



REPORT TO EXECUTIVE

PORTFOLIO AREA: FINANCE

Date of Meeting: 01 June 2009

Public

Key Decision: Yes

Recorded in Forward Plan:

Yes

Inside Policy Framework

Title: PROVISIONAL GENERAL FUND REVENUE OUTTURN 2008/09
Report of: THE DIRECTOR OF CORPORATE SERVICES
Report reference: CORP14/09

Summary:

This report summarises the 2008/09 provisional out-turn for the General Fund revenue budget and gives reasons for variances. The out-turn shows that the net underspend for Council Services as at 31 March 2009 is £3,577,380, of which £2,351,192 relates to additional income achieved from in year budget initiatives, and £1,226,188 relates to directorate underspends. Requests are made in the report to carry forward committed expenditure of £1,005,600, if approved this will result in an underspend of £2,571,780.

It should be noted that the information contained in this report is provisional, subject to the formal audit process. The Statement of Accounts for 2008/09 will be presented to the Audit Committee on 22 June and Council on 29 June, followed by a three-month audit process.

Recommendations:

The Executive is asked to:

- (i) Note the net underspend as at 31 March 2009 of £3,577,380;
- (ii) Consider the carry forward requests of £1,005,600 which if all approved would result in an underspend position of £2,571,780;
- (iii) Make recommendations to Council on 29 June on the carry forward requests, as set out above and on earmarked reserves to be set up as at 31 March 2009 as detailed in paragraph 3.4(4) & 3.4(6);
- (iv) Approve the virement of £46,100 for the City Council's element of East Cumbria Countryside Partnership redundancy costs from the supplementary estimate approved for Building Maintenance.

Contact Officer: Maureen McCartney

Ext: 7291

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

CITY OF CARLISLE

To: The Executive
01 June 2009

CORP14/09

PROVISIONAL GENERAL FUND REVENUE OUTTURN 2008/09

1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 This report shows the provisional out-turn position for the General Fund Revenue budgets for 2008/09.
- 1.2 A summary of the overall position is shown at paragraph 2.2. Further details for each directorate are included in **Appendices A1 - A6** as follows:
- (i) A comparison of the outturn position against the budget
 - (ii) An analysis of the major variances relating to both income and expenditure, with comments from the Director.
 - (iii) The items of carry forwards to cover committed expenditure to be expended in line with the original purpose. These requests follow the procedure agreed by Council with every form being signed off by the relevant Corporate Director and Portfolio holder, and the Director of Corporate Services.
- 1.3 Members should note that the information contained in this report is provisional and subject to the formal audit process. The formal Statement of Accounts for 2008/09 will be presented to the Audit Committee on 22 June and the full Council on 29 June, followed by a three-month audit period. Any significant changes required following the approval of the 2008/09 accounts will, if necessary, be reported to a future Executive meeting.
- 1.4 Please note that throughout this report
- (i) the use of a bracket represents a favourable position i.e. either an underspend or additional income received
 - (ii) the term 'underspend' is taken to include both reduced expenditure and/or increased income
 - (iii) the term 'overspend' includes both spending above budget and/or reduced income levels

2. SUMMARY REVENUE OUTTURN 2008/09

2.1 The following table shows the revised 2008/09 budget for the General Fund:

| 2008/09 Revenue Budget | £ |
|--|-------------------|
| Approved Budget (Council resolution – February 2008) | 18,098,000 |
| Carry forward requests (2007/08 out-turn) | 624,000 |
| Supplementary Estimates: | |
| East Cumbria Countryside Partnership top-up funding | 22,500 |
| Tullie House Governance | 50,000 |
| Contaminated Land | 68,000 |
| ICT Shared Services | 49,000 |
| Arts Service Review | 130,400 |
| Building Maintenance Efficiency Improvements review | 375,700 |
| Revised Budget 2008/09 | 19,417,600 |

2.2 The provisional out-turn position for the General Fund is summarised below and explanations for the main variances are provided in the appendices along with details of those activities designated as corporate and other in year budget initiatives. The key issues are highlighted in paragraphs 3.5 and 3.6:

| Directorate (Appendix) | 2008/09 Annual Budget (Net) £ | 2008/09 Total Expenditure £ | Variance as at 31/3/09 £ | Carry Forward Requests £ | Adjusted Variance £ |
|-----------------------------------|--|--|---|---|------------------------------------|
| Service Expenditure | | | | | |
| Carlisle Renaissance (A1) | 360,200 | 206,783 | (153,417) | 153,400 | (17) |
| Community Services (A2) | 12,548,200 | 12,255,403 | (292,797) | 418,200 | 125,403 |
| Corporate Services (A3) | 2,832,600 | 2,417,646 | (414,954) | 205,100 | (209,854) |
| Development Services (A4) | (97,600) | (236,781) | (139,181) | 110,900 | (28,281) |
| Legal & Democratic (A5) | 2,588,200 | 2,510,047 | (78,153) | 32,500 | (45,653) |
| PPP (A6) | 810,300 | 662,614 | (147,686) | 60,500 | (87,186) |
| Sub total | 19,041,900 | 17,815,712 | (1,226,188) | 980,600 | (245,588) |
| In year budget initiatives | 375,700 | (1,975,492) | (2,351,192) | 25,000 | (2,326,192) |
| Total | 19,417,600 | 15,840,220 | (3,577,380) | 1,005,600 | (2,571,780) |

- 2.3 The above table details the net Council budget. The Council's original gross budget for 2008/09 was £66.67m and although there are many individual variances as detailed by Directorates in **Appendices A1 – A6**, the underspend, excluding in year budget initiatives, equates to 0.37% of this budget.

3 EXPLANATION OF MAJOR VARIANCES

- 3.1 The provisional outturn position for 2008/09 results in an underspend of £2,571,780 after taking into account potential carry forward requests of £1,005,600 as set out in paragraph 5. This underspend can be split between direct Council services of £245,588 and in year budget initiatives of £2,326,192.
- 3.2 The reallocation of central departments' balances to service areas still has to be carried out, which explains many of the balances held on some management and support services cost centres. This reallocation is part of the final accounts process and will be completed before the Statement of Accounts are prepared.
- 3.3 Members are regularly updated on the budget position throughout the year, with quarterly reports being considered by the Executive and scrutinised by Corporate Resources Overview and Scrutiny Committee. Many of the variances shown in the Appendices have previously been reported with any necessary steps to mitigate the impact on the future budget position dealt with as part of the 2009/10 budget. However some pressures still have an on-going impact, which must be addressed during the forthcoming budget process. These include income shortfalls in respect of car parking, land charges and building control, and saving targets in respect of Vacancy Management.
- 3.4 The individual items which are included within the in year budget initiatives are set out in the table below and explanations provided:

| Item | Note | Variance (£) | |
|---------------------------------|------|--------------------|--------------------|
| Lanes equity rental | 1 | (637,390) | Appendix A4 |
| VAT (3 year ruling) | 2 | (1,184,700) | Appendix A2 and A3 |
| LABGI | 3 | (194,173) | Appendix A3 |
| Planning Litigation provision | 4 | 250,000 | Appendix A4 |
| Building Maintenance Review | 5 | (148,222) | Appendix A2 |
| Sure Start | 6 | (133,526) | Appendix A4 |
| EEAC | 6 | (303,181) | Appendix A4 |
| Sub total | | (2,351,192) | |
| Carry forward request - Parking | | 25,000 | Appendix B(1) |
| Total | | (2,326,192) | |

Notes:

1. The Lanes guaranteed rental has now been replaced by the equity rental calculation. The equity rental is effective from 2006/07 and head rent projections have been calculated producing a one-off benefit to the Council of £637,390 in 2008/09.
 2. This is subject to a further report considered elsewhere on the agenda (CORP 16/09) and relates to an initiative whereby the Council was able to submit and receive refunds of VAT for prior periods. A net one-off refund of £1,184,700 has been received in 2008/09.
 3. An additional award of £194,173 was received in 2008/09 for LABGI, the DCLG has suggested that this is spent on recession mitigation initiatives. A report will be presented to a future Executive meeting regarding the use of this allocation and until that point the balance will be held in the Projects Reserve.
 4. A request is made for a provision of £250,000 to be set up in 2008/09 to cover the estimated potential costs associated with planning litigation for the Airport and the Sainsbury site.
 5. A supplementary estimate of up to £375,700 was approved during 2008/09 to fund any redundancy costs following the Building Maintenance Service Review with any unused balance being returned to the projects reserve. Costs of £227,478 have been incurred on Building Maintenance staff and it is requested that £46,100 of the unused balance be used to finance the Council's element of the East Cumbria Countryside project, with the remaining balance (£102,100) being returned to reserves.
 6. A request is made to transfer these balances to reserves and that they be earmarked for use pending future decisions. The final balances of £133,526 for Sure Start and £303,181 for EEAC, having now been determined on these two services.
- 3.5 Some of the main service expenditure variances are set out below. Many of these have been reported throughout the year in budget monitoring reports, and further explanations are provided in the appendices.

(i) Reduction in Costs/Additional Income

A significant number of budget headings have achieved savings and increased income.

£

| | | |
|--|------------------|---------------|
| Highways Claimed Rights – delayed projects | (57,400) | Appendix A2 |
| Tullie House – catering and conference income | (23,800) | Appendix A2 |
| Treasury Management – investment income | (34,100) | Appendix A3 |
| Other Financial Services – residual balance of savings highlighted at revised estimate stage | (215,000) | Appendix A3 |
| Recovery – increased court fees | (47,800) | Appendix A3 |
| Concessionary Fares – contractor payments | (88,100) | Appendix A3 |
| Decent Homes – registration fees and grants | (42,400) | Appendix A4 |
| Industrial Estates – rental income | (25,600) | Appendix A4 |
| Management & Support Services | (166,000) | Paragraph 3.2 |
| Total | (700,200) | |

(ii) Additional Costs/Shortfall in Income

£

| | | |
|--|----------------|-------------|
| Recycling & Waste Management – the cost of early termination of vehicle hire contracts | 87,900 | Appendix A2 |
| Highways – recharges shortfall on unspent schemes | 44,600 | Appendix A2 |
| Parking – significantly Penalty Charge Notices | 79,500 | Appendix A2 |
| IT Services – additional redundancy costs | 76,500 | Appendix A3 |
| Debtors – Increase in bad debt provision | 80,300 | Appendix A3 |
| Development Control – compensation settlements, strategic & environmental, noise assessments | 59,900 | Appendix A4 |
| Building Control – reduced inspection fee income | 25,900 | Appendix A4 |
| Total | 454,600 | |

Net Variance

(245,600)

4 RECESSION PLANNING

- 4.1 As advised to members on the 18 December 2008 and 16 February 2009 the recession has led to significant income shortfalls in car parking, licensing, building control, land charges etc.

Some budgets were reduced during 2008/09 to reflect revised 'post recession' income trends and funding has been identified e.g. the Concessionary Fares budget surplus to meet the shortfalls.

The Council has also had to increase its bad debt provision in respect of sundry debtors and housing benefit overpayments due to the level of long term arrears that have built up in 2008/09 (£150,000), as noted in **Appendix A3**.

On a more positive note the DCLG has provided additional grant which they have suggested is spent on recession mitigation initiatives i.e. additional ring-fenced Benefits Admin Grant (£68,000 in 2009/10) and additional LABGI allocation (£194,173).

However 4th Quarter reductions in Council Tax liability, due to the significant increase in long term empty properties and increases in bad debt provision, have increased the 2008/09 collection fund deficit from the projected £125,000 (Council share £16,500) to £303,000 (Council share £39,700). This will need to be addressed during the 2009/10 budget process. The Council Tax and NNDR Provisional out-turn report provides further details which is considered elsewhere on the agenda (CORP 17/09).

5 CARRY FORWARD REQUESTS

5.1 In accordance with the Council's Constitution, any net underspending/savings on service estimates under the control of the Head of Service may be carried forward. This is to facilitate the achievement of more strategic five year budgeting which requires greater flexibility of budgets between years as set out in the Medium Term Financial Plan. Approval of carry forwards is subject to the following as contained in the Council's Constitution:

- *the authorisation of the Director of Corporate Services where the request relates to a specific committed item of expenditure where, due to external or other factors, the Head of Service has been unable to spend the approved budget by 31 March. The use of the resource will be restricted to the purpose for which the estimate was originally intended.*
- *any overspending on service estimates in total on budgets under the control of the Head of Service must be carried forward to the following year, and will constitute the first call on service budgets in the following year, unless the Council determines otherwise by way of a supplementary estimate. The Director of Corporate Services will report the extent of overspending carried forward to the Executive, Corporate Resources Overview and Scrutiny Committee and to the Council.*

The delegated power applies only in so far as the carry forwards do not take the Council into an overspend position.

5.2 Details of the carry forward requests, which itemise committed expenditure, are contained within **Appendix B**. The requests have been subject to the scrutiny of the relevant Director and Portfolio Holder prior to formal consideration by the Director of Corporate Services, who is satisfied that budgets of £1,005,600 should be carried forward to 2009/10. Although some Directorates have expended in excess of their budgets, or have suffered in reduced income as detailed the individual appendices, once the committed expenditure is taken into account there is an overall underspend across the whole authority. These amounts have therefore been included in the carry forward. The relevant Corporate Director will be able to give further details of carry forward requests if required at the meeting.

5.3 For information, the table below provides details of the out-turn position (excluding funding) and level of carry forward requests over the last 5 years for illustrative purposes:

| | 2008/09 provisional £ | 2007/08 £ | 2006/07 £ | 2005/06 £ | 2004/05 £ |
|--|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Variance at 31 March | (3,577,380) | (367,808) | (1,308,523) | (1,823,670) | (1,874,393) |
| C/fwd requests | 1,005,600 | 787,100 | 1,553,500 | 1,739,500 | 1,535,773 |
| Final variance less in year budget initiatives | (2,571,780) | 419,292 | 244,977 | (84,170) | (338,620) |
| Service Expenditure variance | <u>(2,326,192)</u> (245,588) | | | | |
| Percentage variance on service expenditure of original gross budget | (0.37)% | 0.68% | 0.41% | (0.16)% | (0.67)% |

5.4 Committed expenditure carry forward requests total £1.006m and if all were to be approved this would result in an under commitment of £2.572m for the year.

5.5 If Members approve all of the carry forward requests, then Council will need to be recommended to approve the carry forwards of £1,005,600 and note that this will result in a contribution to reserves of £2,571,780 in 2008/09.

6 BALANCE SHEET MANAGEMENT

- 6.1 In line with suggested best practice, information relating to significant items on the Council's balance sheet has been reported regularly to Members during the course of the year. The Council's balance sheet as at 31 March 2009 forms part of the annual Statement of Accounts that will be considered by the Audit Committee on 22 June and approved by full Council on 29 June.
- 6.2 The VAT partial exemption calculation has been finalised for 2008/09 resulting in 2.03% for the year which is well below the 5% limit set by HMRC.
- 6.3 The level of Council reserves was approved by Council in February 2009 and showed that there was significant pressure on reserves from 2009/10 onwards. Due to the level of underspend identified within this report, approximately £2.572m will be returned to the Projects Reserve. This will replenish the usable revenue balances as at 31 March 2010 to the minimum required, however there will still be a projected shortfall against this minimum reserve from 2010/11 onwards.

7 EFFICIENCY SAVINGS – Annual Efficiency Statement

Comprehensive Spending Review (CSR07) – 2008/09 Onwards.

- 7.1 This section provides an explanation of the Annual Efficiency Statement requirement (AES) and illustrates the progress of the efficiency projects identified for the year ending 31st March 2009.

7.2 Efficiency Savings

The Comprehensive Spending Review (CSR07) has identified that Local Government is expected to achieve at least 3% per annum net cash-releasing value for money (VfM) gains over the 3 year period 2008-2011. Under the Gershon agenda the previous 3-year period efficiency target was 2.5% additional per annum (i.e. 2.5%, 5%, and 7.5%). The CSR07 target is now multiplicative (i.e. 3%, 6.1%, 9.3%) and by using the baseline expenditure figure, as prescribed by DCLG, this proposes a significant increase in the value of efficiencies required to be found by the Council over the 3 year period 2008-2011.

The basis of the DCLG calculation is as follows: -

| | | |
|-------------------------|-------------------------------|-------------------|
| | | £ |
| 2007/08 Baseline | Total Net Service Expenditure | 23,363,000 |
| | Total Capital Expenditure | 9,309,000 |
| | Total Baseline = | 32,672,000 |
| | | |
| 2008/09 Target | 3.00% | 980,160 |
| 2009/10 Target | 6.10% | 1,992,992 |
| 2010/11 Target | 9.30% | 3,038,496 |

The CSR07 VfM delivery plan states that, unlike Gershon, there will be no mandatory VfM target for all Councils. However, it is considered prudent for this Council to calculate its own efficiency target as a means to accurately monitor its progress and to identify a number of projects for review throughout the period. The total sum initially identified as achievable from a number of individual projects was £1,131,175. This forecast was submitted to the Department of Communities and Local Government (DCLG) at the end of October 2008.

- 7.3 The 2008/09 monitoring report can be found at Appendix C and provides information regarding the target set by DCLG, the City Councils own efficiency target and the actual savings achieved. The table illustrates that the Council originally set a target of 3.46% or £151,000 more than the 3% requirement of the DCLG. This allowed for some flexibility, project delays and potential amendments to the programme throughout the 3-year period. It should be noted that in the first year of the programme the Council achieved an efficiency figure of 3.49%, which is £161,175 more than the DCLG requirement.
- 7.4 Appendix C also illustrates that a number of changes to the Efficiency programme occurred during 2008/09 which subsequently increased the Councils internal efficiency target to 3.82% or £1,249,175. This is £269,000 more than the DCLG requirement. (It is considered prudent to set our own internal objectives at a higher level than required as a measure of performance and to meet potential delays and changes).

- 7.5 The Council Improvement and Efficiency Working Group monitors the work programme and reports to Senior Management on a regular frequency. This programme is subject to amendment where corporate objectives or funding dictates. The work programme is carried out by the Corporate Services efficiency and procurement team who work closely with each review lead officer and ensure that information meets the criteria set out in the CSR07 VfM delivery plan.
- 7.6 The majority of the corporate Efficiency and Improvement reviews are reflected within the VfM delivery plan, with others forming part of the Council's normal revenue budgets. Several of the individual reviews indicate a shortfall and these are considered elsewhere in this report.

8 CONSULTATION

- 8.1 Consultation to Date.
SPG and SMT have considered the issues raised in this report.
- 8.2 Consultation proposed.
Corporate Resources Overview & Scrutiny Committee will consider the report on 9th June 2009.

9 RECOMMENDATIONS

The Executive is asked to:

- (i) Note the net underspend as at 31 March 2009 of £3,577,380;
- (ii) Consider the carry forward requests of £1,005,600 which if all approved would result in an underspend position of £2,571,780.
- (i) Make recommendations to Council on 29 June on the carry forward requests as set out above and on earmarked reserves to be set up as at 31 March 2009 as detailed in paragraph 3.4(4) & 3.4(6);
- (ii) Approve the virement of £46,100 for the City Council's element of East Cumbria Countryside Partnership redundancy costs from the supplementary estimate approved for Building Maintenance.

10 REASONS FOR RECOMMENDATIONS

As stated above.

11 IMPLICATIONS

- Staffing/Resources – Not applicable
- Financial – Contained within the main body of the report
- Legal – Not applicable
- Corporate – SMT and SPG have been involved in the preparation of this report.
- Risk Management – Risk to future years budget and development of ongoing impact of issues identified will be monitored carefully in budget monitoring reports and appropriate action taken
- Equality Issues – Not applicable
- Environmental – Not applicable
- Crime and Disorder – Not applicable

ANGELA BROWN
Director of Corporate Services

Contact Officer: Maureen McCartney

Ext: 7291

| Item | Applicable Efficiency Measures | 2008/09 Original Forecast | 2008/09 Revised Forecast | 2008/09 Actual to date | 2009/10 Forecast | 2010/2011 Forecast | I&ER | Measurement Basis: - |
|---|---|---------------------------------|--------------------------------|------------------------------|---------------------|-----------------------|------|--|
| Proposed Revenue Budget Reductions 2008/09 - 2010/11 | | | | | | | | |
| 1 | Income in Excess of Target - Development Services | 53,000 | 0 | 0 | 0 | 0 | | Needs to demonstrate increased staff performance |
| 2 | Income in Excess of Target - Licensing | 3,000 | 0 | 0 | 0 | 0 | | Needs to demonstrate increased staff performance |
| 3 | Shared Service income (Revs & Bens Management Copeland) | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | YES | Providing no additional R&B resources employed |
| 4 | Energy Efficiency Advice Centre | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | YES | Same service by different provider. TUPE Transfer |
| 5 | Review Operation of TIC | 23,000 | 23,000 | 23,000 | 46,000 | 46,000 | YES | Increased capacity through joint working |
| 6 | Community Services Review | 53,000 | 37,000 | 37,000 | 60,000 | 153,000 | YES | Dependant on outcome of service review |
| 7 | Printing & Copying Review | 40,000 | 40,000 | 0 | 40,000 | 40,000 | YES | Providing no detrimental effect on service |
| 8 | Vacancy Management/Salary Savings | 500,000 | 633,000 | 652,000 | 1,146,000 | 1,346,000 | YES | Providing no detrimental effect on service |
| 9 | Renewals Reserve Savings | 206,000 | 206,000 | 206,000 | 245,000 | 422,000 | | Alternative method of financing required |
| 10 | Conference Group | 15,000 | 15,000 | 15,000 | 29,000 | 29,000 | YES | Through revised working practices aims to be self funding |
| 11 | Shared Management Arrangements (SERCO) | 0 | 0 | 0 | 175,000 | 1,000,000 | | Savings achieved through shared management arrangements - better use of resources through more efficient structure |
| 12 | SERCO - Improved Service Planning (Shared services) | 0 | 0 | 0 | 0 | 1,080 | | Savings achieved through shared management arrangements - better use of resources through more efficient structure |
| 13 | Carbon Trust - Invest to save. | 0 | 0 | 0 | 5,000 | 27,000 | | Capital investment - Should be savings achieved in energy usage (not necessarily reduction in cost price increase. Will need evidence of reduced energy usage on period to period basis for comparison). |
| 14 | Stores | 7,250 | 7,250 | 0 | 7,250 | 7,250 | YES | Based on 5% of 2008/09 Budget = (£48,600+ £96,400) |
| 15 | Customer Services | 36,200 | 36,200 | 0 | 36,200 | 36,200 | YES | Based on 5% of 2008/09 Budget = £724,000 |
| 16 | ICT Shared Service | 0 | 0 | 0 | 3,000 | 75,000 | YES | Based on September 2008 Business Case |
| 17 | ICT Shared Service - Capital Expenditure | 0 | 0 | 0 | 163,000 | 12,000 | | Capital investment savings through better use of resources through joint working. |
| Total Revenue Budget Reductions | | 996,450 | 1,057,450 | 993,000 | 2,015,450 | 3,254,530 | | |
| Other Reductions 2008/09 - 2010/11 | | | | | | | | |
| 18 | Shared Chief Executive Arrangement | 0 | 46,000 | 46,000 | 0 | 0 | | Income received from Allerdale for Shared Chief Executive |
| 19 | Asset Disposals | 0 | 11,000 | 2,000 | 11,000 | 11,000 | | Sum of notional interest achievable on sale of operational assets - Calculate average base rate for year and multiply by length of time asset sold during year (based on £500,000 receipts for 6 months of year) |
| 20 | Building Maintenance Review | 0 | 0 | 0 | 0 | 0 | YES | Reduction in Budget - Need to ensure that service level remains consistent - Same level of work with less employees |
| Total Other Reductions | | 0 | 57,000 | 48,000 | 11,000 | 11,000 | | |
| Improvement/Efficiency Reviews | | | | | | | | |
| 21 | Creditors | 20,000 | 20,000 | 0 | 20,000 | 20,000 | YES | Minimum of £20k DIP transferred from Customer Services |
| 22 | Marketing | 14,725 | 14,725 | 0 | 14,725 | 14,725 | YES | Suggest this should be Communications Unit budget of £294,500. |
| 23 | Procurement | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | YES | Included in Base Budget 2008/09 |
| Total Improvement /Efficiency Reviews | | 134,725 | 134,725 | 100,000 | 134,725 | 134,725 | | |

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Efficiency Programme - Original Internal Cumulative Targets | 1,131,175 | | 2,161,175 | 3,400,255 |
| Cumulative Efficiency Targets (Revised 08/09) | | 1,249,175 | 3,410,350 | 6,810,605 |
| Internal Targets and Actual obtained in 2008/09 | 1,131,175 | 1,249,175 | 1,141,000 | |

No's 1,2, Not Considered Applicable
Nos 14,15,16,17 Additions via Exec Budget proposals 19/01/2009
No's 18,19,20, Other proposals added later in year.
I&ER = Improvement/Efficiency Reviews

CSR07 - Method of Calculating the CSR07 Efficiency Target.

| | | | |
|--|------------|-----------|-----------|
| City Council 2007/08 Baseline Expenditure (Based on RO Forms) | 32,672,000 | | |
| DCLG Efficiency Target Multiplier - (Non Mandatory). | 3% | 6.10% | 9.30% |
| City Council Cumulative Efficiency Target based on above DCLG 3% multiplier | 980,160 | 1,992,992 | 3,038,496 |

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Carlisle City Council Revised Efficiency Targets | 1,131,175 | 1,249,175 | 3,410,350 | 6,810,605 |
| (Shortfall)/Increase over 3% DCLG Requirement | 151,015 | 269,015 | 160,840 | 1,417,358 |
| Revised Cumulative Efficiency Target expressed as a percentage and actual percentage achieved. | 3.46 | 3.82 | 3.49 | |

APPENDIX C

2008/09 Progress Notes:

Not considered Applicable Efficiency Measure
Not considered Applicable Efficiency Measure
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
Achieved during 2008/09.
See Schedule of Improvement & Efficiency Reviews

2009/10 Issue

2010/11 Issue

2009/10 Issue
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
2009/10 Issue

All Payments received

Reflects lower receipts from sale of Capital Assets and
reducing Bank interest rates.

See Schedule of Improvement & Efficiency Reviews

See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews
See Schedule of Improvement & Efficiency Reviews