

SUMMARY

Appendix 1

PERFORMANCE & FINANCIAL MANAGEMENT 2006/07

APRIL 2006 - MARCH 2007

<i>Budget Head</i>	TARGETS	
	On target?	
	<i>Service</i>	<i>Finance</i>
<i>Chief Executive Office</i>		
Chief Executive	♦	●
Policy Unit	♦	●
Communications Unit	♣	●
Darlington Partnership	N/A	●
Anti Social Behaviour	♦	●
Total Chief Executive Office	♦	●
<i>Corporate Services</i>		
Finance	●	●
Legal and Administration	●	●
Human Resource Management	♦	●
Information and Communications Technology	●	●
Corporate and Democratic Core	N/A	●
Total Corporate Services Department	●	●
<i>Community Services</i>		
Property and Premises Support Support	N/A	●
Art Centre and Civic Theatre	♣	●
Dolphin Centre	♣	●
Outdoor Events	♦	●
Sports Development	♣	●
Grants	N/A	●
Stressholme Golf Course and Club House	♦	●
Street Scene	♦	●
Eastbourne Sports Complex	●	●
Christmas Lights	N/A	●
Community Partnership & Performance Development	♣	●
Community Voluntary Service	N/A	●
Community Safety	N/A	●
Youth Service	♣	●
Total Community Services - General	♣	●

SUMMARY

Appendix 1

PERFORMANCE & FINANCIAL MANAGEMENT 2006/07

APRIL 2006 - MARCH 2007

<i>Budget Head</i>	TARGETS	
	On target?	
	<i>Service</i>	<i>Finance</i>
Rent Rebates (Local Schemes)	N/A	●
Improvement Grants Admin.	N/A	●
Housing Renewal Team	Ⓟ	●
Housing Act Advances	N/A	●
Land Rental/Leasing Income	N/A	●
Housing Benefits Administration	Ⓟ	●
Community Housing Services	N/A	●
Homelessness	Ⓟ	●
Welfare Services	Ⓟ	●
Northumbrian Water Commission	N/A	●
Service Strategy & Regulation	N/A	●
Voluntary Sector Payments	N/A	●
Asylum Seekers	●	●
Supporting People	Ⓟ	●
<i>Total Community Services Housing</i>	Ⓟ	●
<i>DLO profits</i>		●
Assistant Director - Adults & Older People	N/A	●
Purchase of External Care	N/A	●
Learning Disability	●	●
Mental Health	●	●
Older People	●	●
Physical Disability	●	●
Support Services	N/A	●
<i>Total Community Services Adult Services</i>	●	●
<i>Total Community Services</i>	Ⓟ	●
<u>Development & Environment</u>		
Dept. Management & Support	♦	●
Highways	Ⓟ	●
Project Cost & Commissioning	●	●
Land & Property	●	●
Planning & Building Control	♦	●
Economic Regeneration & Tourism	♦	●
Transport Policy	●	●
Tendered Bus Services	♦	●
Concessionary Fares	♦	●
Markets	N/A	●
Parking	●	●
Cemeteries & Crematorium	●	●
Environmental Health	●	●
Commercial & Licensing	Ⓟ	●
Trading Standards	●	●
Waste Management	Ⓟ	●
<i>Total Development & Environment</i>	●	●

SUMMARY

Appendix 1

PERFORMANCE & FINANCIAL MANAGEMENT 2006/07

APRIL 2006 - MARCH 2007

<i>Budget Head</i>	TARGETS	
	On target?	
	<i>Service</i>	<i>Finance</i>
<u><i>Children's Services</i></u>		
Individual Schools Budget	N/A	●
Pupil Support Services	♦	●
SEN Inclusion Service	●	●
Early Years	♦	●
Children Centres	N/A	●
School Improvement & Development	●	●
Safeguarding & Specialist Support	⚡	●
Performance, Planning & Resources	N/A	●
Libraries & Community Learning	●	●
Social Care Support Services ### (NOT INCLUDED)		
Total Children's Services	●	●

SUMMARY		
Chief Executive's Office	♦	●
Corporate Services	●	●
Community Services	⚡	●
Development & Environment	●	●
Children's Services	●	●
DARLINGTON BC	●	●

BUDGET MANAGEMENT 2006/07

Appendix 3

MARCH 2007

	Budget				Expenditure	Variance From MTFP
	Original Budget	Approved Adjustments	MTFP 2007	Amended Approved Budget	Total Projection	
	£000	£000	£000	£000	£000	
Departmental Resources						
Children's Services	66,710	(148)	(439)	66,123	66,366	243
Community Services	28,671	3,725	917	33,313	33,107	(206)
Development & Environment	11,010	(607)	293	10,696	10,704	8
Chief Executives Office	1,037	82	0	1,119	1,151	32
Corporate Services	8,738	22	(227)	8,533	8,341	(192)
Total Departmental Total	116,166	3,074	544	119,784	119,669	(115)
Corporate Resources						
Joint Bodies & Levies	581	0	12	593	605	12
Financing Costs	3,588	0	(843)	2,745	2,432	(313)
Single Status	2,500	(2,478)	0	22	22	0
Leading Edge Efficiencies	(240)	206	0	(34)	(34)	0
Total Corporate Resources	6,429	(2,272)	(831)	3,326	3,025	(301)
Reserves						
Contribution to/(from) revenue balances	(2,389)	0	0	(2,389)	(2,389)	0
In-year Approvals	0	(246)	0	(246)	(246)	0
Departmental Reserves- Planned Use	(282)	(556)	0	(838)	(838)	0
Approved by Council 2007	0	0	287	287	287	0
Total Reserves	(2,671)	(802)	287	(3,186)	(3,186)	0
Grand Total	119,924	(0)	0	119,924	119,508	(416)

Note: Approved adjustments include additional departmental balances b/fwd, approved by Cabinet on 6th June 2006, technical transfers between departments and additional resources approved by Cabinet.

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure Apr-March £000	Outturn @31/03/07 £000	
	<u>Childrens Services</u>					
Individual Schools Budget	49,533	855	50,388	50,388	50,388	0
Pupil Support Services	2,295	91	2,386	2,409	2,409	23
SEN Inclusion Services	1,033	(733)	300	342	342	42
Early Years	870	(23)	847	836	836	(11)
Children's Centres	0	0	0	(22)	(22)	(22)
School Improvement & Development	554	(26)	528	267	267	(261)
Safeguarding & Specialist Support	5,633	11	5,644	5,700	5,700	56
Performance, Planning & Resources	5,112	139	5,251	5,249	5,249	(2)
Libraries & Community Learning	1,212	6	1,218	1,197	1,197	(21)
Social Care Support Services	468	(468)	0	0	0	0
Total Childrens Services	66,710	(148)	66,562	66,366	66,366	(196)
MTFP Approved March 2007		(439)	(439)			439
	66,710	(587)	66,123	66,366	66,366	243

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		<i>(Under)/ Over Spend</i>
	Original Budget	Approved Adjustments	Amended Approved Budget	Expenditure Apr-March	Outturn @31/03/07	
	£000	£000	£000	£000	£000	
<i>Community Services</i>						
Property and Premises Support	70	3	73	53	53	(20)
Art Centre and Civic Theatre & Art Collection	1,238	76	1,314	1,346	1,346	32
Dolphin Centre	1,813	319	2,132	2,151	2,151	19
Bowling Centre	0	4	4	4	4	0
Outdoor Events	93	27	120	121	121	1
Sports Development	15	(3)	12	14	14	2
Grants	41	(9)	32	32	32	0
Stressholme Golf Course and Club House	2	(28)	(26)	(12)	(12)	14
Eastbourne Sports Complex	129	6	135	147	147	12
Street Scene	4,911	1,080	5,991	5,997	5,997	6
Public Conveniences	161	0	161	152	152	(9)
Works Property and Other Expenses	90	0	90	90	90	0
Christmas Lights	29	0	29	31	31	2
Community Partnership & Performance Developments	366	16	382	368	368	(14)
Welfare Rights Unit	58	0	58	24	24	(34)
Partnership Grants CVS & SP Tool Library	38	15	53	51	51	(2)
Community Safety Partnership	517	(49)	468	465	465	(3)
Community Safety Wardens	459	34	493	440	440	(53)
Youth Service	965	41	1,006	908	908	(98)
<i>Total Community Services - General</i>	10,995	1,532	12,527	12,382	12,382	(145)
Council Tax Rebates	0	0	0	(43)	(43)	(43)
Rent Allowances	0	0	0	(199)	(199)	(199)
Rent Rebates	0	0	0	(22)	(22)	(22)
Rent Rebates (Local Schemes)	33	0	33	42	42	9
Improvement Grants Admin.	16	0	16	9	9	(8)
Housing Renewal Team	105	15	120	129	129	9
Housing Act Advances	1	0	1	1	1	0
Land Rental/Leasing Income	(19)	0	(19)	(19)	(19)	0
Housing Benefits Administration	366	37	403	387	387	(16)
Community Housing Services	241	0	241	241	241	0
Homelessness	14	22	36	39	39	3
Welfare Services	147	0	147	147	147	0
Northumbrian Water Commission	(130)	0	(130)	(129)	(129)	1
Service Strategy & Regulation	20	0	20	20	20	0
Voluntary Sector Payments	90	0	90	90	90	0
Asylum Seekers	0	0	0	0	0	0
Supporting People	0	0	0	6	6	6
<i>Total Community Services Housing</i>	884	74	958	699	699	(260)
<i>DLO profits</i>	(1,307)	656	(651)	(332)	(332)	319
<i>Community Services Adult Services</i>						
Assistant Director - Adults & Older People	408	(297)	111	104	104	(7)
Purchase of External Care	10,658	1,090	11,748	12,769	12,769	1,021
Learning Disability	2,373	(193)	2,180	2,060	2,060	(120)
Mental Health	550	(219)	331	350	350	19
Older People	1,351	(685)	666	553	553	(113)
Physical Disability	2,759	166	2,925	2,822	2,822	(103)
Support Services	0	1,601	1,601	1,701	1,701	100
<i>Total Community Services Adult Services</i>	18,099	1,463	19,562	20,359	20,359	797
<i>Total Detailed Estimates</i>	28,671	3,725	32,396	33,107	33,107	711
MTFP Approved March 2007		981	981			(981)
Less C/Fwd to 2007/08		(64)	(64)			64
<i>Total Community Services</i>	28,671	4,642	33,313	33,107	33,107	(206)

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure Apr-March £000	Outturn @31/03/07 £000	
<u>Development & Environment</u>						
Dept. Management & Support	1,274	54	1,328	1,343	1,343	15
Highways	3,559	(613)	2,946	3,257	3,257	311
Building & Design Service	(66)	51	(15)	(108)	(108)	(93)
Land & Property	381	2	383	321	321	(62)
Planning & Building Control	511	6	517	365	365	(152)
Economic Regeneration & Tourism	1,305	3	1,308	1,252	1,252	(56)
Transport Policy & Countryside	606	8	614	687	687	73
Supported Public Transport	425	33	458	402	402	(56)
Concessionary Fares	1,795	0	1,795	1,808	1,808	13
Markets	(231)	-31	(262)	(197)	(197)	65
Parking	(1,909)	54	(1,855)	(1,631)	(1,631)	224
Cemeteries & Crematorium	(625)	24	(601)	(541)	(541)	60
Environmental Health	768	12	780	737	737	(43)
Licensing	12	(48)	(36)	(23)	(23)	13
Trading Standards	340	3	343	336	336	(7)
Waste Management	2,865	(115)	2,750	2,696	2,696	(54)
Sub - Total	11,010	(557)	10,453	10,704	10,704	251
Planned C/Fwd to 2007/08		(50)	(50)			50
MTFP Approved March 2007		293	293			(293)
Total Development & Environment	11,010	(314)	10,696	10,704	10,704	8

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure Apr-March £000	Outturn @31/03/07 £000	
<i>Chief Executive</i>						
Chief Executive's Office	253	0	253	247	247	(6)
Policy Unit	549	6	555	536	536	(19)
Communications Unit	192	0	192	213	213	21
Darlington Partnership	43	0	43	75	75	32
Anti Social Behaviour	0	76	76	80	80	4
Total Chief Executive	1,037	82	1,119	1,151	1,151	32
<i>Corporate Services</i>						
<i>Finance</i>						
Local Taxation	277	7	284	284	284	(0)
Community Grants	77	12	89	94	94	5
Accounting Services	560	(91)	469	449	449	(20)
Darlington & Stockton Partnership	0	242	242	244	244	2
Audit	255	(28)	227	226	226	(1)
Risk Management & Insurance	38	19	57	57	57	(0)
Financial Services	117	45	162	172	172	10
Director + Secretarial Support	322	(130)	192	210	210	18
Performance and Development	68	0	68	67	67	(1)
Finance Miscellaneous	(50)	(32)	(82)	(24)	(24)	58
<i>Legal</i>						
CCTV	354	31	385	393	393	8
Registrars	26	1	27	25	25	(2)
Land Charges	(252)	0	(252)	(300)	(300)	(48)
Municipal Elections	14	0	14	24	24	10
Register of Electors	35	0	35	40	40	5
Legal	555	4	559	532	532	(27)
Democratic Support	310	7	317	300	300	(17)
Town Hall	723	(20)	703	723	723	20
<i>Human Resources</i>						
Human Resource Management	606	13	619	658	658	39
Payroll	334	(157)	177	117	117	(60)
Health & Safety	176	1	177	153	153	(24)
Training Courses	28	50	78	55	55	(23)
Emergency Planning	2	0	2	2	2	0
<i>Information Technology</i>						
Information Technology	1,315	(69)	1,247	1,185	1,185	(62)
Information Management	65	19	84	79	79	(5)
Asst Director ICT	127	0	127	116	116	(11)
Call Centre	497	53	550	577	577	27
Print and Design	(60)	(10)	(70)	(111)	(111)	(41)
<i>Other Services</i>						
Corporate & Democratic Core	2,219	(162)	2,057	1,994	1,994	(63)
<i>In Year Over/(Under) Spend</i>	8,738	(195)	8,543	8,341	8,341	(202)
Planned C/Fwd to 2007/08		217	217		0	(217)
MTFP Approved March 2007		(227)	(227)			227
Total Corporate Services Department	8,738	(205)	8,533	8,341	8,341	(192)

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		(Under)/ Over Spend £000
	Original Budget £000	Approved Adjustments £000	Amended Approved Budget £000	Expenditure Apr-March £000	Outturn @31/03/07 £000	
	<i>Joint Bodies and Levies</i>					
Coroners	119	0	119	130	130	11
Environment Agency Levy	40	0	40	52	52	12
Tees Valley Development Company	97	0	97	84	84	(13)
Joint Strategy Unit	267	0	267	249	249	(18)
Tees Valley Urban Regeneration Company	58	0	58	90	90	32
<i>Total Joint Bodies and Levies</i>	581	0	581	605	605	24
MTFP Approved March 2007		12	12			(12)
<i>Total Joint Bodies and Levies</i>	581	12	593	605	605	12

BUDGET MANAGEMENT 2006/07**MARCH 2007**

SCHOOLS PROJECTED BALANCES 2006-07					
School Name	Opening Balance at 1st April 2006	Formula Budget Allocation	Total Available	Closing Balance at 31st March 2007	Projected Closing Balance as proportion of Formula Budget Allocation
	£000	£000	£000	£000	%
<u>Primary</u>					
Borough Road Nursery	51	215	266	94	44
George Dent Nursery	29	300	329	70	23
Skerne Park Primary	10	1,221	1,231	47	4
Firthmoor Primary	87	854	941	92	11
Alderman Leach Primary	123	913	1,036	85	9
Corporation Road Primary	33	1,016	1,049	33	3
Abbey Junior	56	888	944	77	9
Mount Pleasant Primary	211	893	1,104	213	24
Dodmire Junior	69	801	870	62	8
Dodmire Infant	104	740	844	85	12
Gurney Pease Primary	59	618	677	23	4
North Road Primary	70	1,416	1,486	53	4
Reid Street Primary	107	1,205	1,312	121	10
Abbey Infant	39	755	794	33	4
Mowden Infant	3	575	578	9	1
Red Hall Primary	84	706	790	69	10
Mowden Junior	10	661	671	8	1
Hurworth Primary	24	635	659	22	3
Heathfield Primary	108	1,288	1,396	98	8
Cockerton CE Primary	46	584	630	25	4
Heighington CE Primary	19	712	731	74	10
High Conniscliffe CE Primary	88	382	470	42	11
Bishopton/Redmarshall CE Primary	2	282	284	16	6
St. Johns CE Primary	111	638	749	119	19
Holy Family RC Primary	67	569	636	71	12
St. Augustines RC Primary	82	617	699	80	13
St. Teresas RC Primary	64	852	916	43	5
St. Bedes RC Primary	14	704	718	5	1
St Georges CE Primary	141	782	923	80	10
Whinfield Primary	108	1,534	1,642	63	4
Harrowgate Hill Primary	120	1,480	1,600	(10)	(1)
Primary Total	2,140	24,836	26,976	1,902	8
<u>Secondary</u>					
Hurworth	35	2,507	2,542	(15)	(1)
Eastbourne	211	3,003	3,214	147	5
Branksome	17	2,890	2,907	(17)	(1)
Longfield	98	3,285	3,383	146	4
Hummersknott	(25)	4,455	4,430	44	1
Carmel	60	3,285	3,345	5	0
Secondary Total	396	19,425	19,821	309	2
Education Village	358	7,369	7,727	243	3
Overall Total	2,894	51,630	54,524	2,454	5

BUDGET MANAGEMENT 2006/07**MARCH 2007****Projected General Fund Reserve at 31st March 2007**

Medium Term Financial Plan (MTFP) :-		£000	
MTFP Planned Opening Balance 1/4/2006		11,649	
Approved net contribution from balances 2006/07		(2,389)	
Planned Closing Balance 31/03/07		9,260	
2005/06 Out-turn increase in opening balance 1/04/06		350	(1)
Additional resource allocation approvals 2006/07			
No 16 Bus Service		(33)	(2)
Assistant Director - Capital Projects		(40)	(2)
Street Scene		(140)	(3)
Town Centre Parking		(33)	(4)
Business Growth Incentive Grant		1,700	(5)
Airport Restructure Dividends		1,900	(5)
Children Services		400	(5)
Community Services		(981)	(5)
Development & Environment		(293)	(5)
LPSA		(220)	(5)
Joint Board & Levies		(12)	
Financing Costs		843	
Projected Balances at 31st March - MTFP		12,701	
Additional Departmental Resources		(72)	(6)
Increase in LAGBI Grant		208	(6)
Financing Costs		313	(6)
JB&L		(12)	(6)
Provision for Bad Debts		192	(6)
Feethams Development		(93)	(6)
Reduction in Newcastle Airport Dividend		(30)	(6)
General Fund Reserves as at 31st March 2007		13,207	

(1) Audited by PWC

(2) Approved by Cabinet July 11th 2006

(3) Approved by Cabinet September 12th 2006

(4) Approved by Cabinet November 7th 2006

(5) Approved by Council 8th March - MTFP

(6) Approved by Cabinet 5th June 2007

BUDGET MANAGEMENT 2006/07**MARCH 2007**

	<i>Budget</i>			<i>Expenditure</i>		(Under)/ Over Spend £000
	Original Budget	Approved Adjustments	Amended Approved Budget	Expenditure Apr-March	Outturn @31/03/07	
	£000	£000	£000	£000	£000	
<u>Housing Revenue Account</u>						
<u>Income</u>						
Working Balance Brought Forward	(505)	0.00	(505)	(665)	(665)	(160)
Rents Of Dwellings (Gross)	(13,307)	0.00	(13,307)	(13,589)	(13,589)	(282)
Sundry Rents (Including Garages & Shops)	(306)	0.00	(306)	(305)	(305)	1.29
Charges For Services & Facilities	(96)	0.00	(96)	(101)	(101)	(5)
Interest Receivable	(59)	0.00	(59)	(65)	(65)	(6)
Total Income	(14,273)	0.00	(14,273)	(14,725)	(14,725)	(452)
<u>Expenditure</u>						
Management	3,074	(33)	3,041	2,759	2,759	(282)
Maintenance	2,600	0	2,600	2,776	2,776	176
Capital Financing Costs	1,625	0	1,625	1,282	1,282	(343)
RCCO	2,453	33	2,486	3,275	3,275	789
Rent Rebate Subsidy Limitation	0	0	0	(6)	(6)	(6)
Increase in Bad Debt Provision	120	0	120	96	96	(24)
Housing Subsidy	3,897	0	3,897	3,943	3,943	46
Working Balance Carried Forward	504	0	504	600	600	96
Total Expenditure	14,273	0	14,273	14,725	14,725	452
(Surplus) / Deficit	0	0	0	0	0	(0)

DARLINGTON BOROUGH COUNCIL 2006-07 FORWARD LOOK AES

	Planned Gains		Projected Out-turn	
	AES 2006-07 £000	Category Total 2006-07 £000	Projected Out-turn 2006-07 £000	Category Total 2006-07 £000
<u>Children's Services</u>				
Various administrative savings *	20		20	
Produce synergies from amalgamation of team functions within Children's Services, where appropriate *	317		317	
Delete non-committed inflation *	20		20	
Allowance for staff turnover *	70		70	
New book contract for the library service	10		10	
		437		437
<u>Community Services</u>				
Parks Review	50		50	
Arts Review	37		37	
Leisure and Arts	110		110	
Street Scene	140		100	
		337		297
<u>Housing</u>				
Repairs and Maintenance	45		45	
Pte. Sector Grant for Installation of central heating systems	70		0	
Use of Maidendale House by Community Partnerships	3		3	
Reduce Management Officers	15		15	
Tenancy Empowerment function trans from CP to Housing Estates	6		6	
		139		69
<u>Supporting People</u>				
Review of contracts to produce a reduction of the unit cost of support	180		180	
		180		180
<u>Development & Environment</u>				
Markets – reduced employee costs *	8		8	
Parking – new security contract *	24		24	
Environment & Sustainability – reduced employee costs, vacant post *	40		40	
Various administrative savings *	64		64	
Delete non-committed inflation *	50		50	
JSU	4		4	
		190		190
<u>Corporate Services</u>				
Financial management – decentralisation*	70		70	
ICT – centralisation*	40		40	
Insurance contract renewal*	50		50	
Non-committed inflation*	17		17	
CCTV – equipment repair and maintenance*	19		0	
Print and Design – income and leasing costs*	20		20	
Training*	10		10	
HCI, Cycle 2 Work, Childcare vouchers initiatives*	17		6	
Various management savings*	25		25	
Consultants*	12		12	
Equipment*	8		8	
Subscriptions*	7		7	
Purchase of high speed photocopier	42		32	
Telecommunications-landlines	25		16	
Stationery - Interim contract	32		26	
Computer Consumables	32		14	
Civil engineering products	30		0	

DARLINGTON BOROUGH COUNCIL 2006-07 FORWARD LOOK AES

	Planned Gains		Projected Out-turn	
	AES 2006-07 £000	Category Total 2006-07 £000	Projected Out-turn 2006-07 £000	Category Total 2006-07 £000
ICT hardware	18		20	
AUDDIS and Paperless Direct Debit	5		5	
Capital Receipts	27		27	
Telecommunications	20		0	
Various small-scale savings - LT	9		17	
		535		422
Forward Look Annual Efficiency Statement Total	1,818	1,818	1,595	1,595
Additional efficiency gains identified in-year				
Procurement				
Mobile Phones - New contract				18
Capital				
Dolphin Centre Upgrade				29
Childrens Services				
Staff Vacancies				401
Total Projected Efficiency Gains 2006-07				2,043
Forward Look Annual Efficiency Statement Total				1,818
Variance : Increase / (Reduction)				225

Summary Position

Efficiency Gains Achieved 2004-05	714	
Projected Efficiency Gains 2005-06	2,058	
Projected Efficiency Gains 2006-07	2,043	
Cumulative Gains Projected to 31st March 2007	4,815	3.4%
Cumulative Target / Requirement to 31st March 2007	3,578	2.5%