

Central  
Bedfordshire  
Council  
Priory House  
Monks Walk  
Chicksands,  
Shefford SG17 5TQ



**TO ALL MEMBERS OF THE  
CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE**

21 July 2010

Dear Councillor

**CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE –  
MONDAY, 26 JULY 2010**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following report which was marked to follow:

**12. Budget Management Provisional Outturn Report Quarter  
Ended 31 March 2010 for the Directorate Formerly Known as  
Corporate Resources**

To consider the provisional outturn position as at 31 March 2010  
for the former Corporate Resources Directorate.

Should you have any queries regarding the above please me.

Yours sincerely

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Democratic Services Officer

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**Meeting:** Customer and Central Services Overview and Scrutiny Committee  
**Date:** 26<sup>th</sup> July 2010  
**Subject:** Budget Management Outturn Report Quarter ended 31<sup>st</sup> March 2010 for the Directorate formerly known as Corporate Resources  
**Report of:** Portfolio Holder for Finance, Governance and People  
**Summary:** The report sets out the provisional outturn position as at the 31<sup>st</sup> March 2010.

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**Contact Officer:** Director of Customer and Shared Services  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Council

#### **CORPORATE IMPLICATIONS**

**Council Priorities:**

Sound financial management contributes to the delivery of the Council's value for money, enabling the Council to successfully deliver its priorities.

**Financial:**

The financial implications are set out in the report

**Legal:**

None

**Risk Management:**

None

**Staffing (including Trades Unions):**

None

**Equalities/Human Rights:**

None

**Community Safety:**

None

**Sustainability:**

None

**RECOMMENDATION(S):**

1. that the Committee
  - (a) Notes and considers this report
  - (b) Considers any issues from this report that could form part of their work programme.

**Introduction**

1. The report sets out the provisional outturn for the financial year 2009/10.

**Executive Summary Revenue**

2. The year end outturn is £145k (0.4%) under budget compared to December's forecast position of £221k over budget.
3. Table A below shows the provisional outturn net revenue position and the movements compared to December's forecast. A more detail table by operational area is shown at Appendix A1.
4. Table A Revenue Position Summary

Assistant Director	Budget	Provisional Outturn Variance	Movement since the December Forecast
	£k	£k	£k
Director of Corporate Resources	344	39	-55
Financial Services (including Procurement)	3,028	-115	-47
Human Resources and Organisational Development	1,845	-37	30
ICT	6,997	-438	58
Legal and Democratic	2,126	47	172
Property and Asset Management	4,651	561	93
Audit, Risk and H&S	611	77	-22
<b>Sub Total</b>	<b>19,602</b>	<b>134</b>	<b>229</b>
<b>Operational</b>			
Corporate costs	14,686	-279	139
<b>TOTAL – Director of Business Transformation</b>	<b>34,288</b>	<b>-145</b>	<b>368</b>

5. Procurement has a year end under spend of £123k due to the recovery of rebates, which was not included in the original budget.
  
6. ICT is has a year end under spend of £438k. The year to date under spend reflects the risks surrounding the centralised ICT and telephony costs, which are being incurred within the service areas and have as yet to be transferred into ICT.
  
7. Within Property there is a full year over spend of £561k. There are risks surrounding the SLAs and recharges from Bedford Borough Council, for which final agreement on costs has not been reached. The property over spend reflects unavoidable unbudgeted costs, establishment pressures, insufficient budgets for non rechargeable costs and the transfer of £109k net income budget from Children's Services for the Schools Catering.

8. Corporate Costs has a full year outturn under spend of £279k largely due to insufficient budget allocation for the Pension fund costs of £876k, which is being hosted by Bedford Borough Council, offset by a reduction in debt management costs due to debt restructuring and a review of PFI interest payable, together with a forecast saving of £80k in Audit fees.

Not included in the report are the Nominates Costs (costs incurred that are to be shared between Central Bedfordshire and Bedford Borough Councils) which at year end total £1,671k. Central Bedfordshire's share could be up to £1,053k (63%).

### Executive Summary Capital

6. The full year outturn position is £2,893k compared to December's position of £4,523k.
7. Table B below shows the overall year end capital position and the movement compared to December's forecast. A more detailed table by scheme is shown at Appendix B.
8. Table B Capital position summary (net)

	Budget	Provisional Outturn	Variance	Change since Dec
Expenditure	4,102	2,893	1,209	(1,630)
Income	0	0	0	0
Net	4,102	2,893	1,209	(1,630)

9. The variance includes £200k for HAZ Manor demolition scheme which was increased by £100k since January. The £340k budget for this project was slipped into 2010/11 but due to the political nature of the project it has become necessary to bring it forward. There is a £241k variance relating to ICT Infrastructure which includes expenditure and commitments to the end of November, before the budget was revised downwards. A Business case for both over spends was considered at the January Executive Meeting. The following projects have budgets but no spend to date: Legal case management system - £130k and Implementation of ECM - £80k. It is suggested that the potential slippage into 2010/11 of these projects is considered.

### Key Management Actions

10. The budget managers with assistance of Finance staff need to review their respective areas and identify any actions required for 2010/11 budget monitoring.

## **Operational**

### **Director of Corporate Resources**

11. The Director of Corporate Resources has a year end over spend outturn of £39k due to consultancy and reorganisation costs.

### **Assistant Director Financial Services**

12. Procurement has a full year under spend of £123k due to the recovery of rebates, which was not included in the original budget.
13. There were two transfers from Reserves:
  - A £100k transfer from reserve to cover redundancy payments.
  - A £43k transfer from reserve to fund an income project.

### **AD HR & Organisational Development**

14. HR & Organisational Development has a year end outturn under spend of £37k against a budget of £1,845k which includes an £147k under spend against Organisational Development and Corporate Training budgets, offset by an £100k over spend against the HR Domestic budget. This over spend against the HR Domestic Budget is primarily due to additional staff costs resulting from the employment of temporary staff and additional consultancy costs incurred in support of work for new management structure and salary bench marking.
15. The provisional outturn position incorporates the following transfers from and proposed transfers to Earmarked Reserves:
16. Transfers from Reserves:
  - A £115k transfer from reserve to cover redundancy and single status payments
17. Transfers to Reserves:
  - A proposed new £70k Reserve drawn from a £78k under spend against the Occupational Health Budget to be used in 2010/11 to offset budget pressures against HR staff costs

### **Assistant Director ICT**

18. There is a full year under spend of £438k. This under spend reflects establishment vacancies, including the Head of ICT, and the £250k savings measure for software licenses.

### **Assistant Director Legal & Democratic Services**

19. Legal & Democratic services have a full year over spend of £44k. This is due additional costs procuring specialist lawyers, partly offset by an under spend in Registration of Electors and higher than budgeted land charge income.
20. There was one transfer from Reserves:
  - A £52k transfer from reserves to cover election funds.

### **Assistant Director Property & Asset Management**

21. Property has a full year over spend of £561k. The year to date over spend reflects the risks surrounding the SLA and recharges from Bedford Borough Council, for which final cost recharges are still awaited, together with unavoidable unbudgeted costs for Bedford Square, Surplus Properties, increased security costs, establishment pressures, insufficient budgets for County Farms, non rechargeable costs, i.e. printing & post and the transfer into the Properties budget of £109k net income for the Schools Catering.
22. For capital, of the £2,000k Accommodation project, £1,040 has been assigned to date.

### **Assistant Director Audit, Risk and H&S**

23. There is a full year over spend of £77k due to lower levels of income arising from insurance, health & safety and schools toolkit audit work, over spend on agency and pay costs, which is partly being off set by applied savings measures, such as the vacant Head of Corporate Risk.
24. There was one transfer from Reserves:
  - A £30k transfer from reserves to cover insurance for the carry forward from BedsCC.

### **Non-Operational**

#### **Corporate Costs**

25. Corporate Costs has a full year under spend of £279k. This is made up by the insufficient budget allocation for the Pension fund costs of £915k and £53k overspend in Members' costs due to insufficient budgets for Members' IT allowances. This is offset by an under spend of £1,175k Debt Management due to Debt Restructuring and PFI interest, and £80k for Audit fees.



### **Transitional costs**

26. The provisional outturn for Transitional Costs is a cumulative spend of £17,391k. Of this spend, £11,738k is included in the legacy authorities' 2008/09 accounts and £5,653k in Central Bedfordshire 2009/10 accounts.
  
27. The forecast spend for Transitional Costs was £16,500k, against an original estimate of £15,500k. The key reason for the over spend is higher than budgeted redundancy costs.

### **Revenue Virement Request**

None

### **Key Cost Drivers**

None

### **Achieving Efficiency Savings**

21. Savings Measures identified within the Directorate can be found in Appendix D.

### **Reserves Position**

22. Detail in Appendix C

### **Carry forward Requests**

24. None

### **Workforce Data**

27. Detail in Appendix E.

### **Aged Debt Analysis**

Detail in Appendix F.

### **Appendices:**

Appendix A1 – Net Revenue Position full analysis  
Appendix A2 – Annual Budget V Expected Outturn with commentary  
Appendix B1 – Overall Capital Monitoring - Summary  
Appendix B2 – Capital position for Directorate payments and receipts  
Appendix C – Earmarked Reserves  
Appendix D - Efficiencies  
Appendix E – Workforce Data  
Appendix F – Outstanding Debts over £10k

**Background Papers:** (open to public inspection)

**Location of papers:** Priory House, Chicksands

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## NET EXPENDITURE - full analysis

Corporate Resources	Annual Budget (A)	Profiled Budget	Actual to Date (B)	Manual Adjustments (C)	Lastest Expected Outturn (D) B+C	Variance (E) D-A	Forecast Outturn (Feb) (F)	Proposed transfers earmarked to reserves (G)	Proposed transfers to reserves (H)	Forecast Variance (D-G)+(H-A)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Director of Corporate Resources	344	344	383	0	383	39	329	0	0	39
<b>Sub Total Director</b>	<b>344</b>	<b>344</b>	<b>383</b>	<b>0</b>	<b>383</b>	<b>39</b>	<b>329</b>	<b>0</b>	<b>0</b>	<b>39</b>
Head Of Financial Services & P	254	254	507	(294)	213	(40)	296	43	0	(83)
Corporate Finance	939	939	703	446	1,149	210	936	100	0	110
Business Support	1,409	1,409	1,399	0	1,399	(9)	1,408	0	0	(9)
Bursary	(66)	(66)	(78)	0	(78)	(12)	(65)	0	0	(12)
Procurement	492	492	369	0	369	(123)	0	0	0	(123)
<b>Sub Total Financial Services (incl Procurement)</b>	<b>3,028</b>	<b>3,028</b>	<b>2,901</b>	<b>152</b>	<b>3,053</b>	<b>25</b>	<b>2,576</b>	<b>143</b>	<b>0</b>	<b>(118)</b>
Human Resources	1,744	1,744	2,045	(100)	1,945	201	1,826	115	16	101
Corporate Training	170	170	76	0	76	(94)	90	0	0	(94)
Organisational Development	85	85	33	0	33	(52)	29	0	0	(52)
Occupational Health	189	189	111	0	111	(78)	189	0	70	(8)
CRB	(23)	(23)	(23)	0	(23)	0	(42)	0	0	0
Schools HR	(309)	(309)	(296)	0	(296)	13	(294)	0	0	13
HEART	(11)	(11)	(13)	0	(13)	(2)	(23)	0	5	3
<b>Sub Total Human Resources &amp; Organisation</b>	<b>1,845</b>	<b>1,845</b>	<b>1,932</b>	<b>(100)</b>	<b>1,832</b>	<b>(13)</b>	<b>1,775</b>	<b>115</b>	<b>91</b>	<b>(38)</b>
Head of Service ICT	89	89	26	(141)	(115)	(204)	40	0	0	(204)
ICT Infrastructure & Support	4,077	4,077	3,546	86	3,632	(445)	3,790	0	0	(445)
ICT Assurance & Applications	2,831	2,831	3,257	(141)	3,116	286	2,796	0	0	286
Contact Point	0	0	(17)	0	(17)	(17)	0	0	0	(17)
Contact Point Integration	0	0	(58)	0	(58)	(58)	0	0	0	(58)
<b>Sub Total ICT</b>	<b>6,997</b>	<b>6,997</b>	<b>6,755</b>	<b>(196)</b>	<b>6,559</b>	<b>(438)</b>	<b>6,626</b>	<b>0</b>	<b>0</b>	<b>(438)</b>
Head of Legal & Democratic Ser	133	133	139	0	139	6	140	0	0	6
Legal Services	1,104	1,104	1,141	(104)	1,037	(67)	1,315	0	0	(67)
Legal Disbursements	0	0	273	0	273	273	0	0	0	273
Education Appeals team	41	41	31	0	31	(10)	31	0	0	(10)
Executive Support	119	119	115	0	115	(4)	116	0	0	(4)
Registration of Electors	350	350	297	0	297	(52)	327	0	0	(52)
Elections	47	47	191	(91)	100	52	178	52	0	0
Committee Services	412	412	391	0	391	(21)	390	0	0	(21)
Democratic Representation and	193	193	180	0	180	(13)	185	0	0	(13)
LLACC - London Luton Airport C	0	0	1	0	1	1	4	0	0	1
Members' Allowances	0	0	(0)	0	(0)	(0)	0	0	0	(0)
Local Land Charges	(272)	(272)	(338)	0	(338)	(66)	(321)	0	0	(66)
<b>Sub Total Legal &amp; Democratic Services</b>	<b>2,126</b>	<b>2,126</b>	<b>2,420</b>	<b>(195)</b>	<b>2,225</b>	<b>99</b>	<b>2,365</b>	<b>52</b>	<b>0</b>	<b>(33)</b>
Head of Property & Dept Overhe	(45)	(45)	122	(171)	(49)	(3)	(41)	0	0	(3)
Accommodation Programme - Reve	0	0	7	0	7	7	35	0	0	7

## NET EXPENDITURE - full analysis

Corporate Resources	Annual Budget (A)	Profiled Budget	Actual to Date (B)	Manual Adjustments (C)	Lastest Expected Outturn (D) B+C	Variance (E) D-A	Forecast Outturn (Feb) (F)	Proposed transfers earmarked reserves (G)	Proposed transfers to reserves (H)	Forecast Variance (H) (D-G)+(H-A)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Sub Total Head of Property</b>	<b>(45)</b>	<b>(45)</b>	<b>129</b>	<b>(171)</b>	<b>(42)</b>	<b>3</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>3</b>
Property Assets - Staff & Gen	326	326	398	0	398	72	405	0	0	72
Industrial units and estates	(261)	(261)	(212)	0	(212)	49	(293)	0	0	49
Business Units	(195)	(195)	(189)	0	(189)	6	(132)	0	0	6
Shops, Shopping Centres and Of	(531)	(531)	(534)	0	(534)	(3)	(572)	0	0	(3)
Public Convs. & Multi-Storey C	113	113	153	0	153	41	168	0	0	41
Depots & storage facilities	26	26	(23)	0	(23)	(49)	(52)	0	0	(49)
Community Buildings	(6)	(6)	(7)	0	(7)	(2)	(7)	0	0	(2)
Woodlands, Parks & Open Space	13	13	31	1	32	19	31	0	0	19
Community Leases & Licences	10	10	(7)	0	(7)	(18)	(6)	0	0	(18)
Farm Estate	(589)	(589)	(540)	0	(540)	49	(471)	0	0	49
Surplus Properties (immediate	0	0	81	1	82	82	73	0	0	82
Development Disposals	0	0	1	1	2	2	0	0	0	2
LDf & Planning Activities	0	0	12	31	43	43	0	0	0	43
<b>Sub Total Property Assets</b>	<b>(1,095)</b>	<b>(1,095)</b>	<b>(837)</b>	<b>34</b>	<b>(803)</b>	<b>291</b>	<b>(858)</b>	<b>0</b>	<b>0</b>	<b>291</b>
Capital Development - Staff &	192	192	235	(7)	228	36	218	0	0	36
<b>Sub Total Property Capital Development</b>	<b>192</b>	<b>192</b>	<b>235</b>	<b>(7)</b>	<b>228</b>	<b>36</b>	<b>218</b>	<b>0</b>	<b>0</b>	<b>36</b>
Maintenance & FM - Staff & Ove	1,048	1,048	1,271	0	1,271	223	1,312	0	0	223
Catering Services (excl School	47	47	13	(9)	4	(43)	48	0	0	(43)
Schools Catering	(109)	(109)	101	0	101	209	(65)	0	0	209
Amphihill Courthouse	0	0	16	0	16	16	13	0	0	16
Amphihill – Houghton Lodge	81	81	89	0	89	8	96	0	0	8
Bedford – County Hall Recharge	500	500	290	720	1,010	510	500	0	0	510
Bedford – Melbourne House	300	300	325	0	325	25	338	0	0	25
Biggleswade Area Office	32	32	36	0	36	4	39	0	0	4
Chicksands, Priory House	613	613	829	0	829	217	751	0	0	217
Dunstable District Offices (SB	718	718	675	0	675	(43)	651	0	0	(43)
Dunstable Courthouse	0	0	31	0	31	31	15	0	0	31
Dunstable – Vernon Place	117	117	96	0	96	(21)	121	0	0	(21)
Kingsland	249	249	160	(188)	(28)	(277)	249	0	0	(277)
Bossard House LB	(1)	(1)	(22)	0	(22)	(21)	(14)	0	0	(21)
Technology House	0	0	0	0	0	0	0	0	0	0
Bedford Square, Houghton Regis	0	0	47	0	47	47	53	0	0	47
R & M – CBC-wide	676	676	227	0	227	(449)	676	0	0	(449)
FM Rechargeables	0	0	41	0	41	41	43	0	0	41
<b>Sub Total Property Maintenance &amp; Facilities</b>	<b>4,271</b>	<b>4,271</b>	<b>4,226</b>	<b>523</b>	<b>4,749</b>	<b>478</b>	<b>4,826</b>	<b>0</b>	<b>0</b>	<b>478</b>
Property Business - Staff & Ov	319	319	319	0	319	(0)	361	0	0	(0)
Property Contracts	1,008	1,008	806	(46)	760	(248)	1,008	0	0	(248)
<b>Sub Total Property Business</b>	<b>1,327</b>	<b>1,327</b>	<b>1,125</b>	<b>(46)</b>	<b>1,079</b>	<b>(248)</b>	<b>1,369</b>	<b>0</b>	<b>0</b>	<b>(248)</b>
<b>Sub Total Property &amp; Asset Management</b>	<b>4,651</b>	<b>4,651</b>	<b>4,879</b>	<b>333</b>	<b>5,212</b>	<b>561</b>	<b>5,549</b>	<b>0</b>	<b>0</b>	<b>561</b>

## NET EXPENDITURE - full analysis

Corporate Resources	Annual Budget (A)	Profiled Budget	Actual to Date (B)	Manual Adjustments (C)	Lastest Expected Outturn (D) B+C	Variance (E) D-A	Forecast Outturn (Feb) (F)	Proposed transfers earmarked reserves (G)	Proposed transfers to reserves (H)	Forecast Variance (H) (D-G)+(H-A)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of Internal Audit & Risk	(192)	(192)	(84)	31	(53)	139	(112)	30	0	109
Internal Audit	446	446	469	0	469	23	473	0	0	23
Corporate Risk	357	357	303	0	303	(54)	312	0	0	(54)
Highways Rechargeable	0	0	9	(9)	(0)	(0)	0	0	0	(0)
<b>Sub Total Audit, Risk and H&amp;S</b>	<b>611</b>	<b>611</b>	<b>696</b>	<b>22</b>	<b>718</b>	<b>107</b>	<b>674</b>	<b>30</b>	<b>0</b>	<b>77</b>
<b>Director Corporate Resources - Operational</b>	<b>19,602</b>	<b>19,602</b>	<b>19,965</b>	<b>16</b>	<b>19,981</b>	<b>379</b>	<b>19,893</b>	<b>340</b>	<b>91</b>	<b>130</b>
<b>Corporate Costs</b>	<b>10,056</b>	<b>10,056</b>	<b>10,948</b>	<b>(2,067)</b>	<b>8,881</b>	<b>(1,175)</b>	<b>9,913</b>	<b>0</b>	<b>0</b>	<b>(1,175)</b>
Debt Management Costs	500	500	420	0	420	(80)	420	0	0	(80)
Audit Fees	860	860	213	656	869	9	860	0	0	9
Insurance	1,327	1,327	1,380	0	1,380	53	1,417	0	0	53
Members' costs	1,944	1,944	2,859	0	2,859	915	1,944	0	0	915
Teachers' pensions	14,686	14,686	15,819	(1,411)	14,408	(279)	14,554	0	0	(279)
<b>Sub Total Corporate Costs</b>	<b>14,686</b>	<b>14,686</b>	<b>15,819</b>	<b>(1,411)</b>	<b>14,408</b>	<b>(279)</b>	<b>14,554</b>	<b>0</b>	<b>0</b>	<b>(279)</b>
<b>Director Corporate Resources - non operational</b>	<b>14,686</b>	<b>14,686</b>	<b>15,819</b>	<b>(1,411)</b>	<b>14,408</b>	<b>(279)</b>	<b>14,554</b>	<b>0</b>	<b>0</b>	<b>(279)</b>
<b>Total Director of Corporate Resources</b>	<b>34,288</b>	<b>34,288</b>	<b>35,784</b>	<b>(1,395)</b>	<b>34,389</b>	<b>100</b>	<b>34,447</b>	<b>340</b>	<b>91</b>	<b>(149)</b>

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## Net Revenue Position with Commentary

Corporate Resources	Annual Budget	Latest Expected Outturn Variance	Commentary
	£000	£000	
Director of Corporate Resources	344	39	The latest outturn variance of an over spend is due to consultancy and reorganisation costs within the Director of Corporate Resources
<b>Sub Total Director</b>	<b>344</b>	<b>39</b>	
Head Of Financial Services & P	254	(83)	The over spend is a result of an increase to inflation of SERCO contract costs
Corporate Finance	939	110	
Business Support	1,409	(9)	
Bursary	(66)	(12)	
Procurement	492	(123)	The under spend in the latest outturn variance is due to unbudgeted income for the recovery of rebates within Procurement.
<b>Sub Total Financial Services (incl Procurement)</b>	<b>3,028</b>	<b>(118)</b>	
Human Resources	1,744	101	Latest outturn variance due to a £78k over spend against total staff costs and a £35k over spend against supplies and services. The over spend against total staff costs is partly due to use of approximately 25 agency staff during to year both to cover vacant posts and to undertake additional work. This overspend is more than offset by an under spend of £263k against the HR transitional staffing budget
Corporate Training	170	(94)	This under spend is the result of reduced Organisational Development activity in year. Part of this budget was given up as a result of savings measures.
Organisational Development	85	(52)	This under spend is the result of a reduced level of corporate training activity in year. Part of this budget was given up as a result of savings measures.
Occupational Health	189	(8)	This under spend is due to the receipt of DWP access to work income which has not been transferred to service areas. The expected outturn position also incorporates a transfer of £70k to a proposed reserve. This £70k is available due to the reduced cost against budget for the Occupational Health Services provided by the Borough Council as part of the shared service SLA.
CRB	(23)	0	

## Net Revenue Position with Commentary

Corporate Resources	Annual Budget	Latest Expected Outturn Variance	Commentary
	£000	£000	
Schools HR	(309)	13	This over spend is due to a reduction against budget in the buy back of Schools HR services.
HEART	(11)	3	This over spend is due an increase of £6k against budget for income relating to Heart Agency Fees. This increase has been offset by a £9k increase in expenditure due to the requirement to pay 50% of profit to the Borough Council. The final position also incorporates the transfer of £5k to a proposed reserve.
<b>Sub Total Human Resources &amp; Organisation</b>	<b>1,845</b>	<b>(38)</b>	
Head of Service ICT	89	(204)	The under spend is mainly due to the a vacancy of an Head of ICT.
ICT Infrastructure & Support	4,077	(445)	This under spend reflects the Microsoft enterprise agreement savings measure, of £250k and due to £45k pay, £10k agency staff and various other minor adjustments.
ICT Assurance & Applications	2,831	286	The result of the over spend in the latest outturn variance is due to £43k pay, £32k training, £10k professional services, £5k subscriptions, £3k conferences and various other minor adjustments.
Contact Point	0	(17)	
Contact Point Integration	0	(58)	
<b>Sub Total ICT</b>	<b>6,997</b>	<b>(438)</b>	
Head of Legal & Democratic Ser	133	6	The increase is an result of additional costs procuring specialist lawyers.
Legal Services	1,104	(67)	The decrease in the latest outturn variance is due to agency staff covering vacant established posts.
Legal Disbursements	0	273	Variance over spend due to no budget set.
Education Appeals team	41	(10)	An under spend due to a decrease for SLA based on activity figures supplied by BBC.
Executive Support	119	(4)	The variance is a result of an under spend within pay costs which has been partly off set by over spends within supplies & services.
Registration of Electors	350	(52)	The latest outturn variance of an under spend is a result of a reduction for printing & stationary and conference expenses. Under spend on Canvasser's fees and conference expenses.
Elections	47	0	



## Net Revenue Position with Commentary

Corporate Resources	Annual Budget	Latest Expected Outcome Variance	Commentary
	£000	£000	
Committee Services	412	(21)	The under spend variance is a result of a £10k reduction in pay costs for agreed savings measures along with various minor under spends with supplies & services.
Democratic Representation and	193	(13)	The result of an under spend in the variance is a reduction of printing & stationary, postages and venue hire.
LLACC - London Luton Airport C	0	1	Increase in variance is to do with costs associated with the caretaking for the London Luton Airport Consultative Committee.
Members' Allowances	0	(0)	
Local Land Charges	(272)	(66)	Movement due to the higher than budgeted land charge income.
<b>Sub Total Legal &amp; Democratic Services</b>	<b>2,126</b>	<b>47</b>	
Head of Property & Dept Overhe	(45)	(3)	
Accommodation Programme - Reve	0	7	Unbudgeted revenue costs of Medium Term Accommodation Programme.Movement due to revised revenue impact in 2009/10.
<b>Sub Total Head of Property</b>	<b>(45)</b>	<b>3</b>	
Property Assets - Staff & Gen	326	72	Overspend due to not enough budget to support payroll costs
Industrial units and estates	(261)	49	Over spend due to increasing service charge costs and not enough income taken for rent.
Business Units	(195)	6	Overspend due to increased costs for utilities, rents and rates.
Shops, Shopping Centres and Of	(531)	(3)	Under spent of £3k due to increase of rent income.
Public Convs. & Multi-Storey C	113	41	An over spend of £41k is due to increased costs of the cleaning supplies.
Depots & storage facilities	26	(49)	An increase of rent income and a decrease in rates is a result in an year end under spend.
Community Buildings	(6)	(2)	Under spend due to reduction in rental income.
Woodlands, Parks & Open Space	13	19	Over spend due to increased costs of Horticultural over 2009/10.
Community Leases & Licences	10	(18)	Increased rent income & reduced grounds maintenance costs.
Farm Estate	(589)	49	Movement due to reduction in grounds maintenance costs. An over spend of £49k is a result of a reduced rent income and a result of increasing charges for private contractors.
Surplus Properties (immediate	0	82	Unbudgeted costs associated with security etc of surplus properties.
Development Disposals	0	2	No budget set to support expenditure throughout 2009/10
LDF & Planning Activities	0	43	Insufficient budgets to cater for expenditure within LDF & Planning Activities.3

## Net Revenue Position with Commentary

Corporate Resources	Annual Budget	Latest Expected Outturn Variance	Commentary
	£000	£000	
<b>Sub Total Property Assets</b>	<b>(1,095)</b>	<b>291</b>	
Capital Development - Staff &	192	36	Insufficient budgets set, overspend due to increase payroll costs.
<b>Sub Total Property Capital Development</b>	<b>192</b>	<b>36</b>	
Maintenance & FM - Staff & Ove	1,048	223	Establishment pressures. Over spend due to increased agency staff.
Catering Services (excl School	47	(43)	
Schools Catering	(109)	209	Should be net nil, but budget transferred from Children's services in Feb, is set with a £108k income target which was not be achievable. No budget, but costs incurred in maintaining it. Over spend due to increased gas & ground maintenance.
Ampthill Courthouse	0	16	Insufficient budgets for services costs. Over spend due to increased costs for utilities.
Ampthill – Houghton Lodge	81	8	
Bedford – County Hall Recharge	500	510	Over spend of £510k due to the unexpected increased costs of the running of County Hall.
Bedford – Melbourne House	300	25	Over spend due to costs of the running of Melbourne House.
Biggleswade Area Office	32	4	Increased costs for electricity, and unbudgeted costs for R&M, waste collection.
Chicksands, Priory House	613	217	Over spend due to increased costs for postages, printing & stationary, furniture & equipment and various other minor adjustments.
Dunstable District Offices (SB	718	(43)	Over spend due to increased income, increase of security staff, off set by reduction in electricity costs. Plus various other minor adjustments.
Dunstable Courthouse	0	31	No budget, but costs incurred in maintaining it.
Dunstable – Vernon Place	117	(21)	Under spend is a result of reduced utilities charges and security costs.
Kingsland	249	(277)	Under spend due to the building and service charges for Kingsland.
Bossard House LB	(1)	(21)	Movement due to increased rental income.
Technology House	0	0	
Bedford Square, Houghton Regis	0	47	Unbudgeted costs associated with this project.
R & M – CBC-wide	676	(449)	R&M costs lower than budgeted. Figures notified by Mouchel late in the year.
FM Rechargeables	0	41	Mainly spend in connection with Dunstable Town FC, and no associated budget.

## Net Revenue Position with Commentary

Corporate Resources	Annual Budget	Latest Expected Outcome Variance	Commentary
	£000	£000	
<b>Sub Total Property Maintenance &amp; Facilities</b>	<b>4,271</b>	<b>478</b>	
Property Business - Staff & Ov	319	(0)	
Property Contracts	1,008	(248)	Actual underspend on Mouchel contract
<b>Sub Total Property Business</b>	<b>1,327</b>	<b>(248)</b>	
<b>Sub Total Property &amp; Asset Management</b>	<b>4,651</b>	<b>561</b>	
Head of Internal Audit & Risk	(192)	109	The increase in latest outcome variance of an over spend is due to lower levels of income arising from insurance, health & safety and schools toolkit audit work.
Internal Audit	446	23	The result of an increase over spend is due to agency staff, and pay costs.
Corporate Risk	357	(54)	The under spend is mainly due to a vacant Head of Corporate Risk which was part of savings measures.
Highways Rechargeable	0	(0)	Over spend due to no budget set.
<b>Sub Total Audit, Risk and H&amp;S</b>	<b>611</b>	<b>77</b>	
<b>Director Corporate Resources - Operational</b>	<b>19,602</b>	<b>130</b>	
Debt Management Costs	10,056	(1,175)	The result of the under spend is due to debt restructuring as part of saving measure.
Audit Fees	500	(80)	The result of the under spend is due to debt restructuring as part of saving measure.
Insurance	860	9	
Members' costs	1,327	53	The over spend is a result of insufficient budgets for members allowances, including IT.
Teachers' pensions	1,944	915	The over spend is a result of insufficient budget allocation for the Pension fund costs of £915k
<b>Sub Total Corporate Costs</b>	<b>14,686</b>	<b>(279)</b>	
<b>Director Corporate Resources - non operational</b>	<b>14,686</b>	<b>(279)</b>	
<b>Total Director of Corporate Resources</b>	<b>34,288</b>	<b>(149)</b>	

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General Fund	Current Budget Approved			Actual to Date			Variance to approved budget			Additional Slippage to 10/11			Variance to Approved Current Budget (after Slippage)		
	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Directorate:															
Business Transformation	588	83	505	346	105	241	(242)	(22)	(264)	(266)	0	(266)	24	(22)	2
Children, Families & Learning (schools & non schools)	17,526	13,661	3,865	10,302	13,579	(3,277)	(7,224)	82	(7,142)	(5,358)	(5,358)	(1,981)	115	5,440	(5,161)
Children, Families & Learning (leisure & culture)	2,887	1,250	1,637	2,568	1,243	1,325	(319)	7	(312)	(154)	(154)	(423)	258	161	111
Corporate Resources	4,102	0	4,102	2,894	0	2,894	(1,208)	0	(1,208)	(1,483)	0	(1,483)	275	0	275
Social Care Health & Housing	4,525	4,639	(114)	3,233	2,914	319	(1,292)	433	(859)	(257)	(257)	0	(1,035)	1,982	433
Housing Services	4,484	1,578	2,906	2,705	821	1,884	(1,779)	757	(1,022)	0	0	(1,779)	757	(1,022)	(1,022)
Sustainable Communities	32,074	18,604	13,470	23,445	13,821	9,624	(8,629)	4,783	(3,846)	(3,966)	(3,966)	(7,499)	2,836	8,749	3,653
<b>Total</b>	<b>66,186</b>	<b>39,815</b>	<b>26,371</b>	<b>45,493</b>	<b>32,483</b>	<b>13,010</b>	<b>(20,693)</b>	<b>7,332</b>	<b>(13,361)</b>	<b>(9,735)</b>	<b>(9,735)</b>	<b>(21,387)</b>	<b>694</b>	<b>17,067</b>	<b>(1,709)</b>
Borrowing		8,787	(8,787)			4,574	0	0					0	0	0
Previously Unapplied Capital Receipts		17,584	(17,584)			(17,584)	0	0					0	0	0
<b>NET General Fund</b>	<b>66,186</b>	<b>66,186</b>	<b>0</b>	<b>45,493</b>	<b>32,483</b>	<b>0</b>	<b>(20,693)</b>	<b>7,332</b>	<b>(13,361)</b>	<b>(9,735)</b>	<b>(9,735)</b>	<b>(21,387)</b>	<b>694</b>	<b>17,067</b>	<b>(1,709)</b>

Housing Revenue Account	Current Budget Approved			Actual to Date			Variance to approved budget			Additional Slippage to 10/11			Variance to Approved Current Budget (after Slippage)		
	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Director	5,607	3,649	1,958	5,292	3,649	1,643	(315)	0	(315)	0	0	(315)	0	0	(315)
SCH&H															
<b>Total Expenditure</b>	<b>5,607</b>	<b>3,649</b>	<b>1,958</b>	<b>5,292</b>	<b>3,649</b>	<b>1,643</b>	<b>(315)</b>	<b>0</b>	<b>(315)</b>	<b>0</b>	<b>0</b>	<b>(315)</b>	<b>0</b>	<b>0</b>	<b>(315)</b>
Revenue Contribution		343	(343)			(28)	0	0					0	0	0
Borrowing		0	0			0	0	0					0	0	0
Capital Receipts		1,615	(1,615)			(1,615)	0	0					0	0	0
<b>NET Housing Revenue Account</b>	<b>5,607</b>	<b>5,607</b>	<b>0</b>	<b>5,292</b>	<b>3,649</b>	<b>0</b>	<b>(315)</b>	<b>0</b>	<b>(315)</b>	<b>0</b>	<b>0</b>	<b>(315)</b>	<b>379</b>	<b>17,067</b>	<b>(2,024)</b>
<b>NET TOTAL Capital Programme</b>	<b>71,793</b>	<b>71,793</b>	<b>0</b>	<b>50,785</b>	<b>36,132</b>	<b>0</b>	<b>(21,008)</b>	<b>7,332</b>	<b>(13,676)</b>	<b>(9,735)</b>	<b>(9,735)</b>	<b>(21,387)</b>	<b>1,073</b>	<b>17,067</b>	<b>(3,743)</b>

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Capital Position for Directorate payment and receipts

Predecessor Authority	Title	2009/10 Original Budget (excludes slippage)	2009/10 Gross Budget	Expenditure to date	Income to date	Revised Budget 2009/10	Actuals at period 13 close	Manual Adjustments	Latest Expected Outturn	Variance	Slippage Income c/f to 2010/11	Slippage Exp c/f to 2010/11
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Corporate Resources</b>												
BCC	Desktop Refresh	318	318	0	0	0	228	0	228	-228	0	0
BCC	Infrastructure refresh	195	195	0	0	0	45	3	48	-48	0	0
MBDC	Capitalised Equipment	75	75	0	0	0	0	0	0	0	0	0
MBDC	Server & Disk Storage Refresh Programme	30	30	0	0	0	1	0	1	-1	0	0
MBDC	Microsoft Software Licensing Enterprise Agreement	64	64	64	0	64	96	32	128	-64	0	0
MBDC	IT Infrastructure Project	75	75	0	0	0	31	0	31	-31	0	0
MBDC	Members IT (Rolling Budget)	15	15	0	0	0	24	0	24	-24	0	0
SBDC	ICT Infrastructure	200	200	0	0	0	0	0	0	0	0	0
CBC	ICT Infrastructure	0	0	108	0	108	15	0	15	93	0	0
CBC	CBC Corporate Property Block Budget	4,000	4,000	131	0	131	3	0	3	128	0	0
	<b>TOTAL Corporate Resources</b>	<b>4,972</b>	<b>4,972</b>	<b>303</b>	<b>0</b>	<b>303</b>	<b>443</b>	<b>35</b>	<b>478</b>	<b>-175</b>	<b>0</b>	<b>0</b>

## Capital Position for Directorate payment and receipts

Predecessor Authority	Title	2009/10 Original Budget (excludes slippage)	2009/10 Gross Budget	Budget Expenditure to date	Budget Income to date	Revised Budget 2009/10	Actuals at period 13 close	Manual Adjustments	Latest Expected Outturn	Variance	Income c/f to 2010/11	Exp c/f to 2010/11
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
	<b>Slippage from 2008/09</b>											
MBDC	Planning IT / Other Equipment	0	186	0	0	0	0	0	0	0	0	0
MBDC	Priory House-Hearing Induction Loop	0	30	30	0	0	0	0	0	0	0	0
BCC	HAZ Manor demolition	0	340	0	0	0	136	0	136	-136	0	0
	<b>Total Slippage from 2008/09</b>	<b>0</b>	<b>556</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>136</b>	<b>0</b>	<b>136</b>	<b>-136</b>	<b>0</b>	<b>0</b>



## Capital Position for Directorate payment and receipts

Predecessor Authority	Title	2009/10 Original Budget (excludes slippage)	2009/10 Gross Budget	Budget Expenditure to date	Budget Income to date	Revised Budget 2009/10	Actuals at period 13 close	Manual Adjustments	Latest Expected Outturn	Variance	Income c/f to 2010/11	Exp c/f to 2010/11
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
	<b>New Schemes</b>											
NEW	CBC Medium Term Accommodation Programme	0	0	2,000	0	2,000	953	0	953	1,047	0	1,047
NEW	Transitional Capital Budget	0	0	339	0	339	33	0	33	306	0	306
NEW	LAMP Project (Transitional Costs)	0	0	1,060	0	1,060	1,024	0	1,024	36	0	0
NEW	IBS System (Transitional Costs)	0	0	240	0	240	0	240	240	0	0	0
NEW	Legal Services Case Management System	0	0	130	0	130	0	0	0	130	0	130
NEW	PRIORY HOUSE - HEARING INDUCTION LOOP	0	0	0	0	30	30	0	30	0	0	0
	<b>Total New Schemes</b>	<b>0</b>	<b>0</b>	<b>3,769</b>	<b>0</b>	<b>3,799</b>	<b>2,039</b>	<b>240</b>	<b>2,279</b>	<b>1,520</b>	<b>0</b>	<b>1,483</b>
	<b>TOTAL Corporate Resources including Slippage</b>	<b>4,972</b>	<b>5,528</b>	<b>4,102</b>	<b>0</b>	<b>4,102</b>	<b>2,618</b>	<b>275</b>	<b>2,893</b>	<b>1,209</b>	<b>0</b>	<b>1,483</b>

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Reserve	Balance Available 2009/10	Planned Use 2009/10	Proposed Balance as at 31/3/10	Notes
	£000's	£000's	£000's	
Elections Fund	94	52	42	Equalised annual revenue contributions from service
Specialist Support Fund	88	43	45	committed to short term consultant use
Lease car Reserve	344	0	344	Committed against scheme withdrawal over next 2 years
BedsCC Reserve	0	30	(30)	Balance to be B/F from Company100 (Insurance)
New Redundancy Reserve	0	215	(215)	J Nicholls & S Cooper
<b>Total</b>	<b>527</b>	<b>340</b>	<b>432</b>	

**ALL SPLITS SUBJECT TO AGREEMENT WITH BEDS BOROUGH COUNCIL**

**Proposed New Reserves**

Reserve	Balance Available 2009/10	Planned Use 2009/10	Proposed Balance as at 31/3/10	Notes
	£000's	£000's	£000's	
Heart Supply Agency	0	0	5	If approved, to be used on 2010/11 for Heart Agency advertising, recruitment and marketing costs.
HR Staff Costs	0	0	70	Reserve drawn from an under spend against the Occupational Health budget. If approved, to be used in 2010/11 to support a shortfall in the staff cost budget
HR Salary Sacrifice Scheme Administration	0	0	4	If approved, to be used in 2010/11 as a contribution towards the administration costs for Salary Sacrifice Schemes
HR Recruitment	0	0	12	Carry Forward of TDA External funding for Schools Recruitment Service
<b>Total</b>	<b>0</b>	<b>0</b>	<b>91</b>	

**Total Existing and Proposed New Reserves:**

**527                      340                      523**

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## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Financial Services</b>			
<b>Streamline Vendor Creation process.</b> Internal promotion to E-Procurement Manager will free up Procurement Officer post which will be frozen. Possible full year efficiency for 2010/11.	14	14	Agreed.
<b>Vacancy Freeze</b> Will review all posts becoming vacant. None appropriate at this time.	TBA		
<b>Debt Restructuring</b> Plans are in place to convert seven fixed rate loans totalling £26m to variable over the short term. The rates are being monitored on a daily basis to assess to right time to move.	143	143	Discount rates have started moving in Central Beds' favour and rumour of reduced premiums do make this feasible.
<b>Total</b>	<b>157</b>	<b>157</b>	

## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Internal Audit and Risk Management</b>			
Staff recharge to the BCC Insurance run off fund	12.5	12.5	This represents staff time spent on claims for BCC.
Reduce the professional services budget	30	30	Removes any contingency for any additional or specialist internal audit work.
Freeze Staff vacancies	20	20	Head of Strategic Risk leaving at the beginning of December, so freeze recruitment
Reduce training budget	2	2	Not all PDR's are completed but this would impact on the development of the new team.
Insurance admin.	15	15	There is a possibility that we will receive further fees in respect of insurance admin. fees payable by schools, highways claims and maybe H&S training courses
<b>Sub Total</b>	<b>79.5</b>	<b>79.5</b>	
Reduce Central Costs budget for the Audit Commission fees	80	80	Not really a saving but Audit Commission fees under projected budget by £80k
<b>Total</b>	<b>159.5</b>	<b>159.5</b>	

## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Human Resources and Organisational Development</b>			
Project and underspend (rather than current full spend forecast) on L&D / OD budgets (saves £50k on L&D and £30k on OD)	80	80	May limit the development work we are able to do across directorates, particularly as we begin to engage with employees, ensure PDR's are completed, and obtain a clearer mandate for OD
Reduce projection for HR training spend	5	5	Reduced capacity to commission L&D – half year remaining.
<b>Total</b>	<b>85</b>	<b>85</b>	
<b>Property – Asset Management</b>			
Additional work to be undertaken around associated charges so as to maximise income. The existing shortfall is less than 4% of the existing budget and in the current climate represents good value. This is subject to existing resource levels continuing as current.	None	None	
Reduce spend on Depots and Storage facilities – dependent upon review.	33	33	
<b>Total</b>	<b>33</b>	<b>33</b>	

## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Property - Capital Development</b>			
Continuing to not backfill post caused by Maternity leave	14	14	
<b>Total</b>	<b>14</b>	<b>14</b>	
<b>Property – Facilities and Management</b>			
Identify and arrange for budgets for the two staff at Dunstable who were mapped into other areas to be transferred into Property. Not a saving as such but this will reduce overspend.	58	58	
<b>Total</b>	<b>58</b>	<b>58</b>	
<b>ICT</b>			
Software Enterprise arrangement not renewed one off partial costs in 2009/10. Full year costs included within the 2010/2011 Budget Reductions. This will meet part of the forecast overspend by Property.	450	250	
<b>Total</b>	<b>450</b>	<b>250</b>	
<b>Total Savings for ICT and Property</b>	<b>555</b>	<b>355</b>	



## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Business Management</b>			
<p>The revenue budgets cover two costs, staff and Mouchel Fees.</p> <p>Mouchel Fees represents one of the currently unquantified risks, or an opportunity, because of the unresolved contractual position. CBC are liable for the costs of the contract.</p> <p>Staff forecast costs are showing as being on Budget.</p> <p>As Business Management now straddles both Property &amp; ICT, a structure has been agreed to accommodate this development, which would naturally lead to an overspend against original Budget. This has now been agreed to be supported by ICT underspends, the forecast remains as Budget.</p>			

## Efficiencies

Details of planned action	Expected Savings £k	Savings Achieved to date £k	Status (RAG)
<b>Legal and Democratic</b>			
Reduction in training and development for all lawyers	10	10	
Contract hire costs	10	10	
Freeze post 35022 whilst on maternity leave	7	7	
Delete Member Training/Development post	10	10	
Chairman's/Council Hospitality Budget	3	0	
Chairman's car	1	0	
<b>Total</b>	<b>41</b>	<b>37</b>	

Corporate Resources																			
ESTABLISHMENT DATA - DIRECT EMPLOYMENT - March 2010																			
	Audit & Risk		Corp Resources		Financial Serv		HR & OD		ICT		ICT & Property		Legal & Dem		TOTAL				
	Heads	FTE	Heads	FTE	Heads	FTE	Heads	FTE	Heads	FTE	Heads	FTE	Heads	FTE	Heads	FTE			
Permanent	Full time	14	14.00	5	5.00	54	53.68	48	48.00	56	56.00	41	41.00	33	33.00	0	0.00	251	250.68
	Part time	3	1.78	1	0.89	14	10.46	14	7.47	4	2.43	13	7.22	13	8.57	0	0.00	62	38.82
	<b>Sub Total</b>	17	15.78	6	5.89	68	64.15	62	55.47	60	58.43	54	48.22	46	41.57	0	0.00	313	289.51
Temporary	Full time	1	1.00	1	1.00	1	1.00	3	3.00	2	2.00	6	6.00	3	3.00	0	0.00	17	17.00
	Part time	0	0.00	0	0.00	0	0.00	1	0.92	0	0.00	2	1.07	1	0.76	0	0.00	4	2.74
	<b>Sub Total</b>	1	1.00	1	1.00	1	1.00	4	3.92	2	2.00	8	7.07	4	3.76	0	0.00	21	19.74
<b>SUB TOTAL</b>	18	16.78	7	6.89	69	65.15	66	59.39	62	60.43	62	55.29	50	45.33	0	0.00	334	309.25	
VACANCIES/RECRUITMENT/EXTERNAL WORKERS																			
Status	Inactive	1	0.00	1	1.00	8	5.00	6	5.35	18	15.00	12	12.00	6	6.00	0	0.00	52	44.35
	Active	1	1.00	0	0.00	0	0.00	0	0.00	3	3.00	0	0.00	1.00	1.00	0	0.00	5	5.00
	External	0	0.00	0	0.00	4	4.00	0	0.00	3	3.00	1	1.00	4.00	4.00	0	0.00	12	12.00
<b>SUB TOTAL</b>	2	1.00	1	1.00	12	9.00	6	5.35	24	21.00	13	13.00	11.00	11.00	0	0.00	69.00	61.35	
<b>ESTABLISHMENT TOTAL</b>	20	17.78	8	7.89	81	74.15	72	64.74	86	81.43	75	68.29	61.00	56.33	0	0.00	403	370.61	
ADDITIONAL - CASUAL WORKERS																			
Casual staff (inc relief/visiting lecturers)	0	n/a	1	n/a	0	n/a	0	n/a	0	n/a	14	n/a	4	n/a	0	n/a	19	n/a	
STARTERS/LEAVERS & ESTABLISHMENT CONTROL																			
Starters	June	0	2	9	6	3	5	4	6	2	5	6	2	5	Establishment Position				
Leavers	July	7	5	5	5	1	1	4	2	2	6	2	2	6	Create	3			
% Turnover	2.13%	1.57%	1.58%	1.57%	0.31%	1.23%	0.61%	0.60%	1.80%	0.31%	1.57%	0.31%	1.23%	0.61%	Delete	0			
															Change	1			

<b>EMPLOYEE ABSENCE</b>												
<b>Absence Triggers</b>	3 periods or 8 working days or more absence in a rolling 3 months' period	4 periods or 15 working days or more absence in a rolling 6 months' period	5 plus periods or 20 working days or more absence in a rolling 12 months' period	All long term absences (over 20 consecutive working days)	Unacceptable patterns of absence (eg regular Friday and/or Monday absences; repeated absences linked to holidays)							
	9	11	12	3	0							
	Employees absent in month											
	40											
	Number of days lost in month (FTE)											
	144.89											
	Total cost of Absence days in month											
	£15,649.96											
	<b>Average number of days lost per fte this month</b>											
	<b>0.47</b>											
	<b>Average number of days lost per fte Q3</b>											
	<b>1.66</b>											
Number of Absence Management Cases	Initial Review	1st Formal	2nd Formal	Final Formal Review	Closed this month	TOTAL	New	Ongoing 0-3 months	Ongoing 4-6 months	Ongoing 6+ months	Appeal	ET
	23	0	0	0	6	17	5	8	4	0	0	0
<b>EMPLOYEE RELATIONS</b>												
Number of Employee Relations	Disciplinary	Grievance	Capability	Unfair Treatment	Closed this month	TOTAL	New	Ongoing 0-3 months	Ongoing 4-6 months	Ongoing 6+ months	Appeal	ET
	0	2	0	0	2	0	0	0	0	0	0	0

DATE	Customer Number	Invoice Number	Profit Centre	Amount	1st Reminder	2nd Reminder
<b>CORPORATE RESOURCES</b>						
08/04/2009	144750	400002287	999999	£ 29,364.00		
19/11/2009	147103	7010020676	721025	£ 10,117.92		19/01/10
25/11/2009	124503	7010020990	761003	£ 27,700.00		
04/01/2010	114867	7010023883	730700	£ 35,858.23		
25/01/2010	109572	7010025101	740200	£ 123,055.18		
25/01/2010	109572	7010025102	740299	£ 25,334.94		
28/01/2010	114867	7010025347	730700	£ 43,952.72		
11/02/10	121630	7010030587	750100/110	£ 16,011.94		
23/02/10	114867	7010030827	730700	£ 31,840.63		
18/03/10	130231	7010032842	730100	£ 10,000.00		
19/03/10	114867	7010032963	730700	£ 42,740.45		
26/03/10	113498	7010033375	721001	£ 85,266.06		
26/03/10	124091	7010033377	721003	£ 20,442.92		
29/03/10	105974	7010033859	606603	£ 34,713.57		
29/03/10	105974	7010033858	606603	£ 31,656.77		
30/03/10	128461	7010033967	761006	£ 26,100.00		
31/03/10	113498	7010034229	721097	£ 206,687.02		
31/03/10	121565	7010034250	721097	£ 206,687.02		
09/04/10	105974	7010035169	606603	£ 10,552.26		
09/04/10	105974	7010035170	606603	£ 11,571.20		
12/04/10	110726	7010035282	703303	£ 22,962.74		
16/04/10	113498	7010035437	721097	£ 98,693.97		
				<b>£1,151,309.54</b>		
<b>FROM BCC (Corporate Resources)</b>						
22/12/2005	144345	400000173	999999	£53,408.80		
30/04/2008	138439	6090165591	215001	£14,195.81	27/05/08	03/06/08
24/11/2008	143596	400000548	999999	£10,603.98		
27/02/2009	142134	6090200235	215001	£20,463.46		
20/03/2009	115159	6090202112	203001	£120,676.99		28/04/08
				<b>£219,349.04</b>		
<b>GRAND TOTAL</b>				<b>£1,370,658.58</b>		

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