

**REVENUE BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

<b>Projected General Fund Reserve at 31st March 2009</b>		
<b>Medium Term Financial Plan (MTFP) :-</b>		
	£000	
MTFP Planned Opening Balance 1/4/2008	9,226	
Approved net contribution from balances 2007/08	(1,641)	
Planned Closing Balance 31/03/09	<u>7,585</u>	
Decrease in opening balance from 2007/08 results	(296)	(1)
Additional resource allocation approvals 2008/09		
2007/08 Additional Procurement Savings	(68)	(2)
Concessionary Fares Scheme	(200)	(3)
Revitalisation of Covered Market	(29)	(4)
Darlington & District Bowls Club	(38)	(5)
Projected corporate underspends / (overspends) :-		
Joint Board & Levies	(25)	
Financing Costs	174	
Reduced Superan Rate	158	
Energy Costs	(287)	
Leading Edge savings	(111)	
<b>Revised projection of General Fund Reserve available 31/03/2009</b>	<u><b>6,863</b></u>	

1. Reported in 2007-08 Out-turn to Cabinet 8th July
2. Approved in 2007-08 Out-turn Report, Cabinet 8th July
3. Approved by Cabinet 8th July
4. Approved by Cabinet 4th November
5. Approved by Cabinet 22nd September

<b>Summary</b>		
Planned Closing Balance 31/03/2009	7,585	
Projected Closing Balance	<u>6,863</u>	
<b>Reduction compared with MTFP</b>	<b>722</b>	

<b>Departmental Projected Year-end carry-forward Balances</b>							
	(a)	(b)	(c)	(d)	(e)	(f)	(g)
			(a) + (b)		(c) + (d)		(e) - (f)
	Brought forward	Planned utilisation 2008/09 budget	Total (available)/ to be recovered	2008/09 projected out-turn	Projected 2008/09 (surplus) / deficit	Planned 2008/09 (surplus) / deficit per MTFP	(Improvement) / decline from planned position
	£000	£000	£000	£000	£000	£000	£000
Children Services	(72)	72	0	252	252	0	252
Community Services	0	0	0	989	989	0	989
Chief Executive	191	(191)	0	(159)	(159)	0	(159)
Corporate Services	88	(107)	19	99	118	19	99
<b>TOTAL</b>	<b>207</b>	<b>(226)</b>	<b>19</b>	<b>1,181</b>	<b>1,200</b>	<b>19</b>	<b>1,181</b>

- (a) Departmental balances brought forward from 2007/08, approved by Cabinet 8th June 2008.
- (b) Planned reduction in departmental reserves during 2008/09.
- (c) Planned departmental reserves at 31st March 2009, adjusted for 2007/08 out-turn.
- (d) Projected variance against budgeted net expenditure for 2008/09.
- (e) Projected departmental reserves as at 31st March 2009.
- (f) Departmental reserves at 31st March 2009 as planned in MTFP, approved 28th February 2008.

**GENERAL FUND REVENUE BUDGET MANAGEMENT 2008/09**

**OCTOBER 2008**

	Budget			Expenditure	Variance £000
	Original 2008/09 £000	Approved Adjustments £000	Amended Approved Budget £000	Total Projection £000	
	Children's Services	70,220	(504)	69,716	
Community Services	44,604	(630)	43,974	44,963	989
Chief Executives Office	6,776	144	6,920	6,761	(159)
Corporate Services	9,322	407	9,729	9,828	99
Departmental Reserves- Planned Use	(19)	(207)	(226)	(226)	0
<b>Departmental Resources</b>	<b>130,903</b>	<b>(790)</b>	<b>130,113</b>	<b>131,294</b>	<b>1,181</b>
Joint Bodies & Levies	622	0	622	647	25
Financing Costs	2,354	0	2,354	2,180	(174)
Leading Edge Efficiencies	(1,039)	810	(229)	(118)	111
Pensions Contribution Rate	50	0	50	50	0
Change Fund	150	(60)	90	90	0
Energy Costs				287	287
Dedicated School Grant Adjustment		217	217	217	0
Contribution to/(from) revenue balances	(1,641)	0	(1,641)	(1,641)	0
Additional contribution to/(from) resources		(335)	(335)		335
		158	158		(158)
Decrease in opening balance B/Fwd				296	296
<b>Corporate Resources Total</b>	<b>496</b>	<b>790</b>	<b>1,286</b>	<b>2,008</b>	<b>722</b>
<b>General Fund Total</b>	<b>131,399</b>	<b>0</b>	<b>131,399</b>	<b>133,302</b>	<b>1,903</b>

Note: Approved adjustments identified in App 2a

**Approved Adjustments**

	Departmental Reserves B/Fwd	Leading Edge Efficiencies	DSG	Superan Reduction to Reserves	Additional Resources Approved by Cabinet	Technical Transfers Between Depts	Total
	£000	£000	£000	£000	£000	£000	£000
Children's Services	(72)	(134)	(217)	(33)			(456)
Community Services		(517)		(88)	67		(538)
Chief Executives Office	191	(212)		(13)	268	(65)	169
Corporate Services	88	53		(24)		65	182
Departmental Reserves- Planned Use	(207)						(207)
<b>Departmental Resources</b>	0	(810)	(217)	(158)	335	0	(850)
Joint Bodies & Levies							0
Financing Costs							0
Leading Edge Efficiencies		810					810
Pensions Contribution Rate							0
Change Fund							0
Dedicated School Grant Adjustment			217				217
Contribution to/(from) revenue balances Additional contribution to/(from) resources				158	(335)		(177)
<b>Corporate Resources Total</b>	0	810	217	158	(335)	0	850

**Leading Edge Efficiencies**

	£000
Street Scene	(120)
Transport Review	31
Depot Relocation	(17)
Procurement	(200)
D&S Partnership	140
Admin Review	(213)
Insurance	(431)
	<u>(810)</u>

**Additional Resources Approved by Cabinet**

	£000
Procurement	68
Concessionary Fares	200
Revite of Covered Market	29
Darlington & District Bowls Club	38
	<u>335</u>

**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend</b>
	Original	Approved	Amended	Expenditure	Projection	Total	
	Budget	Adjustments	Approved Budget	April - Oct	Nov -Mar	Projection	
	£000	£000	£000	£000	£000	£000	£000
<b><u>Childrens Services</u></b>							
Schools Delegated Budget	50,411	(236)	50,175	2,166	48,008	50,174	(1)
Children's & Families	10,065	141	10,206	5,078	5,493	10,571	365
School Improvement & Development	5,048	753	5,801	2,191	3,827	6,018	217
Partnerhips	8,832	579	9,411	3,591	5,354	8,945	(466)
Planning & Resources	6,988	(1,139)	5,849	461	5,525	5,986	137
Grant Income	(11,124)	(602)	(11,726)	(11,735)	9	(11,726)	0
<b>Total Childrens Services</b>	<b>70,220</b>	<b>(504)</b>	<b>69,716</b>	<b>1,752</b>	<b>68,216</b>	<b>69,968</b>	<b>252</b>

**BUDGET MANAGEMENT 2008/09****OCTOBER**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend</b>
	Original	Amended		Expenditure	Projection	Total	
	Budget	Approved	Approved	April - Oct	Nov -Mar	Projection	
	£000	£000	£000	£000	£000	£000	£000
<b><u>Community Services</u></b>							
Art Centre, Civic Theatre & Art Collection	1,441	(17)	1,424	153	1,368	1,521	97
Building Design Services	(25)	(1)	(26)	(61)	10	(51)	(25)
Leisure and tourist facilities, events and sports development	2,853	72	2,925	1,225	1,761	2,986	61
CCTV	402	(2)	400	205	195	400	0
Cemeteries and Crematorium	(651)	33	(618)	(265)	(375)	(640)	(22)
Highways including management and administration	3,709	173	3,882	1,307	3,005	4,312	430
Markets	(190)	26	(164)	(209)	80	(129)	35
General support services	280	26	306	20	306	326	20
Street Scene, countryside and public conveniences	6,698	(641)	6,057	2,231	3,878	6,109	52
Transport	0	31	31	1,067	(1,036)	31	0
Waste Management	2,950	0	2,950	1,108	1,831	2,939	(11)
Community Safety & Dog Wardens, abandoned vehicles	532	(2)	530	236	249	485	(45)
	17,999	(302)	17,697	7,017	11,272	18,289	592
Housing Renewal Team	147	(1)	146	70	75	145	(1)
Housing Benefits Administration	294	(12)	282	527	(249)	278	(4)
Homelessness	160	(1)	159	77	82	159	0
Welfare Services	176	0	176	88	88	176	0
Service Strategy, Regulation and general services	180	0	180	7,754	(7,574)	180	0
Voluntary Sector Payments - CAB	90	0	90	90	0	90	0
Supporting people and Assylum Seekers	20	(2)	18	48	(30)	18	0
<b>Total Community Services Housing</b>	1,067	(16)	1,051	8,654	(7,608)	1,046	(5)
AD Adults & Older People	698	(631)	67	136	(69)	67	0
Purchase of External care	15,896	52	15,948	5,655	10,319	15,974	26
Learning Disability	2,461	(31)	2,430	1,686	805	2,491	61
Mental Health	689	(4)	685	419	290	709	24
Older People	1,520	(756)	764	697	67	764	0
Physical Disability	3,434	(46)	3,388	1,345	2,009	3,354	(34)
Service Development and Integration	1,555	1,304	2,859	539	2,274	2,813	(46)
<b>Total Community Services Adults</b>	26,251	(112)	26,139	10,477	15,695	26,172	33
<b>DLO profits</b>	(713)	(200)	(913)	73	(617)	(544)	369
<b>In Year Over/(Under) Spend</b>	44,604	(630)	43,974	26,221	18,742	44,963	989
<b>Total Community Services</b>	44,604	(630)	43,974	26,221	18,742	44,963	989

**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend</b>
	Original	Approved	Amended	Expenditure	Projection	Total	
	Budget	Adjustments	Budget	April - Oct	Nov -Mar	Projection	
	£000	£000	£000	£000	£000	£000	£000
<b><u>Chief Executive</u></b>							
Community Partnership	609	(1)	608	258	325	583	(25)
Community Safety	128	-1	127	68	59	127	0
Development	360	(100)	260	157	76	233	(27)
Economic Regeneration	630	12	642	(282)	923	641	(1)
Management & Admin	418	(83)	335	187	178	365	30
Policy & Procurement	1,230	51	1,281	348	805	1,153	(128)
Strategy	381	70	451	(324)	745	421	(30)
Transport Policy	3,020	196	3,216	188	3,050	3,238	22
<b><u>Sub Total</u></b>	<b>6,776</b>	<b>144</b>	<b>6,920</b>	<b>600</b>	<b>6,161</b>	<b>6,761</b>	<b>(159)</b>
Virement		(191)	(191)				
Planned B/Fwd from 2007/08		191	191				
							0
<b><u>Total Chief Executive's Office</u></b>	<b>6,776</b>	<b>144</b>	<b>6,920</b>	<b>600</b>	<b>6,161</b>	<b>6,761</b>	<b>(159)</b>

**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend £000</b>
	Original Budget	Approved Adjustments	Amended Approved Budget	Expenditure April - Oct	Projection Nov -Mar	Total Projection	
	£000	£000	£000	£000	£000	£000	
<b><u>Corporate Services</u></b>							
Audit	209	0	209	103	100	203	(6)
Building Control	76		101	111	-10	101	0
Democratic & Customer Services	4,271	49	4,320	1,828	2,460	4,288	(32)
Director	417	-98	319	91	228	319	0
Env Health	602	38	640	279	330	609	(31)
Estates	554	52	606	254	351	605	(1)
Finance	515	2,733	3,248	955	2,279	3,234	(14)
Health & Safety	125	-3	122	60	62	122	0
Human Resources	763	-324	439	252	187	439	0
ICT	1,558	-1,548	10	104	-104	0	(10)
Information Management	168	-1	167	99	59	158	(9)
Legal Services	472	10	482	360	195	555	73
Licencing & Parking	(1,893)	37	(1,856)	(652)	(1,012)	(1,664)	192
Local Taxation	339	-5	334	321	5	326	(8)
Payroll	264	-556	(292)	(89)	-203	(292)	0
Performance & Development	68	-1	67	37	33	70	3
PP Management & Admin	409	(167)	242	153	71	224	(18)
Printing	(81)	176	95	-140	235	95	0
Risk Management & Insurance	66	0	66	38	28	66	0
Trading Standards	420	-10	410	176	194	370	(40)
<i>In Year Over/(Under) Spend</i>	9,322	407	9,729	4,340	5,488	9,828	99
Virement		(88)	(88)				88
Planned B/Fwd from 2007/08		88	88				(88)
Planned C/Fwd to 2009/10	(19)		(19)			0	19
<b>Total Corporate Services Department</b>	<b>9,303</b>	<b>407</b>	<b>9,710</b>	<b>4,340</b>	<b>5,488</b>	<b>9,828</b>	<b>118</b>

**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend</b>
	Original Budget	Approved Adjustments	Amended Approved Budget	Expenditure April - Oct	Projection Nov -Mar	Total Projection	
	£000	£000	£000	£000	£000	£000	
<b><u>Joint Bodies and Levies</u></b>							
Coroners	133	0	133	13	137	150	17
Land Drainage Levy	57	0	57	33	32	65	8
Outside Contributions	432	0	432	284	148	432	0
<b>Total Joint Bodies and Levies</b>	<b>622</b>	<b>0</b>	<b>622</b>	<b>330</b>	<b>317</b>	<b>647</b>	<b>25</b>



**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

<b>SCHOOLS PROJECTED BALANCES 2008/09</b>					
School Name	Opening Balance at 1st April 2008	Formula Budget Allocation	Total Available	Projected Closing Balance at 31st March 2009	Projected Closing Balance as proportion of Formula Budget Allocation
	£000	£000	£000	£000	%
<u>Primary</u>					
Borough Road Nursery	82	250	332	72	29%
George Dent Nursery	62	349	411	21	6%
Skerne Park Primary	14	1,422	1,437	9	1%
Firthmoor Primary	94	1,078	1,172	30	3%
Alderman Leach Primary	35	1,049	1,085	50	5%
Corporation Road Primary	30	1,130	1,160	5	0%
Abbey Junior	98	1,006	1,104	74	7%
Mount Pleasant Primary	67	1,046	1,113	49	5%
Dodmire Junior	46	908	953	31	3%
Dodmire Infant	102	911	1,013	58	6%
Gurney Pease Primary	81	817	898	34	4%
North Road Primary	11	1,433	1,444	20	1%
Reid Street Primary	93	1,251	1,344	95	8%
Abbey Infant	45	839	884	32	4%
Mowden Infant	11	635	646	7	1%
Red Hall Primary	91	831	922	38	5%
Mowden Junior	5	719	724	1	0%
Hurworth Primary	10	709	719	7	1%
Heathfield Primary	100	1,351	1,451	76	6%
Cockerton CE Primary	4	706	710	7	1%
Heighington CE Primary	97	732	829	15	2%
High Conniscliffe CE Primary	32	465	496	16	3%
Bishopton/Redmarshall CE Primary	26	357	383	(6)	-2%
St. Johns CE Primary	102	756	858	40	5%
Holy Family RC Primary	45	633	678	19	3%
St. Augustines RC Primary	88	680	767	45	7%
St. Teresas RC Primary	38	946	984	8	1%
St. Bedes RC Primary	(0)	755	755	16	2%
St Georges CE Primary	99	921	1,019	45	5%
Whinfield Primary	33	1,704	1,737	13	1%
Harrowgate Hill Primary	12	1,641	1,653	26	2%
<b>Primary Total</b>	<b>1,651</b>	<b>28,028</b>	<b>29,679</b>	<b>954</b>	
<u>Secondary</u>					
Hurworth	10	2,889	2,899	7	0%
Branksome	67	3,210	3,277	(9)	0%
Longfield	352	4,015	4,367	220	5%
Hummersknott	32	5,123	5,156	29	1%
Carmel	92	5,171	5,262	0	0%
<b>Secondary Total</b>	<b>553</b>	<b>20,408</b>	<b>20,961</b>	<b>247</b>	
<b>Education Village</b>	<b>15</b>	<b>8,783</b>	<b>8,798</b>	<b>3</b>	<b>0%</b>
<b>Overall Total</b>	<b>2,219</b>	<b>57,220</b>	<b>59,439</b>	<b>1,204</b>	<b>0</b>

**BUDGET MANAGEMENT 2008/09****OCTOBER 2008**

	<b>Budget</b>			<b>Expenditure</b>			<b>(Under)/ Over Spend £000</b>
	Original Budget	Approved Adjustments	Amended Approved Budget	Expenditure April - Oct	Projection Nov -Mar	Total Projection	
	£000	£000	£000	£000	£000	£000	
<b><u>Housing Revenue Account</u></b>							
<b><u>Income</u></b>							
Working Balance Brought Forward	(500)	0	(500)	(652)	0	(652)	(152)
Rents Of Dwellings (Gross)	(14,550)	0	(14,550)	(239)	(14,595)	(14,834)	(284)
Sundry Rents (Including Garages & Shops)	(365)	0	(365)	(32)	(335)	(367)	(2)
Charges For Services & Facilities	(106)	0	(106)	(23)	(87)	(110)	(4)
Interest Receivable	(62)	0	(62)	0	(42)	(42)	20
<b>Total Income</b>	<b>(15,583)</b>	<b>0</b>	<b>(15,583)</b>	<b>(946)</b>	<b>(15,059)</b>	<b>(16,005)</b>	<b>(422)</b>
<b><u>Expenditure</u></b>							
Management	3,211	40	3,251	1,148	1,938	3,086	(165)
Maintenance	3,379	59	3,438	803	2,680	3,483	45
Capital Financing Costs	2,074	0	2,074	0	1,783	1,783	(291)
R.C.C.O.	1,871	0	1,871	0	2,605	2,605	734
Increase in Bad Debt Provision	120	0	120	0	120	120	0
Housing Subsidy Payable	4,428	0	4,428	0	4,428	4,428	0
Working Balance Carried Forward	500	(99)	401	(1,005)	1,505	500	99
<b>Total Expenditure</b>	<b>15,583</b>	<b>0</b>	<b>15,583</b>	<b>946</b>	<b>15,059</b>	<b>16,005</b>	<b>422</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DARLINGTON BOROUGH COUNCIL 2008- 09 PLANNED AND PROJECTED BUDGET SAVINGS**

	C= corporate D= departmental L= Leading Edge	Planned	Projected	Notes
		2008/09	Out-turn 2008/09	
		£000	£000	
<b><u>Children Services</u></b>				
Staff reorganisation	C	403	403	Already deducted from Resource Allocation
Cash limit supplies & services budgets where no contractual information	D	20	20	
Locality working strategy	D	100	86	A lot of work is currently being undertaken regarding working up new structures in conjunction with various partners. It is unlikely that this will be fully implemented this year. A small working party has been established to move this project forward. However various vacant posts are currently being held until such time that the revised structure has been implemented. .
More efficient services - to make budget sustainable	D	280	225	Various initiative have been implemented to ensure that the Children Services budget is more sustainable in the future. These include the deletion of certain posts and different ways of working and where possible the commissioning of services.
		<b>803</b>	<b>734</b>	
<b><u>Community Services</u></b>				
				Due to short notice of move not all staff savings where achievable and income from rental not applicable as now used internally by chief exc.
One Stop Shop for Leisure	C	55	30	
Environmental Services - Staffing Review	D	30	30	These have already been achieved as stripped out of MTFP at budget round 08/09
Culture & Catering Review	D	68	68	These have already been achieved as stripped out of MTFP at budget round 08/09
Reduce Winter Gritting	C	30	0	Following review implementation of savings deferred
Repairs & Maintenance	D	31	31	These have already been achieved as stripped out of MTFP at budget round 08/09
Street Scene	L	160	120	Agreed £120k from Street Scene & £40k to be contributed from previous D&E areas
Stores Staffing Reduction	D	17	17	
DLO Profits	C	325	0	Following unsuccessful tender for North Road School we do not anticipate being able to deliver the original £325k savings
Adult Services - Staffing Review	D	105	105	Already deducted from Resource Allocation
Adult Services - Review Care of Packages	D	60	60	Already deducted from Resource Allocation
Housing - Staffing Review	D	24	24	Already deducted from Resource Allocation
		<b>905</b>	<b>485</b>	
<b><u>Chief Executive</u></b>				
Depot Relocation	L	58	15	Delays in the establishment of lots for the new materials tenders have resulted in the contracts not commencing until the last quarter of the 08/09 financial year. The savings identified reflect a single quarter of anticipated savings.
Admin Review	L	300	250	Although the cashable savings have been removed from the changes implemented to date further work is still ongoing to implement changes to postal services delivered throughout the authority. The revised out turn savings only account for a part year savings against the postal activities.

**DARLINGTON BOROUGH COUNCIL 2008- 09 PLANNED AND PROJECTED BUDGET SAVINGS**

	C= corporate D= departmental L= Leading Edge	Planned 2008/09 £000	Projected Out-turn 2008/09 £000	Notes
Procurement	L	200	200	Expected to be met this year by in year savings. Issues for long term sustainability at present
Energy Review	L	100	6	A number of measures have been introduced to help reduce energy consumption within the authority. A plan detailed more actions has also been developed but will take some time to have the desired effects on reducing energy usage. The out turn savings represent the reduction in energy consumption from the auto PC switch off.
Enhanced Leading Edge Programme	L	150	60	The predicted out turn savings for the enhanced Leading Edge headings will be delivered through primarily a number of improvements relating specifically to procurement activity. Work is currently ongoing to help increase the identified returns from these areas prior to the end of the financial year.
Relocate Dton Partnership	C	15	15	Re-location taken place
CE Printing & Advertising	C	20	20	Achieved this year from savings across CE budget
Reduce Communications Staff	C	35	25	Post removed £25k in first year to cover turnover period
Reorganise Staffing within Economic Development	C	37	37	£17k covered by staff member working reduced hours, £10k covered by income from Single Programme. £10k currently covered by vacant post
Remove one planning officer post	C	44	0	Not an efficiency gain, as post grant funded. Allows grant to fund other posts for future years
Charging a fee for processing Section 106 agreements	C	10	10	Not started as yet, will be achieved by additional income in 2008/09
Stop giving business support grants	C	50	50	Support stopped budget removed
(ERU) Reduce Marketing Activities	C	39	39	Support stopped budget removed
Reorganise staffing in Community Partnership	C	30	30	Post removed
Restructure supported bus routes	C	20	20	Achieved, contracts let with budget (providing inflation rise within 7%)
		<b>1,108</b>	<b>777</b>	
<b><u>Corporate Services</u></b>				
Reorganise staffing within Legal Services	C	20	20	Restructure taken place and within overall budget. In year pressures from redundancy and staff cover requirements.
Change CT instalment dates	C	40	40	Date change implemented
Reorganise staffing within Audit Services	C	20	20	Covered by vacant post
Delete non-committed inflation	D	36	36	removed from budget and expected to be met overall.
Insurance Renewal	L	225	431	Planned saving exceeded
Stop providing advice on Trading Standards issues - A national scheme provides telephone & internet advice	C	27	39	This was changed to £39k for part year (split EH/TS). Two posts removed, additional redundancy costs offset by staff turnover elsewhere
		<b>368</b>	<b>586</b>	
<b><u>Council Wide Efficiencies</u></b>				
Increase Car Parking Charges for staff & Councillors	C	3	3	
Reduce car allow & mileage rates payable to the lowest band	C	120	80	

**DARLINGTON BOROUGH COUNCIL 2008- 09 PLANNED AND PROJECTED BUDGET SAVINGS**

	C= corporate D= departmental L= Leading Edge	Planned		Notes
		2008/09	Projected Out-turn 2008/09	
		£000	£000	
Reduce frequency of inspection of electrical equip	C	12	12	
		<b>135</b>	<b>95</b>	
		<u><b>3,319</b></u>	<u><b>2,677</b></u>	
Leading Edge Savings (L)		1,193	1,082	
Corporate Plan Savings (C)		1,355	893	
Departmental Savings (D)		<u>771</u>	<u>702</u>	
		<u><b>3,319</b></u>	<u><b>2,677</b></u>	
<b>B/Forward from 2007/08</b>				
Sustainable Cash Savings over 2004/07 Target (Includes Infl)			510	
ICS Bed Reductions			123	
Culture & Sport Equipment Budget			8	
Public Conveniences			<u>17</u>	
<b>C/Fwd from 2007/08</b>			<u><b>658</b></u>	
<b><u>Total Forecast</u></b>			<b>3,335</b>	
<b>Baseline</b>			<u><b>3,414</b></u>	