Community Services Community Support	S - Development Fund	10	10	
Totals		1,205	1,126	

Budget Heading	Description of Efficiency (E) /Saving (S)	Value of efficiency/ saving £'000	Outturn £'000	Comments
Fraud	E - increase in DWP grant income from increase in fraud detection.	15	15	
Registrars	S - increase in income and reduction in cost base	18	18	
Corporate Strategy and Dem. services	E - reduction in printing and distribution costs across a range of activities	30	30	
Legal	S - Books & Publications - reduce available budget	2	2	
Legal	S - Increase income by 4% - review range and levels of charging	2.5	2.5	
Legal	S - Give up part surplus from unfilled post	20	20	
Human Resources	S - Reduce Postal service within Civic Centre	17	17	
Workforce Development & Diversity	S - miscellaneous training savings	3	3	
Human Resources	E - Not responding to unsuccessful candidates	2.5	2.5	
Totals		110	110	

Budget Heading	Description of Efficiency (E) /Saving (S)	Impact of efficiency/saving on staffing levels	Value of efficiency/saving £'000	Outturn £'000	Comments
Strategic Management	S - Restructure:Finance Officer PO1 (vacant)	One post: Finance Officer PO1 (vacant)	32	32	
Strategic Management	S - Restructure:Review Officer PO1 (part post coded here)	One post: Review Officer PO1 (part post coded here - rest coded later)	28	28	
Strategic Management	E - Restructure:Part Review Officer PO1 (vacant post)	Part Review Officer PO1 (vacant post)	4	4	
Strategic Management	E - Planning & service Integration 0.5 vacant post	0.5 vacant post	16	16	
Strategic Management	S - Restructure - staff	None	43	43	
Other school-related expenditure	S - Existing premature retirement costs	None	60	60	
Other school-related expenditure	S - New premature retirement costs	None	50	50	
Strategic Management	S - Central Administration	None	20	20	
Access	E - Asset Management Planning	None in Children's Services - potential impact on Property Services	20	20	
Strategic Management	E - ICT Development	Systems Support Officer Scale 5 x 1 (vacancy)	22	22	
Strategic Management	S - ICT Development	Principal Systems Support Officer PO1 (vacant post)	33	33	
Central support costs	S - Unspecified	Possible deletion of post	22	22	
Residential and Foster Placements	S	None	450	300	Savings achieved elsewhere within the Department to compensate
Totals			800	650	

Budget Heading	Description of Efficiency (E) /Saving (S)	Value of efficiency/ saving  £'000	Outturn  £'000	Comments
Car Parking	S - There could be a backlash over the introduction of Sunday charges	120	120	Achieved
Departmental Overspend	S - Precedent in dealing with overspends	51	51	Achieved
DSO	S - Trading account prices will rise a very small amount across the board putting small pressure on client and trading budgets	130	130	Achieved
Environmental Action	S - There could be public criticism over higher levels of enforcement	30	30	Achieved
Public Protection fee income (Income Increase)	S - There will be some public and member criticism. Portfolio Holder may not support this	20	20	Achieved
Facilities Management	E - May be difficult to gain acceptance to change of approach to delivery of security	40	20	Additional income gained from security Contract redundancy in this area not achieved.
Transport, Mileage and Subsistence	E - Could be difficult to achieve and there may be staff resistance	20	20	Achieved
Reduction in Admin and Support	S - Corporate Management may suffer. (e.g. IIP support/PM etc)	80	80	Achieved
Vehicle Procurement Savings (including short term hire costs)	E - May be difficult to achieve in 2006/07. Reduced costs should be passed onto client budget.  Difficult to administer	120	120	Achieved
Reduce Welfare/Community Transport to Budget	E - A difficult and sensitive issue. Would assist trading position. Difficult to reflect in revenue budget	51	51	Achieved
Consumer Services - Licensing Act (Administrative)	S - Gaming legislation is to follow	20	20	Achieved
NEPO Savings	S - Extend use of NEPO contracts by departments	10	25	Stationery budgets top sliced to process required saving
Totals		692	687	

Budget Heading	Description of Efficiency (E) /Saving (S)	Value of efficiency/ saving  £'000	Outturn  £'000	Comments
Development Control	E - National fee increases introduced on 1.4.05 and relatively high numbers of applications compared with previous years. No increase in processing staff and targets and ODPM expectations met	60	60	Re-negotiation of contract did not take place when expected.
Landscape Planning	S - Review of charging for the graphics design service	10	2	
Community Safety	E - Contribution to mediation service	10	12	
Economic Development	S - Contribution to sub regional partnerships	13	21	
Youth Offending	E - Contribution from another local authority to share Youth Offending carer provision	15	15	
Community Safety	S - Renegotiation of Security Contract	20	0	
Totals		128	110	

REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007

TABLE A

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
Col. A	Col. B	Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G (G=F-E)
		£'000	£'000	£'000	£'000	£'000
1	Administration	0.0	128.7	128.7	0.0	(128.7)
2	Building Control	134.4	0.0	134.4	151.4	17.0
3	Community Safety	686.0	0.0	686.0	714.8	28.8
4	Community Strategy	225.9	0.0	225.9	243.2	17.3
5	Development Control	204.5	26.1	230.6	165.5	(65.1)
6	Drug Action Team	0.3	10.0	10.3	3.8	(6.5)
7	Economic Development	1,154.5	0.0	1,154.5	1,209.3	54.8
8	Landscape & Conservation	322.0	15.2	337.2	341.0	3.8
9	Planning Policy & Regeneration	1,315.8	240.9	1,556.7	1,433.8	(122.9)
10	Youth Offending Service	283.4	137.0	420.4	355.9	(64.5)
11	Environment	6,144.3	30.0	6,174.3	6,427.7	253.4
12	Environmental Action	234.8	0.0	234.8	245.2	10.4
13	Town Care Management	123.0	0.0	123.0	141.7	18.7
14	Housing Services	533.0	135.0	668.0	701.9	33.9
15	Minor Works	0.0	43.2	43.2	79.3	36.1
16	Contribution from Reserves	0.0	(766.1)	(766.1)	(721.1)	45.0
17	GROSS OUTTURN	11,361.9	0.0	11,361.9	11,493.4	131.5
18	Contribution to Reserves	0.0	0.0	0.0	103.1	103.1
19	NET OUTTURN	11,361.9	0.0	11,361.9	11,596.5	234.6

TABLE B

Cross Ref.		Budgeted Use Of Reserves	Actual Use Of Reserves	Variance: Adverse / (Favourable)
		£'000	£'000	£'000
Table A , Line 1	Secretary to Divisional Heads post	13.3	13.3	0.0
Table A , Line 1	Support Services Information Assistant	4.7	4.7	0.0
Table A , Line 1	Backscanning Project	80.0	0.0	(80.0)
Table A , Line 1	Housing Reserve	20.0	0.0	(20.0)
Table A , Line 1	Franking Equipment	10.7	10.7	0.0
Table A , Line 5	Development Control Monitoring Officer	20.8	20.8	0.0
Table A , Line 5	Development Control Information Officer	5.3	5.3	0.0
Table A , Line 6	Drug Action Team Accommodation Reserve	10.0	3.5	(6.5)
Table A , Line 7	Economic Devt Reserve - Staff costs BEC	0.0	25.2	25.2
Table A , Line 8	Conservation Area Approval	15.2	15.2	0.0
Table A , Line 9	Local Development Framework Studies	101.0	42.4	(58.6)
Table A , Line 9	Morrisons Traffic Management Project	15.0	15.0	0.0
Table A , Line 9	Major Regeneration Project (Victoria Harbour)	50.0	50.0	0.0
Table A , Line 9	Contribution towards North Hartlepool Partnership	50.7	44.5	(6.2)
Table A , Line 9	Regeneration Team Staffing	24.2	24.2	0.0
Table A , Line 10	Youth Offending - match for YIP scheme	75.0	50.1	(24.9)
Table A , Line 10	Youth Offending - Careworks System	22.0	22.0	0.0
Table A , Line 10	NRF - Youth Offending - Football Project	35.0	35.0	0.0
Table A , Line 10	Corporate YOS Reserve	5.0	0.0	(5.0)
Table A , Line 16	Planning Grant	0.0	72.2	72.2
Table A , Line 14	Asylum seekers	35.0	35.0	0.0
Table A , Line 11	Shuttle Service	30.0	30.0	0.0
Table A , Line 14	Housing-Supporting People	100.0	122.7	22.7
Table A , Line 15	Capital Financing Account	43.2	79.3	36.1
		766.1	721.1	(45.0)



REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007

TABLE A

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
		Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G (G=F-E)
Col. A	Col. B	£'000	£'000	£'000	£'000	£'000
1	Engineering Consultancy	637.4	0.0	637.4	575.4	(62.0)
2	Transportation Management Account	481.9	0.0	481.9	506.2	24.3
3	Highways Management Account	278.3	0.0	278.3	328.7	50.4
4	Traffic Management	12.4	0.0	12.4	21.5	9.1
5	Transport Services	270.6	0.0	270.6	318.7	48.1
6	Car Parking	(657.0)	0.0	(657.0)	(514.2)	142.8
7	Traffic & Transportation	1,696.3	0.0	1,696.3	1,636.2	(60.1)
8	Highways Services	3,136.2	0.0	3,136.2	3,198.0	61.8
9	Allotments	56.3	0.0	56.3	56.2	(0.1)
10	Archaeology	29.2	0.0	29.2	27.7	(1.5)
11	Arts, Events & Museums	1,200.2	20.0	1,220.2	1,146.1	(74.1)
12	Community Support	786.2	50.0	836.2	680.9	(155.3)
13	Countryside	382.0	14.0	396.0	369.6	(26.4)
14	Foreshore	164.5	2.0	166.5	162.2	(4.3)
15	Libraries	1,862.4	0.0	1,862.4	1,837.5	(24.9)
16	Maintenance	307.3	0.0	307.3	331.5	24.2
17	Parks	487.7	0.0	487.7	481.6	(6.1)
18	Recharge Accounts	6.6	0.0	6.6	(3.3)	(9.9)
19	Sports & Recreation	1,369.6	5.0	1,374.6	1,400.9	26.3
20	Contribution from Reserves	0.0	(91.0)	(91.0)	(22.0)	69.0
	GROSS OUTTURN	12,508.1	0.0	12,508.1	12,539.4	31.3
21	Contribution to Reserves	0.0	0.0	0.0	103.8	103.8
	NET OUTTURN	12,508.1	0.0	12,508.1	12,643.2	135.1

TABLE B

Cross Ref.		Budgeted	Actual	Variance:
		Use Of	Use Of	Adverse /
		Reserves	Reserves	(Favourable)
		£'000	£'000	£'000
Table A , Line 11	Maritime Festival	20.0	20.0	0.0
Table A , Line 12	Seaton Community Centre	50.0	0.0	(50.0)
Table A , Line 13	Countryside	14.0	0.0	(14.0)
Table A , Line 14	Foreshore	2.0	2.0	0.0
Table A , Line 19	Action for Jobs	2.0	0.0	(2.0)
Table A , Line 19	Sports Awards	3.0	0.0	(3.0)
		91.0	22.0	(69.0)

REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007

TABLE A

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
		Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G (G=F-E)
Col. A	Col. B	£'000	£'000	£'000	£'000	£'000
1	Access to Education	2,488.6	80.0	2,568.6	2,343.6	(225.0)
2	Central Support Services	909.0	0.0	909.0	883.4	(25.6)
3	Children's Fund Partnership	0.0	0.0	0.0	0.0	0.0
4	Children, Young People and Families Support	8,762.1	49.0	8,811.1	8,735.7	(75.4)
5	Early Years	387.4	54.5	441.9	315.8	(126.1)
6	Information, Sharing & Assessment	74.3	62.0	136.3	182.8	46.5
7	Other School Related Expenditure	1,542.7	79.0	1,621.7	1,452.5	(169.2)
8	Play & Care of Children	136.7	24.5	161.2	162.3	1.1
9	Raising Educational Achievement	2,913.6	316.2	3,229.8	2,926.9	(302.9)
10	Special Educational Needs	2,724.4	81.0	2,805.4	2,923.2	117.8
11	Strategic Management	1,498.6	91.0	1,589.6	1,388.4	(201.2)
12	Youth Justice	302.6	0.0	302.6	282.9	(19.7)
13	Youth Service	1,010.3	0.0	1,010.3	989.2	(21.1)
14	Contribution from Reserves	0.0	(837.2)	(837.2)	(504.1)	333.1
	GROSS OUTTURN	22,750.3	0.0	22,750.3	22,082.6	(667.7)
15	Contribution to Reserves	0.0	0.0	0.0	568.7	568.7
	NET OUTTURN	22,750.3	0.0	22,750.3	22,651.3	(99.0)

TABLE B

Cross Ref.		Budgeted Use Of Reserves	Actual Use Of Reserves	Variance: Adverse / (Favourable)
Table A , Line 1	Building Schools for the Future	80.0	91.8	11.8
Table A , Line 4	Looked after Children	49.0	0.0	(49.0)
Table A , Line 5	Early Years Redundancy	54.5	0.0	(54.5)
Table A , Line 6	Information Sharing & Assessment - revenue	62.0	19.2	(42.8)
Table A , Line 6	Information Sharing & Assessment - capital	0.0	89.3	89.3
Table A , Line 7	Transitional Support	79.0	0.0	(79.0)
Table A , Line 8	Play & Care - Early Years	15.5	14.6	(0.9)
Table A , Line 8	Play & Care	9.0	0.0	(9.0)
Table A , Line 9	Standards Fund	289.2	289.2	0.0
Table A , Line 9	Playing for Success	27.0	0.0	(27.0)
Table A , Line 10	Access 2 Learning Centre	81.0	0.0	(81.0)
Table A , Line 11	Staff Accommodation	1.0	0.0	(1.0)
Table A , Line 11	Broadband	90.0	0.0	(90.0)
		837.2	504.1	(333.1)

**SCHOOL BALANCES SUMMARY 2004/05 - 2006/07**

<b>SCHOOL</b>	<b>Summary over Years</b>		
	<b>Balance as at 31.3.05 £</b>	<b>Balance as at 31.03.06 £</b>	<b>Balance as at 31.03.07 £</b>
<b>PRIMARY</b>			
Barnard Grove	87,218	34,143	29,050
Brougham	88,271	84,602	102,227
Clavering	1,284	10,934	(30,747)
Eldon Grove	99,983	93,615	46,741
Elwick Hall	77,281	90,367	73,563
Fens	336,442	352,608	232,234
Golden Flatts	58,834	69,917	21,216
Grange	129,483	171,544	135,725
Greatham	70,195	111,461	46,318
Hart	27,812	32,537	41,093
Holy Trinity	64,110	72,053	60,976
Jesmond Road	12,191	53,374	3,762
Kingsley	120,156	117,460	133,004
Lynnfield	19,221	21,503	46,071
Owton Manor	100,459	66,673	65,968
Rift House	50,073	90,517	74,282
Rossmere	39,459	27,156	22,836
Sacred Heart	148,206	150,463	113,593
St Aidans	34,598	49,185	78,565
St Begas	31,050	386	(23,577)
St Cuthberts	75,410	57,875	91,267
St Helens	117,578	98,268	101,244
St John Vianney	71,861	74,423	130,075
St Josephs	104,930	151,907	130,009
St Teresa's	60,975	95,311	52,319
Stranton	84,434	61,379	51,972
Throston	76,069	74,777	124,283
Ward Jackson	130,105	96,734	142,507
West Park	65,196	101,609	99,852
West View	65,067	30,830	63,652
<b>Total Primary</b>	<b>2,447,951</b>	<b>2,543,613</b>	<b>2,260,080</b>
<b>SECONDARY</b>			
Brierton	13,700	188,498	218,118
Dyke House	212,086	240,384	115,581
English Martyrs	193,854	161,437	140,449
High Tunstall	367,808	393,860	424,542
Manor College	83,165	4,391	(283,221)
St Hilda's	139,376	93,483	79,346
<b>Total Secondary</b>	<b>1,009,989</b>	<b>1,082,053</b>	<b>694,815</b>
<b>SPECIAL</b>			
Catcote	36,139	20,648	12,985
Springwell	128,145	174,700	168,902
<b>Total Special</b>	<b>164,284</b>	<b>195,348</b>	<b>181,887</b>
Seaton Nursery	16,270	22,008	17,555
<b>Total Nursery</b>	<b>16,270</b>	<b>22,008</b>	<b>17,555</b>
<b>TOTAL BALANCES</b>	<b>3,638,494</b>	<b>3,843,022</b>	<b>3,154,337</b>

<b>Analysis of balances as at 31.3.07</b>				
<b>Deficit Recovery £</b>	<b>Earmarked balances £</b>	<b>General reserves £</b>	<b>Budget share £</b>	<b>General reserves as % of budget %</b>
0	0	29,050	1,036,805	2.8%
0	81,000	21,227	1,267,379	1.7%
(30,747)	0	0	1,005,256	0.0%
0	45,238	1,503	1,560,910	0.1%
0	0	73,563	519,964	14.1%
0	183,000	49,234	1,560,150	3.2%
0	3,000	18,216	789,668	2.3%
0	110,000	25,725	1,487,232	1.7%
0	46,318	0	556,187	0.0%
0	0	41,093	408,300	10.1%
0	23,224	37,752	761,514	5.0%
0	3,762	0	1,426,950	0.0%
0	133,004	0	1,664,388	0.0%
0	41,071	5,000	1,324,685	0.4%
0	57,507	8,461	997,464	0.8%
0	70,000	4,282	840,559	0.5%
0	0	22,836	1,220,913	1.9%
0	0	113,593	1,493,210	7.6%
0	0	78,565	1,247,758	6.3%
(23,577)	0	0	579,840	0.0%
0	48,548	42,719	983,022	4.3%
0	66,665	34,579	989,499	3.5%
0	0	130,075	829,931	15.7%
0	0	130,009	806,868	16.1%
0	0	52,319	1,054,927	5.0%
0	0	51,972	1,038,345	5.0%
0	99,001	25,282	1,098,251	2.3%
0	0	142,507	797,964	17.9%
0	31,080	68,772	1,120,506	6.1%
0	28,652	35,000	1,177,937	3.0%
(54,324)	1,071,070	1,243,334	31,646,382	3.9%
0	0	218,118	4,447,748	4.9%
0	65,500	50,081	4,691,820	1.1%
0	140,449	0	6,340,435	0.0%
0	375,000	49,542	5,134,253	1.0%
(283,221)	0	0	4,378,385	0.0%
0	0	79,346	3,989,956	2.0%
(283,221)	580,948	397,087	28,982,597	1.4%
0	0	12,985	1,249,819	1.0%
0	168,902	0	1,164,597	0.0%
0	168,902	12,985	2,414,416	0.5%
0	17,555	0	215,966	0.0%
0	17,555	0	215,966	0.0%
(337,545)	1,838,475	1,653,406	63,259,361	2.6%

**Community Facility Balances as at 31st March 2007**

Line no.	Cumulative Deficit / (Surplus) as at 31/03/2006 £	Community Facility	In-Year Deficit/(Surplus) for 2006/07 £	Cumulative Deficit / (Surplus) as at 31/03/2007 £
1	(66,413)	Dyke House City Learning Centre	(55,510)	(121,923)
2	71,722	Brierton Community Sports Facility	(71,722)	0 *
3	(61,533)	St John Vianney Early Years Centre	84,829	23,296
4	1,973	West View Community Facility	(8,041)	(6,068)
5	46	Owton Manor Community Facility	1,566	1,612
6	(37,871)	Brougham Community Facility	3,571	(34,300)
7	(3,486)	High Tunstall Life Centre	(2,461)	(5,947)
8	(660)	Manor ESF Mole	(5,637)	(6,297)
9	0	Stranton Community Learning Centre	0	0
10	0	Lynnfield Community Learning Centre	0	0
<b>11</b>	<b>(96,222)</b>	<b>Total Balances carried forward</b>	<b>(53,405)</b>	<b>(149,627)</b>

\* The In-Year Surplus figure consists of a rates rebate and previously approved 2006/07 contributions towards the brought forward deficit position.

REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007

TABLE A

Excludes

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
		Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G
		£'000	£'000	£'000	£'000	£'000 (G=F-E)
1	Supporting People	28.6	0.0	28.6	28.6	0.0
2	Consumer Services	916.4	25.0	941.4	830.2	(111.2)
3	Environmental Standards	378.4	12.0	390.4	421.6	31.2
4	Adult Education	0.0	80.0	80.0	56.9	(23.1)
5	Assessment & Care Management	3,480.2	194.3	3,674.5	3,676.3	1.8
6	Home Care	1,416.4	63.7	1,480.1	1,414.2	(65.9)
7	Learning Disabilities	4,262.8	0.0	4,262.8	4,424.8	162.0
8	Mental Health	1,156.3	0.0	1,156.3	1,107.1	(49.2)
9	Older People Purchasing	6,945.0	74.0	7,019.0	6,408.3	(610.7)
10	Physical Disabilities	1,486.5	0.0	1,486.5	1,614.8	128.3
11	Sensory Loss	298.1	35.0	333.1	378.1	45.0
12	Service Strategy	174.0	0.0	174.0	162.9	(11.1)
13	Support Services	3,022.6	0.0	3,022.6	3,273.8	251.2
14	Contribution from Reserves	0.0	(484.0)	(484.0)	(424.1)	59.9
	GROSS OUTTURN	23,565.3	0.0	23,565.3	23,373.5	(191.8)
15	Contribution to Reserves	0.0	0.0	0.0	0.0	0.0
	NET OUTTURN	23,565.3	0.0	23,565.3	23,373.5	(191.8)

TABLE B

Cross Ref.		Budgeted Use Of Reserves	Actual Use Of Reserves	Variance: Adverse / (Favourable)
Table A , Line 3	Trading Standards Student Bursary	12.0	12.0	0.0
Table A , Line 2	Licensing	13.0	50.0	37.0
Table A , Line 2	Local Air Pollution	12.0	12.0	0.0
Table A , Line 4	Adult Education	80.0	56.9	(23.1)
Table A , Line 5	Early Retirement / Voluntary Redundancy Costs	144.0	144.0	0.0
Table A , Line 5	Supporting People	35.0	35.0	0.0
Table A , Line 5	Homecare Redundancies	49.3	49.3	0.0
Table A , Line 6	Homecare Redundancies	29.7	29.9	0.2
Table A , Line 9	PCT Income (Debt)	74.0	0.0	(74.0)
Table A , Line 11	Supporting People	35.0	35.0	0.0
		484.0	424.1	(59.9)

**REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007**

**TABLE A**

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
		Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G (G=F-E)
Col. A	Col. B	£'000	£'000	£'000	£'000	£'000
1	Accountancy	(1.0)	0.0	(1.0)	(47.5)	(46.5)
2	Benefits	65.5	0.0	65.5	41.4	(24.1)
3	Internal Audit	32.8	60.0	92.8	21.0	(71.8)
4	Payments	0.0	0.0	0.0	0.0	0.0
5	Revenues	759.2	0.0	759.2	744.5	(14.7)
6	Fraud	154.7	40.0	194.7	194.2	(0.5)
7	R & B Central	641.8	0.0	641.8	500.1	(141.7)
8	Legal Service	25.0	55.0	80.0	71.5	(8.5)
9	Miscellaneous	55.0	563.4	618.4	275.8	(342.6)
10	Contribution from Reserve	0.0	(718.4)	(718.4)	(534.1)	184.3
11	GROSS OUTTURN	1,733.0	0.0	1,733.0	1,266.9	(466.1)
12	Contribution to Reserves	0.0	0.0	0.0	192.2	192.2
13	NET OUTTURN	1,733.0	0.0	1,733.0	1,459.1	(273.9)

**TABLE B**

Cross  
Ref.

Budgeted	Actual	Variance:
Use Of	Use Of	Adverse /
Reserves	Reserves	(Favourable)

Table A , Line 3	Audit - ERVS Costs	60.0	58.5	(1.6)
Table A , Line 6	Benefit Agency Staff	40.0	40.0	0.0
Table A , Line 8	Legal - Staffing Reserve	20.0	20.0	0.0
Table A , Line 8	Corporate Strategy - Legal Services	35.0	26.5	(8.5)
Table A , Line 9	TWF Q Learning Management Development	34.0	34.0	0.0
Table A , Line 9	TWF Business Process Re-Engineering	128.6	52.9	(75.8)
Table A , Line 9	TWF E Government GIS System	0.0	1.1	1.1
Table A , Line 9	TWF ICT/Flexible & Remote Access	200.8	200.8	0.0
Table A , Line 9	Finance - IT Investment	200.0	100.4	(99.6)
		718.4	534.1	(184.3)

**REVENUE OUTTURN REPORT FOR FINANCIAL YEAR 2006/2007**

**TABLE A**

Line No	Description of Best Value Unit	Outturn Position				
		2006/07 Approved Budget	2006/07 Use of Reserves	2006/07 Total Budget	2006/07 Actual Expenditure/ Income	2006/07 Variance: Adverse/ (Favourable)
		Col. C	Col. D	Col. E (E=C + D)	Col. F	Col. G (G=F-E)
Col. A	Col. B	£'000	£'000	£'000	£'000	£'000
1	Property Services & Procurement	(162.7)	134.0	(28.7)	(30.3)	(1.6)
2	Neighbourhood Services Central Admin	931.0	0.0	931.0	931.0	0.0
3	Client Services	50.4	0.0	50.4	77.1	26.7
4	Neighbourhood Services Internal Works	(153.3)	75.0	(78.3)	1,359.8	1,438.1
5	Public Relations	9.0	0.0	9.0	7.6	(1.4)
6	Democratic Services	0.0	0.0	0.0	(1.5)	(1.5)
7	Corporate Strategy & Public Consultation	142.0	220.0	362.0	123.1	(238.9)
8	Registration Services	88.1	0.0	88.1	91.9	3.8
9	Support to Members	45.9	0.0	45.9	38.1	(7.8)
10	Other Office Services	(156.9)	24.0	(132.9)	(75.4)	57.5
11	Printing	12.5	29.0	41.5	15.7	(25.8)
12	Human Resources	33.4	147.0	180.4	198.3	17.9
13	Training & Equality	0.2	31.0	31.2	9.3	(21.9)
14	Contact Centre	(5.2)	165.9	160.7	155.3	(5.4)
15	Miscellaneous	2,188.9	28.0	2,216.9	2,209.4	(7.5)
16	Contribution from Reserves	0.0	(853.9)	(853.9)	(546.7)	307.2
17	GROSS OUTTURN	3,023.3	0.0	3,023.3	4,562.7	1,539.4
18	Contribution to Reserves	0.0	0.0	0.0	46.7	46.7
19	NET OUTTURN	3,023.3	0.0	3,023.3	4,609.4	1,586.1

**TABLE B**

Cross Ref.		Budgeted Use Of Reserves	Actual Use Of Reserves	Variance: Adverse / (Favourable)
Table A , Line 1	Legionella	58.0	58.2	0.2
Table A , Line 4	Internal Works Balances	76.0	75.5	(0.5)
Table A , Line 1	Way Forward	75.0	75.0	0.0
Table A , Line 7	Corporate Strategy - Perf Mgmt Development	15.0	0.0	(15.0)
Table A , Line 7	Corporate Strategy - Corporate Consultation	30.0	21.0	(9.0)
Table A , Line 7	Corporate Strategy - Civic Centre Refurbishment	15.0	0.0	(15.0)
Table A , Line 7	Corporate Strategy - Student Placement	20.0	0.0	(20.0)
Table A , Line 7	Corporate Strategy - CPA Administration	30.0	0.0	(30.0)
Table A , Line 7	Corporate Strategy - ICT Implementation	60.0	0.0	(60.0)
Table A , Line 7	Corporate Strategy - Registrars	50.0	15.0	(35.0)
Table A , Line 12	HR - Organisational & Corp Workforce Dev	51.0	0.0	(51.0)
Table A , Split Lines	HR - Corporate Diversity	11.0	11.0	0.0
Table A , Line 12	HR - Employee Wellbeing	25.0	25.0	0.0
Table A , Split Lines	HR - Service Improvement	32.0	25.6	(6.4)
Table A , Split Lines	HR - Resource Investment	84.0	42.5	(41.5)
Table A , Line 13	HR - National Trainee Grade	28.0	8.9	(19.1)
Table A , Line 14	Contact Centre - Staffing	65.0	60.1	(4.9)
Table A , Line 14	Contact Centre Maint System	40.0	40.0	0.0
Table A , Line 14	Contact Centre - TWF	45.9	45.9	0.0
Table A , Line 14	Contact Centre - Corporate Strategy	15.0	15.0	0.0
Table A , Line 15	Accommodation	28.0	28.0	0.0
		853.9	546.7	(307.2)