

Summary of 2014/15 Projected Variations

Service Area	Cabinet 16 10 14	Analysis of Current Variation				Total Current Variation	Change
		Variation	One Off Savs	Ongoing Savs	Pressures		
£		£	£	£	£	£	£
Children's Safeguarding & Specialist Services	713,428	772,749	(30,000)	(50,000)	0	692,749	(20,679)
Education & Corporate Parenting	288,373	(56,817)	(130,000)	0	0	(186,817)	(475,190)
Family & Cohesion & Commissioning Services	(35,439)	375,100	(751,000)	(158,000)	0	(533,900)	(498,461)
Development, Business & Employment	107,700	472,583	(344,754)	(95,129)	0	32,700	(75,000)
Neighbourhood & Leisure Services	70,500	228,500	(170,000)	(15,000)	0	43,500	(27,000)
Adult Social Services	2,784,804	1,932,796	0	0	0	1,932,796	(852,008)
Public Health, Well Being & Public Protection	(200,000)	(82,125)	(200,000)	0	0	(282,125)	(82,125)
Customer Services	140,000	(239,788)	(160,000)	(480,925)	255,000	(625,713)	(765,713)
Law, Democracy & People Services	(5,349)	(93,299)	(1,513,000)	(403,650)	0	(2,009,949)	(2,004,600)
Finance, Audit & Information Governance	(1,740,334)	(263,584)	(1,150,000)	(321,100)	0	(1,734,684)	5,650
Cooperative Council Delivery Unit	(99,936)	(61,936)	0	(163,000)	0	(224,936)	(125,000)
Council Wide	(1,734,000)	247,652	0	(142,574)	0	105,078	1,839,078
Total Projected Variation	289,747	3,231,831	(4,448,754)	(1,829,378)	255,000	(2,791,301)	(3,081,049)
Use of uncommitted balance in Corporate Contingencies	(289,747)					0	289,747
Total Projected Variation after use of contingency	0					(2,791,301)	(2,791,301)
Transfer to Capacity Fund						750,000	750,000
Transfer to Community Pride Fund						260,000	260,000
Total Projected Variation after transfers	0					(1,781,301)	(1,781,301)
check = 0		0	0	0	0	0	0

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £	£	£	
Childrens Safeguarding & Specialist Services								
Children in Care Placements		8,487,341	1,363,498				1,363,498	The 2013/14 reported outturn position was £2.089m overspent. The budget strategy included a budget reduction of £1.200m for CiC Placements. A review of costs resulted in 2014/15 Cost Improvement Plan targets being set for both External Residential & External Fostering (£0.870m cost reduction in total). New arrangements are having an impact particularly on admissions for reasons of children's behaviour and reduction of high cost placements. Work is ongoing to ensure forecasted step downs from high cost residential placements take place as planned to deliver forecasted cost reductions. Work also continues to assess the placement costs being incurred, including reviewing unit costs, numbers of children in care and the placement strategy. Corporate contingency is held to meet demand from new admissions. Looked after Children- total was 292 as at 27/11/14.
Care leavers Accommodation costs		599,630	183,638				183,638	The 2013/14 reported outturn position was £0.344m overspent and a target has been set in the Cost Improvement plan to achieve a reduction of £0.160m from this amount which this current projection now shows as being achieved. Ongoing review of care packages in the service will continue to enable savings in this area for remainder of the year, progress of which will be regularly reviewed in the Cost Improvement Plan .
Staffing (Safeguarding)		4,899,383	144,905				144,905	The 2014/15 Cost Improvement Plan includes a target to reduce the use of Agency Social Workers. The final 2013/14 Safeguarding overspend included £465k for the net cost of agency staff. The current agency forecast is for outturn of £651k in 2014/15, which is offset by vacancies held in the service area. The final position resulting is an overspend against the combined agency and staffing budgets of £45k.Current number of agency staff 9 (Cost improvement plan target 5 until September 2014 and then none to March 2014). One of the key drivers for the use of Agency SWs is the level of demand for SW services which remains high; this is being tackled in a number of ways both Strategic and Operational. Safeguarding concerns around Child Protection workloads means a short term recovery plan has been put in place costing £100k to the end of the year to deliver improvements.
Staffing (Specialist Services)		3,748,891	(295,205)				(295,205)	This underspend relates to a number of vacancies within Specialist services. £148k of this figure arising within services jointly arranged with Shropshire Council.
Income (Specialist Services)		-1,279,951	77,909				77,909	A reduction in expenditure in the jointly arranged services result in a reduced amount of income being collected from Shropshire. Any underspend in these areas impacts on both T&W and Shropshire's budget.
Internal Foster Carers costs (excluding salaries, fees and allowances)		327,742	131,263				131,263	Specific pressures include travel costs £94k and Disclosure and Barring Service of £10k forecast overspend . The 2013/14 reported outturn position for travel costs was £92k overspend and a target has been set in the Cost Improvement plan for the Fostering service to achieve a reduction of £10k from this amount.
Joint Adoption Service		328,725	58,147				58,147	This overspend relates to the Joint Adoption Service hosted by Shropshire Council. Savings of £0.040m have been taken from this budget which are currently not forecast to be delivered. A West Mercia Adoption Service project is currently being undertaken which aims to deliver savings later in the financial year.
Direct Payments		185,428	89,535				89,535	Current projections are for a £90k overspend against Direct Payments, which pays for direct payment personal care for Children with disabilities. On-going review is being undertaken by the service area to understand and control costs.

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £	£	£	
Variations under £50k		3,192,722	219,059	(30,000)	(50,000)		139,059	
			(1,200,000)				(1,200,000)	Corporate Contingency is held as part of the budget strategy for 2014/15 and was set at £1.200m for possible use across CiC Placements budget lines.
Total Children's Safeguarding & Specialist Services		20,489,911	772,749	(30,000)	(50,000)	0	692,749	
Education & Corporate Parenting								
Miscellaneous Secondary School Expenditure		3,217,820	87,484				87,484	Redundancy costs at secondary schools, arising from staffing changes in response to falling pupil numbers, resulting in higher costs than budgeted
Joint/Community Use		135,585	59,772				59,772	Joint use costs at Shortwood Primary no longer able to be financed by Dedicated Schools Grant (DSG) since introduction of new DfE funding rules.
Education Services Grant		(2,680,000)	(32,057)				(32,057)	ESG is primarily determined by the number of pupils in schools, particularly maintained schools, which is somewhat higher than budgeted. The notified allocation from the Education Funding Agency of £2,792,477 would deliver £112,477 more than budgeted, but this has been adjusted downwards to take account of the possible impact of academy conversions during 2014/15. A much lower level of ESG per pupil is paid for academies. An updated estimate will be made after Christmas following a review of the position on possible academy conversions.
School Improvement Advisory Service - Income		(515,890)	(131,871)				(131,871)	Additional income forecast from trading following restructure creating more traded posts. The budget for this area is now shown as the sum of the budgets in three cost centres, School Improvement Advisors, Traded Advisory Service and secondary Advisory Service as although the income is coded to one area, it arises from staff in all three cost centres.
School Improvement Advisory Service - Employees and Other		770,301	(82,226)				(82,226)	There has been a net salary saving as a result of staff commencing in post later than expected.
Transport		2,715,108	54,632				54,632	Pressure arising on School Transport following budget reductions in 2014/15-see comment included in Family, Cohesion and Commissioning Services below.
Variations under £50,000		7,131,824	(12,551)	(130,000)			(142,551)	Rationalisation of Education funding
Total Education & Corporate Parenting		10,774,748	(56,817)	(130,000)	0	0	(186,817)	

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £	£	£	
Family, Cohesion & Commissioning								
Transport		421,444	(45,031)				(45,031)	The commissioning of Transport Services provided to Adult Social Services and Education and Corporate Parenting is delivered by the Commissioning Unit from within Family, Cohesion and Commissioning, and is recharged to the service areas for whom the Transport is provided. The respective transport budgets are held by Adult Social Services, Education & Corporate Parenting and Neighbourhood & Leisure, with Management and staffing budgets held by FCC. Public Transport is managed within Neighbourhood & Leisure Services. A transport review was undertaken in response to the requirement to deliver significant savings targets. The review has recommended actions to deliver savings which have been adopted by the Council in a range of between £644k and £784k. The respective Transport users are undertaking to deliver these actions to reduce the costs of transport in line with the recommendations. The latest monitoring report includes the impact of the budget reduction and reports spending pressures in the respective service areas therefore, pressures are reported within Adult Social Services, Education and Corporate Parenting and Neighbourhood & Leisure. The underspend reported within FCC is due to the previously reported restructure of the service resulting in staff savings which is part of the agreed package of savings referred above although at a slightly reduced level. This saving offsets pressures reported on Transport elsewhere in this report. As the year progresses, and savings are achieved the reported pressures across all areas should reduce, and will, where possible, be consolidated.
Cohesion		2,472,907	(58,589)	(100,000)			(158,589)	Supplies and services and salary savings across Cohesion offset by a pressure on housing from reduced income potential due to a reduced number of properties being occupied. The position has improved slightly due to the receipt of backdated rents which has increased the income projection.
Youth Services				(100,000)			(100,000)	Contribution from reserves for supporting Positive Activities for vulnerable youth and for one off projects
Youth Offending Service		348,096	(55,504)	(136,000)			(191,504)	The Council contributes to the Regional Youth Offending Service, and the 2013/14 outturn for that service has just been reported as a surplus of income over expenditure. The surplus is being returned to the funding partners in accordance with the level of contribution made in year. Therefore, a one off sum of £107k will be returned to the Council this year and this is unbudgeted. The 2014/15 contribution from funding authorities is also reduced resulting in further cost reductions to this service.
Youth Offending Service				(92,000)			(92,000)	Contribution from reserves
Early Intervention and Family Connect		3,735,990	144,261	(176,000)	(100,000)	0	(131,739)	Maintaining spending at 2013/14 levels in Children and Family Locality Centres and restructure savings in Early Intervention have resulted in an underspend which is partly offset by staffing pressures in Family Connect.
Contracting & Commissioning		2,737,307	390,317	(147,000)	(53,000)	0	190,317	There is a significant underspend which has resulted from the Contracting and Commissioning restructure including a savings of £31k forecast for CAMHS. Much of this saving was reported as one off as it resulted from the lead in time required to populate the new structure. In addition there are some savings from a change in existing SLAs. These savings are offset by pressures resulting from the movement of Supporting People from Adult Social Services which is forecast to overspend by £384k. This pressure is identified and being managed in the Adult Social Services Cost Improvement Plan.

2014/15 Revenue Budget Variations over £50,000								
Description		Budget £	Variation £	Additional Savings One Off On-going £ £		Pressures £	Total Variation £	Comments
Other variations under £50k		131,568	(354)		(5,000)		(5,354)	Realignment of Savings within management & support.
Total Family, Cohesion & Commissioning		9,847,312	375,100	(751,000)	(158,000)	0	(533,900)	
Adult Social Services								
Purchasing-all types of care for all client groups including purchase of in house services		39,567,434	5,739,552				5,739,552	Latest forecasts continue to reveal pressure on the Adult Social Services budget with a purchasing outturn overspend of £5.74m being projected, this is an improvement from Period 6 with a reduction in forecast pressure on purchasing of £352k. It is worth noting that whilst this is an improvement £90k of this relates to an instance where Health are now picking up care costs and £41k is where clients have moved out of the area and their care has ended so this reduction is not necessarily tied completely to actions arising out of the CIP. Included in the total savings target of £7.7m for all Adult Social Care Services (including ALD) is £4.051m targeted at purchasing budgets which have been reduced. Plans to reduce costs and therefore reduce the overspend are in place, being subject to rigorous monitoring, management and review. The total Adult Social Services overspend is the net after savings already achieved of around £1.9m have been reflected. The current forecast for all Adult Social Services is that there are savings being pursued to reduce costs and sufficient with £3.14m of one off funding to meet the 2014/15 savings target, however, this will leave a forecast residual overspend of c.£1.9m reported below. The one off funding will have to be replaced with further savings in 2015/16.
Adult Social Services - NHS England Funded		133,000	(133,000)				(133,000)	Additional funding from Government to protect Social Care Services
Transport		651,746	162,337				162,337	The 14/15 ASS transport budget was reduced by £229k as a result of the recommendations made in the Transport Review. A number of proposals have been agreed to be delivered in 2014/15 and if they are successfully implemented the overspend will reduce but it is now unlikely that the impact of the proposals will achieve the target given that we reporting performance 7 months into the financial year. A Transport Review Project Group has been set up to look at ways to reduce Adult Social Services expenditure on Transport and identify a more robust transport policy.
Employees		6,074,100	(239,416)				(239,416)	This underspend has previously been reported within variations under £50k as it results from vacancies etc across the different services within Adult Social Services. Most of those vacancies will remain now in this financial year and therefore an underspend of this order will be realised in 2014/15.
Other variations under £50k		(8,897,962)	(456,677)				(456,677)	This underspend arises from an over recovery of income against budgeted estimates of c.£250k, the majority but not all being on expected client contributions, some being contributions towards care costs from CCG etc. The remainder of the reported underspend are savings within various services on non staff related operational costs.
Use of one off ASS funding		0	(900,000)				(900,000)	Use of One Off reserves held within Adult Social Services
Adult Social Services draw-down budget			(2,240,000)				(2,240,000)	Set aside as a specific draw-down budget for Adult Social Services as part of 2013/14 year end
Total Adult Social Services		37,528,318	1,932,796	0	0	0	1,932,796	

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £	£	£	
Public Health, Wellbeing & Public Protection								
Public Health								
Staffing and operational budgets		1,093,953		(109,408)			(109,408)	Part year vacancies and underspends on other staffing budgets (£73k).
Variations under £50k		6,540,034	(39,000)	(74,592)			(113,592)	Savings relating to IT costs and in-house services within Working Age.
Public Protection & Civil Resilience								
Variations under £50k		1,794,690	(43,125)	(16,000)			(59,125)	A review of staffing budgets with the Service has identified savings arising from posts which are to remain vacant longer than originally anticipated.
Total Public Health, Wellbeing & Public Protection		9,428,677	(82,125)	(200,000)	0	0	(282,125)	
Neighbourhood & Leisure Services								
Transport & Highway Development	Public Transport & Concessionary Travel	1,959,675	50,000				50,000	Service transferred from Family & Cohesion - savings to mitigate this are shown below
			(50,000)				(50,000)	Management action to find efficiencies related to current Subsidised Bus services.
Variations under £50k	Transport & Highway Development		(146,000)		(15,000)		(161,000)	One off savings arising from vacancy management prior to restructure.
Leisure Facilities & Services	Income - Oakengates Leisure Centre	225,490	69,500				69,500	Impact on Income as a result of the construction of new school and subsequent closure of Leisure facilities during key building works.
	Income - Horsehay Golf Complex	(270,890)	72,000				72,000	There has been a national downturn in the use of Golf courses which has impacted on this shortfall of income in addition to competition from other courses.
	One off savings		0	(105,000)			(105,000)	Use of one off funding included within current savings proposals.
	Variations under £50k		67,000				67,000	A number of small overspends across a number of areas.
Highways & Neighbourhood Management	Income - Highways & Engineers	(1,339,480)	170,000				170,000	Income pressure associated with Engineers income target caused through imbalance from previous Portfolio restructuring.
	Supplies & Services		(77,000)				(77,000)	Street Lighting energy savings.
Waste & Neighbourhood Services Performance Management	Waste Disposal - TWS contract	757,670	169,000				169,000	The existing TWS contract pressures for disposal of Wood & Hazardous at CRC's; Green Waste at Kerbside, along with bin replacement costs.
	Supplies & Services		(70,000)	(50,000)			(120,000)	One off savings from Green waste disposal.
	Variations under £50k		(96,000)	(15,000)			(111,000)	A number of small one off savings across a number of areas.
Neighbourhood & Leisure Services	Variations under £50k		70,000				70,000	
Total Neighbourhood & Leisure Services		1,332,465	228,500	(170,000)	(15,000)	0	43,500	

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £	£	£	
Development, Business & Employment								
Regeneration & Investment	Southwater Car Park - Income	(348,000)	200,000				200,000	As anticipated, delays to the opening date and the current road-work disruption have impacted on the usage of the multi storey car park. Business is rapidly growing as a result of the Southwater development with a range of new restaurants and facilities opening. As the economy continues to develop in the area so will the requirement for parking and income levels should therefore increase. This is net of mitigations.
	PIP & Service Charges		325,000				325,000	Ongoing rationalisation of the PIP resulting in an in year pressure on Income and Service Charge voids.
	Premises				(16,490)		(16,490)	NNDR savings within Railfreight
	Employees			(2,267)	(28,639)		(30,906)	VR saving within Investment Specialist team plus small one off savings.
Property & Design	Employees		(54,300)				(54,300)	One off savings from vacancy management.
Business & Development Planning	Employees	497,760	0	(133,566)	(10,000)		(143,566)	One off savings from vacancy management in addition to service redesign.
	Employees			(75,000)			(75,000)	Use of Green Deal to fund posts.
Property & Design	Administration Buildings	3,119,450	60,000				60,000	Increase in Darby House rent due to higher levels of occupancy and other Premises costs.
Skills	Post 16 Transport		(79)	(73,921)			(74,000)	Post 16 Transport savings one off in 14/15.
	Income				(40,000)		(40,000)	Connexions for Youth - Overachievement on income over expenditure resulting in net benefit for the service. Assumed ongoing whilst service continues to be provided
Development Management	Income		(165,000)	(60,000)			(225,000)	One off benefit from increased planning fees as a result of the current housing markets.
	Other variations under £50k		106,962				106,962	
Total Development, Business & Employment		3,269,210	472,583	(344,754)	(95,129)	0	32,700	
Customer Services								
Carwood	Employees	420,998	54,901			125,000	179,901	Overspend on staffing due to additional hours worked by staff
Community Support	Employees	989,728	41,885			130,000	171,885	Overspend on staffing due to additional hours worked by staff
Care & Enablement	Various	-	0	(50,000)	(365,605)		(415,605)	Savings identified from staffing restructures and the cessation of the enablement service.
Care & Enablement	Various		(5,609)		550,000		544,391	Reprofiling of the Care & Enablement Savings Between 2014/15 and 2015/16 with £184k of the overall saving being met from additional Business Rates income.
Care & Enablement under £50ks			(46,912)				(46,912)	
Business Rates - Funding					(439,000)		(439,000)	

2014/15 Revenue Budget Variations over £50,000								
Description		Budget £	Variation £	Additional Savings		Pressures £	Total Variation £	Comments
				One Off £	On-going £			
Social Services draw-down budget			(260,000)				(260,000)	Use of one-off funds
ICT	Various	276	97,937		238,000		335,937	Shortfall against Service Specific Income target of £52k plus overspend against the PC replacement programme of £127k due to phasing of roll out. This position includes the reallocation of ICT savings proposals totalling £238k which will be met from alternative savings achieved through increased Council Tax and Business Rates income.
Commercial Catering	Income	(560,268)	137,838				137,838	Shortfall projected against Commercial income across Haughmond Hill Cafe, Cafe Go, Ice Rink Cafe, Food Truck and The Place. A management action plan is being developed to address these issues.
Revenues & Benefits	Income	(390,570)			(100,000)		(100,000)	Additional income generated from Court Fees as a result of increased taxpayers being taken to Court.
Revenues & Benefits	Supplies & Services			(30,000)			(30,000)	Under spend arising from the cost of Bailiffs projected in line with 2013/14. This
Cleaning	Employees	806,566	(93,878)				(93,878)	Under spend from staff not being at top of grade.
Cleaning	Carbon Reduction Commitment	-		(43,000)			(43,000)	One off benefit from the final year of the Carbon Reduction Commitment scheme in 2013/14.
Cleaning	PFI Insurance	(60,000)		(37,000)			(37,000)	One off benefit from reduced insurance costs linked to the PFI contract.
Council Tax - Funding Variations Under £50k			(165,950)		(291,000) (73,320)		(291,000) (239,270)	
Total Customer Services			(239,788)	(160,000)	(480,925)	255,000	(625,713)	Customer Services overall position relies on £730k additional funding achieved through increased council tax and business rates. Due to accounting regulations this is not available to the Council in 2014/15 and will be met from one-off funds until 2015/16.
Finance, Audit & Information Governance								
Treasury Management		9,615,330	(125,000)	1,150,000	242,000		(1,517,000)	Active treasury management including an estimate of the benefit from extending the change in the calculation of Minimum Revenue Provision applied to prudential borrowing in 2013/14 to include supported debt (government allocations) - this figure includes a back-dated (£1.1m) and ongoing element. It is also net of the impact of deferred capital receipts.
Variations Under £50k		0	(138,584)	-	79,100		(217,684)	Underspend arising from a number of temporary vacant posts plus one voluntary redundancy.
Total Finance, Audit & Information Governance			(263,584)	(1,150,000)	(321,100)	0	(1,734,684)	
Law, Democracy & People Services								
Land Charges	Income	(104,570)	(61,079)				(61,079)	Projected additional income to be achieved from Land Charges
Single Status	Employees	1,950,000		(1,500,000)	(450,000)		(1,950,000)	One off saving as Single Status not due to be implemented in 2014/15
Variations Under £50k			(32,220)	(13,000)	46,350		1,130	Pressures relate to support for Procurement and the Individual Electoral Register implementation.
Total Law, Democracy & People Services			(93,299)	(1,513,000)	(403,650)	0	(2,009,949)	

2014/15 Revenue Budget Variations over £50,000								
Description		Budget	Variation	Additional Savings		Pressures	Total Variation	Comments
		£	£	One Off £	On-going £			
Cooperative Delivery Unit								
Delivery & Planning Cooperative Council and Commercial Delivery Team	Employees Income	745,520 0	(119,180)		(125,000)		(119,180) (125,000)	Majority relates to vacant posts within structure. Includes income that is expected to be delivered by the solar farm, which is scheduled to be completed by end November 2014 and all testing/commissioning completed by end December 2014. The figure for 2014/15 assumes income will be delivered from January-March 2015. The associated debt charges have been included in the treasury projections.
Variations Under £50k		0	57,244		(38,000)		19,244	
Total Cooperative Delivery Unit			(61,936)	0	(163,000)	0	(224,936)	
Council Wide								
West Mercia Energy Purchasing Consortium Litigation costs			(2,348) 250,000		(131,652)		(134,000) 250,000	Estimated dividend from WME exceeds the budget set (final to be confirmed following the WME audit, so subject to change). As previously reported, there is an ongoing legal process underway in relation to a group of Property Search Companies who are seeking to claim refunds of land charges fees paid. This is now likely to be settled in 2014/15.
NHB - overachievement					(10,922)		(10,922)	
Total Council Wide			247,652	0	(142,574)	0	105,078	Saving included within DBE schedule
Total Variations			3,231,831	(4,448,754)	(1,829,378)	255,000	(2,791,301)	

0
0

Capital Approvals - by Service Area

Virements							Funding / Comment
Scheme	Service Area		14/15 £				
Solar Farm	Development Business & Employment	-	76,505				Prudential
Commercial & Business Fund	Cooperative Council		76,505				Prudential
Total			-	-	-	-	-
Slippage							Funding / Comment
Scheme	Service Area		14/15 £	15/16 £	16/17 £	17/18 £	Later Years £
Building Schools for the Future	Education and Corporate Parenting	-	523,187	523,187			Prudential
ICT Social Care Review	Adult Social Services	-	200,000	150,000	50,000		Prudential
Housing	Development Business & Employment	-	50,000	50,000			
Corporate ICT Strategy	Customer Services		182,500	137,500	- 320,000		
Total			- 590,687	860,687	- 270,000	-	-
New Allocations							
Scheme	Service Area		14/15 £	15/16 £	16/17 £		
All Other School Schemes	Development Business & Employment		20,000				External
All Other School Schemes	Development Business & Employment		1,854,000	270,000	- 1,874,000		prudential
Housing	Development Business & Employment		100,000				Prudential
Housing	Development Business & Employment	-	100,000				Grant
All Other School Schemes	Development Business & Employment		6,400				External - School Contribution
All Other School Schemes	Development Business & Employment		7,502				External
Property Investment Portfolio	Development Business & Employment		2,000,000				Prudential
Corporate ICT Strategy	Customer Services		480,000				Prudential
Autism Innovation	Adult Social Services		18,500				DOH Grant
Total			4,386,402	270,000	- 1,874,000		