

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:

**11. Budget Management Provisional Outturn Report Quarter
Ended 31 March 2010 for the Directorate Formerly Known as
Business Transformation**

To consider the provisional outturn position as at 31 March 2010
for the former Business Transformation Directorate.

Should you have any queries regarding the above please contact me.

Yours sincerely

Leslie Manning
Democratic Services Officer

email: leslie.manning@centralbedfordshire.gov.uk

telephone: 0300 300 5132

This page is intentionally left blank

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

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 provisional outturn is £460k (7.1%) over budget compared to December's forecast position of £231k 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 Appendices A1 and A2.
4. Table A Revenue Position Summary

Assistant Director	Budget	Provisional Outturn Variance	Movement since the December Forecast
	£k	£k	£k
Director of Business Transformation	242	(28)	8
Communications	785	(24)	(1)
Business Transformation and Customer Services	3,311	799	(243)
Policy, Partnership and Performance	2,134	(287)	8
TOTAL – Director of Business Transformation	6,472	460	(228)

5. The key reasons for the provisional outturn variances are:

- A £749k over spend against the Agency and staff cost budget in AD Business Transformation and Customer Service due to the requirement for additional temporary staff required to cover vacant posts and DWP grant funded work, under funded posts, and the 5% vacancy factor.
- A £208k over spend against the Registrars income budget due a reduction in anticipated recharge income, offset by a £71k under spend against Coroners in line with an increase in expenditure.
- These additional staff costs have been partially funded by additional DWP Administrative funding of £203k.
- The provision for bad debts, within Revenues & Benefits, has been increased by £300k. This is due to higher than budgeted debt levels at the year end as a result of lower than expected collection rates for Council Tax. Collection rates have suffered largely as a result of downtime, during the systems merge and ICT outages.
- A £200k under spend against the AD Policy, Partnership and Performance staff cost budget due to the existence of nine vacant posts at the beginning of the financial year reducing to three vacant posts at the end of the year. These 3 remaining vacant posts were all frozen as a result of savings measures and include the Community Intelligence Team Leader and Insight Officer posts and the Performance Team Leader post. This has resulted in a minimal capacity for development work on Customer and Community Insight.
- An £82k under spend against the AD Policy, Partnership and Performance Supplies and Services (AD PPP) budget resulting from various in year savings measures. These measures include the slippage of the procurement and implementation of Performance Management software and the Mystery Shopper toolkit refresh until 2010/11, a reduction in funding for external Overview and Scrutiny activity, the purchase of meters to extend the zap carbon project, use of external speakers and contributions to partner funding and sponsorship of equality events. In addition consultation work on Sustainable Community Strategy and budget consultation work for the 2010 budget was also reduced as a result of these measures. The residual £5k provisional outturn variance for AD PPP relates to the receipt of unbudgeted income.

Executive Summary Capital

6. The outturn position is £241k, against December's forecast position of £414k.

7. Table B below shows the overall forecast capital position and the movements compared to last month's forecast. A more detail table by scheme is shown at Appendix B.
8. Table B Capital position summary (net)

	Budget	Provisional Outturn	Variance	Change since Dec
Expenditure	588	346	(242)	(69)
Income	0	(105)	(105)	(105)
Net	588	241	(347)	(173)

9. Capital schemes amounting to £977k have been slipped into 2010/11. Schemes slipped to 2010/11 include the Performance Management System, £90k, DIP Systems (EDRMS), £39k, Points of Presence £50k, Istop kiosks £5k, Call Recording and Workforce Management £29k, BTS Switchboard Software and Wall boards £67k and LPSA reward grant, £697k.

Key Management Actions

10. Budget managers with the assistance of Finance staff to review overspends and identify and address any issues that may reoccur in 2010/11. Finance and HR to address the pay mis-bookings issue.

Synopsis by Assistant Director

Director Business Transformation

11. The Director of Business Transformation provisional outturn position shows a £28k under spend against a budget of £242k. This under spend reflects a £23k under spend against staff costs due to the budget for each of the two posts held against the Director's budget being greater than forecast requirement and a £5k under spend against the supplies and services budget partly due to in year savings measures.

AD Business Transformation & Customer Services

12. AD Business Transformation & Customer Services is overspent by £799k. The majority of this is due to the £749k over spend against the Agency and staff cost budget, as discussed above. These additional staff costs have been partially funded by additional DWP grant funding of £27k and additional Administrative funding of £203k. In addition to this, there is a £208k over spend against the Registrars income budget due a reduction in anticipated recharge income, offset by a £71k increase in recharges within Coroners in line with an increase in expenditure. Supplies and Services are overspent by £203k, due to an increase in Bad Debts provision £300k due to a lower than budgeted collection rate, and an

increase in Post Mortem expenses £50k, Jurors/Witness expenses relating to long inquest costs and an increase in bank and card charges offset by a decrease in Bailiff/Court Fees, debt recovery fees, and Insolvency Fees £77k. These overspends have been partially offset by various savings measures undertaken. Additional Rates Referral Scheme Grant £14k in Revenues and a £15k Credit Card payment surcharge also in Revenues have helped offset the overspends.

Capital

13. Capital schemes for AD Business Transformation and Customer Services include:

- EDRMS is estimated at £70k. £39k will be slipped into 2010/11 for part funding of procurement of ECM.
- Istop Kiosks with an estimated cost of £35k. £5k will be slipped into 2010/11 to fund scheme expansion.
- T Government Partnership & Partnership Working has been re-phased, and is now to be spent on acquiring Call Recording & Workforce Management and BTS switchboard software and wall boards.
- Points of Presence with an estimated cost of £50k will be slipped into 2010/11.

AD Communications

14. The AD Communications provisional outturn position shows a £24k under spend against a budget of £785k. This under spend reflects a £73k under spend against staff costs, a £46k under spend against the supplies and services budget and a £95k over spend against Agency staff costs. The under spend against staff costs is due to 5 posts being vacant for part of the financial year and to variances between the actual and budgeted cost for a number of posts. The over spend against Agency staff costs is due to the use of Agency staff to cover vacant positions, giving a net staff cost over spend of £22k. The under spend against the Supplies and Services Budget is the result of an effort by the Communications Team to minimise this spend and to 3 savings measures amounting to £19k which were taken in year. These include a saving of £10k for reduced costs for the annual council tax leaflet, a saving of £4k for streamlined subscriptions to journals and newspapers and a procurement saving of £5k due to the actual cost of a tender being less than the budgeted cost. The provisional outturn position incorporates a £147k from reserve to cover redundancy costs

AD Policy Partnership and Performance

15. Agency Staff costs. The £5k unbudgeted income relates to the receipt of £2k from Bedford Borough for a Joint Health Overview and Scrutiny report and the receipt of additional unbudgeted income from the Area Based Grant. The £236k forecast under spend against staff costs is due to the existence of 9 vacant posts at the beginning of the year reducing to 4 vacant posts at the end of the year. Three of these four posts were frozen as a result of in year savings measures. The £36k forecast over spend against Agency Staff costs relates to 3 Agency Members of staff: a Performance Officer which is partly funded by Children's Services, an Administrative Support Officer for the Partnership and Community Engagement Team and a Data Protection/Freedom of Information Officer. The £82k under spend against the Supplies and Services budget is primarily due to various savings measures which are detailed at Appendix D. The provisional outturn position incorporates the following transfers from and proposed transfers to Earmarked Reserves:

- The use in 2009/10 of £43k of the £73k Community Engagement Reserve which is an existing Earmarked Reserve transferred from South Bedfordshire District Council. This funding has been used in year to cover the cost of a Sustainable Neighbourhood Manager. The residual £30k will be carried forward into 2010/11.
- A proposed new £6k reserve to support the implementation of the Council's Community Engagement Work.
- A proposed new £20k reserve to resolve the Corporate funding pressure arising from legacy commitments to Voluntary and Community Sector Organisations.
- A proposed new £18.3k reserve to cover staff costs for the management, administration and roll out of the Targeted Support for Empowerment Improvement Project.

Target Support for Central Bedfordshire Grant

16. In December, AD Policy Partnership and Performance received a revenue grant of up to £89k to help pay for the costs and activities associated with supporting improvement in empowerment and participation in Central Bedfordshire. The grant has been provided by the East of England Regional Empowerment Partnership. The actual amount of grant claimed at the end of the financial year amounted to £72k. As mentioned at para 5.4, a reserve request has been put forward to carry forward £18.3k of the £72k claimed. If the reserve is approved, this funding will be used to support the cost of this project in 2010/11.

Capital

17. Capital schemes for AD Policy Partnership and Performance include:

- The Safer Stronger Communities Capital grant of £83k which has now been spent on the replacement and enhancement of CCTV cameras in town centres in the South of the Region including Dunstable, Houghton Regis and Leighton Buzzard.

- The New Performance Management System with an estimated cost of £90k. This scheme has been slipped into 2010/11.
- The LPSA and LAA grant payout of £697k brought forward from previous financial years. The Budget Manager is working with our Strategic Partners to determine how this funding will be spend in 2010/11.
- The ZAP Carbon Project which has an estimated cost of £10k and costs incurred to date of £6k. This is a community carbon reduction project based around providing a community zap carbon website and energy efficient meters.

Revenue Virement Requests

18. There are currently no proposed virements over £100k to report

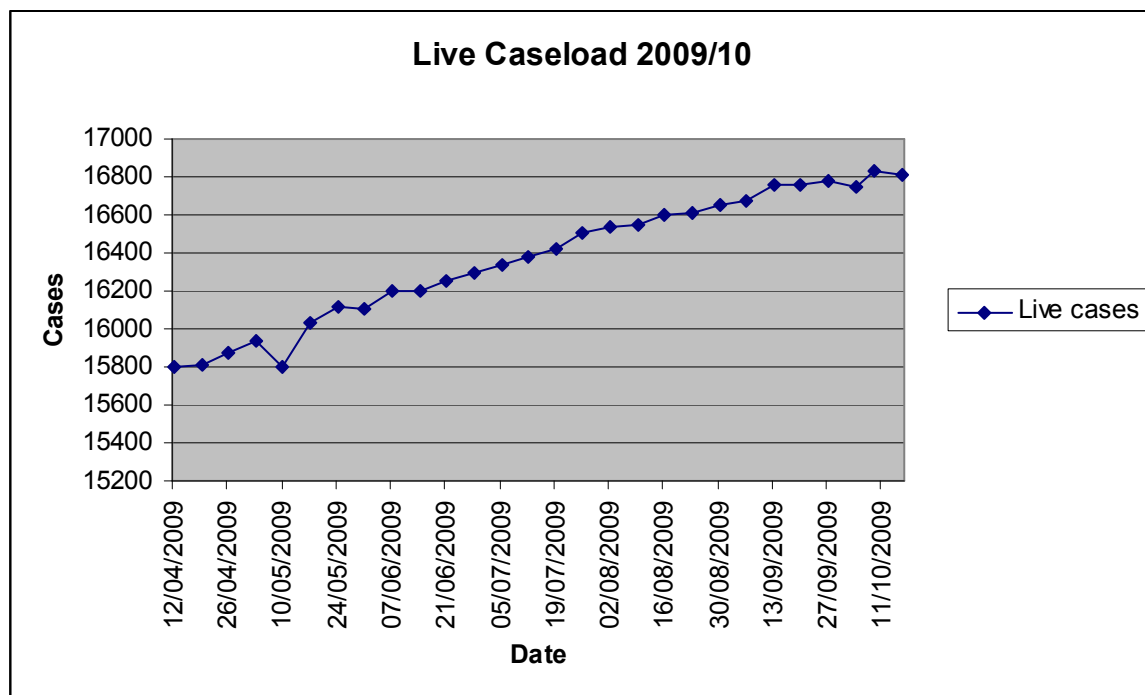
Key Risks and Opportunities

Key Risk - Pay Costs.

19. The inclusion of a 5% budget reduction for a vacancy factor together with harmonisation issues associated with 3 Councils merging into one, have resulted in a risk of our pay cost budget not being sufficient to meet forecast demand. It is therefore imperative that budget managers with the assistance of Finance Support staff carefully monitor staff costs and identify any shortfall that cannot be mitigated within the Service Areas.

Key Cost Drivers– Benefits Caseload.

20. The number of live Benefits cases within Customer Accounts can have a large impact on the budget. Up to date figures are not currently available, but the chart below, as at 30th November 2009 shows a large increase in the number of cases within the year, which has resulted in an increase in Overtime, and Agency costs in order to meet the demand.



Achieving Efficiency Savings

21. Savings Measures identified within the Directorate together with a year to date progress report can be found in Appendix D.

Reserves Position

22. Reserves currently earmarked for transfer into the Directorate include:

- A £13,200 Mid Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. The funding is to cover Climate Change policy work that is now due to be undertaken in 2010/11.
- A £73,000 South Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover the cost of a Sustainable Neighbourhood Manager post and other costs associated with the provision of this service. It is currently planned that £30,000 of this reserve will be carried forward into 2010/11.
- A £5,000 Beds County Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover costs associated with the completion of a Multi Area Agreement feasibility study which was started in 2008/09 and is now forecast to be completed in 2010/11.
- An £239,000 transfer from reserves for Housing Benefit Subsidy.

23. Proposed Reserves:

- The Business Transformation Programme will be funded from an Earmarked Reserve. The current forecast is £708k.
- The revenue element of the IBS Project (£545k) will be funded the Equalisation Reserve, the capital element being funded from Transitional costs (Capital).

Carry forward Requests and Proposed New Reserves:

24. • A £6k Reserve to support the implementation of the Council's Community Engagement Work (AD PPP).
25. • A £20k Reserve to resolve the Corporate funding pressure arising from legacy commitments to Voluntary and Community Sector Organisations (AD PPP)
26. • A £18.3k reserve to cover staff costs for the management, administration and roll out of the Targeted Support for Empowerment Improvement Project (AD PPP)

Workforce Data

27. See Appendix E for Workforce Data information.

Aged Debt Analysis

28. See Appendix F for list of Outstanding Debts greater than £10k for BT as at 31 March 2010.

Appendices:

Appendix A1 – Net Revenue Position

Appendix A2 – Net Revenue Position 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

This page is intentionally left blank

NET REVENUE POSITION Full Analysis

Appendix A1

BUSINESS TRANSFORMATION	Annual Budget A	Actual B	Manual Adjustments C	Latest Expected Outturn B+C	Variance E D-A	Proposed transfers from earmarked reserves F	Proposed transfers to reserves G	Final Variance H D F+G-A
	£000	£000	£000	£000	£000	£000	£000	£000
Director of Business Transformation	242	213	0	213	(28)	0	0	(28)
Sub Total Director	242	213	0	213	(28)	0	0	(28)
AD Communications	145	142	0	142	(4)	0	0	(4)
Corporate Communications	320	451	0	451	132	147	0	(16)
Brand & Channel Management	320	315	0	315	(5)	0	0	(5)
Sub Total Communications	785	908	0	908	123	147	0	(24)
AD Business Transformation Programme Management	177	174	0	174	(3)	0	0	(3)
IBS Project	0	743	(198)	545	545	545	0	0
Business Transformation Programme	0	708	0	708	708	708	0	(0)
Total Place	0	0	0	0	0	0	0	0
Customer Services	2,038	1,996	0	1,996	(42)	0	0	(42)
Customer Accounts	191	(64,504)	65,432	928	737	239	0	498
Revenues Management	802	1,356	(482)	874	73	0	0	73
Registrars & Coroners Service	103	658	(281)	377	273	0	0	273
Sub Total Business Transformation & Customer	3,311	(58,869)	64,471	5,602	2,291	1,492	0	799
AD Policy Partnership & Performance	133	155	0	155	22	0	0	22
Policy	636	595	(5)	590	(46)	0	0	(46)
Partnership & Community Engagement	938	1,031	(170)	861	(77)	43	44	(76)
Target Support Grant	0	0	0	0	0	0	0	0
Performance Management	427	239	0	239	(187)	0	0	(187)
Sub Total Policy Partnership & Performance	2,133	2,020	(175)	1,845	(289)	43	44	(287)
Total Director of Business Transformation	6,471	(55,728)	64,296	8,568	2,097	1,682	44	459

This page is intentionally left blank

Net Revenue Position with Commentary

Business Transformation	Annual Budget £000	Latest Expected Outturn Variance £000	Commentary
Director of Business Transformation	242	(28)	The budget for each of the two posts held against the Director's budget is greater than the forecast requirement £23k. In addition, £5k of savings against the Supplies and Services budget were achieved in year.
Sub Total Director	242	(28)	
AD Communications	145	(4)	This variance represents an £18k over spend against the staff costs due to the budget being insufficient to meet actual requirements offset by a £22k underspend against the supplies and services budget resulting from in year savings.
Corporate Communications	320	(16)	This variance reflects a £10k over spend against staff and agency staff budgets offset by a £26k under spend against the Supplies and Services. The over spend against the Staff cost budget is due to an Agency member of staff filling a vacant Media Officer post for a part of the financial year and to a mis-match between budgeted and actual costs. The £25k under spend against the Supplies and Services budget is partly due to 3 savings measures amounting to £19k being taken during the year. In addition, in order to mitigate the over spend against staff costs, the Communications team have tried to minimise spend against this budget.
Brand & Channel Management	320	(5)	This variance reflects a £2k overspend against the Supplies and Services budget offset by a £6k underspend against the staff cost budget due to some posts being vacant for a part of the financial year.
Sub Total Communications	785	(24)	

Appendix A2

Net Revenue Position with Commentary

Business Transformation	Annual Budget £000	Latest Expected Outturn Variance £000	Commentary
AD Business Transformation Programme Management	177	(3)	Reduction in Training forecast as part of savings measures £20k offset by an increase in Staff costs budget £8k, Supplies and Services £9k resulting in an overall saving.
IBS Project	0	0	
Business Transformation Programme	0	0	
Total Place	0	0	
Customer Services	2,038	(42)	This variance reflects an underspend due to a £20k transfer of Salary costs to Registrars & Coroners, a £5k transfer of Overtime cost to Business Transformation Programme Management, a general review of salaries £3k, an increase in agency staff costs £15k, and a reduction in supplies and services £29k due to savings measures undertaken.
Customer Accounts	191	498	This overspend is due to an increase in agency staff £431k, due to additional temporary staff to cover vacant posts and DWP grant funded work, a decrease in salary costs £2k. An increase in Bad Debts Provision £300k due to a lower than budgeted collection rate, and a decrease in supplies and services £1k offset by a receipt of £203k additional Admin Subsidy plus £27k additional DWP grant funding.

Net Revenue Position with Commentary

Business Transformation	Annual Budget £000	Latest Expected Outturn Variance £000	Commentary
Revenues Management	802	73	This overspend is due to an increase in staff costs £79k, agency staff £99k and an increase in payment of Discretionary Relief £38k offset by an increase in the receipt for Cost of Collection £4k, and Court Costs £42k. A further decrease in Bailiff/Court Fees, debt recovery fees, and an increase in Bankruptcy/Insolvency fees resulting in an underspend of £77k fees and an increase in Bank Charges £5k, an increase in supplies and services £4k, offset by a Rates Referral Scheme Grant receipt £14k and £15k Credit Card payment surcharge.
Registrars & Coroners Service	103	273	Registrars - Overspend due to an increase in Staff costs £19k and Agency staff £21k, reduction in supplies and services due to savings measures undertaken £37k and a £8k reduction in income and a £210k decrease in recharges due to a reduction in anticipated recharge income. Coroners - Overspend due to an increase in salary costs due to Coroners salary being higher than anticipated and apportionment of Customer Services salary £84k. Increase in Supplies and services £40k due to Post Mortem expenses being higher than anticipated, offset by an increase in recharges £72k.
Sub Total Business Transformation & Customer Services	3,311	799	
AD Policy Partnership & Performance	133	22	This overspend is due to a budget shortfall of £23k for one of the two funded posts offset by a £1k under spend against the supplies and services budget.

Appendix A2

Net Revenue Position with Commentary

Business Transformation	Annual Budget £000	Latest Expected Outturn Variance £000	Commentary
Policy	636	(46)	This underspend is primarily due to a £37k under spend against the supplies and services budget resulting from a decision taken in year to reduce spending on various PPP projects which included funding for overview and Scrutiny activity and purchasing meters for the zap carbon project. In addition, the actual requirement for subscriptions expenditure is forecast as being £.15k less than the budgeted requirement.
Partnership & Community Engagement	938	(76)	Primarily due to savings measures which resulted in 2 Community Intelligence Officer posts being left vacant for the full financial year.
Target Support Grant	0	0	
Performance Management	427	(187)	Primarily due to a £167k under spend against the staff cost budget resulting from 2 posts being vacant for part of the year and a further post being vacant for the full year. The later post which relates to the Performance Improvement Team Leader was left vacant as a result of an in year savings measure. A further £20k under spend is due to a savings measure which resulted in the postponement of the implementation of Performance Management software to 2010/11.
Sub Total Policy Partnership & Performance	2,133	(287)	
Total Director of Business Transformation	6,471	460	

General Fund	Current Budget Approved				Actual to Date				Forecast Outturn				Additional Slippage to 10/11				Variance to Approved Current Budget (after Slippage)				
	Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		
	£000	£000	£000		£000	£000	£000		£000	£000	£000		£000	£000	£000		£000	£000	£000		
Directorate:																					
Business Transformation	508	83	425	242	374	83	291														
Children, Families & Learning (schools & non schools)	17,526	13,661	10,302	51	13,598	10,885	2,713														
Children, Families & Learning (leisure & culture)	2,887	1,250	2,568	1,374	2,983	1,479	1,504														
Corporate Resources	4,182	0	2,619	2,619	2,683	0	2,683														
Social Care Health & Housing	9,009	6,217	5,938	2,202	7,866	6,217	1,649														
Sustainable Communities	32,074	18,604	23,445	18,664	27,403	18,604	8,799														
Less Budgeted Net Slippage going forward	0	0	0	0	0	0	0														
Total	66,186	39,815	45,297	25,152	54,907	37,268	17,639														
Borrowing		8,787	(8,787)			55	(55)														
Previously Unapplied Capital Receipts		17,584	(17,584)			17,584	(17,584)														
NET General Fund	66,186	66,186	18,926	18,926	45,219	20,067	25,152	0	54,907	54,907	54,907	0	(7,916)	(6,872)	(1,044)	0	(13,051)	0	(13,051)	0	(13,051)

Housing Revenue Account	Current Budget Approved				Actual to Date				Forecast Outturn				Additional Slippage to 10/11				Variance to Approved Current Budget (after Slippage)				
	Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure		
	£000	£000	£000		£000	£000	£000		£000	£000	£000		£000	£000	£000		£000	£000	£000		
Director																					
SCH&H	5,607	3,649	1,958	5,292	5,473	3,649	1,824														
Total Expenditure	5,607	3,649	1,958	5,292	5,473	3,649	1,824														
Revenue Contribution		343	(343)			343	(343)														
Borrowing		0	0	0		0	0														
Capital Receipts		1,615	(1,615)			1,481	(1,481)														
NET Housing Revenue Account	5,607	5,607	0	5,292	5,473	5,473	0	0	5,473	5,473	5,473	0	(7,916)	(6,872)	(1,044)	0	(134)	(134)	449	(134)	449
NET TOTAL Capital Programme	71,793	71,793	18,926	18,926	60,380	60,380	30,444	0	60,380	60,380	60,380	0	(12,736)	(12,736)	(1,044)	0	(134)	(134)	134	(134)	134

This page is intentionally left blank

Business Transformation Capital Monitoring Report									
Title	2009/10 Gross Budget	2009/10 Revised Budget	SAP expenditure to date	SAP Income to date	Latest Expected Outturn	Variance	Slippage to 2010/11	Forecast expenditure	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Istop Kiosks	40	35	29	0	29	6	5	35	£5k slippage to be rolled forward into next year to fund scheme expansion.
Points of Presence (budget moved to 2010/11)	50	0	0	0	0	0	0	0	The work on Dunstable reception area is complete but the Customer Service Centres require a refresh of their general decoration and this budget allocation will be used to bring them up to standard.
Carbon Management	10	10		0	5	5	0	6	33% discount secured from Zap Carbon for placing order by 31 August 2009 following consultation with Richard Ellis. Energy efficiency meters to be bought from E-on with CERT discount.
Mid & South Beds T-Government Partnership - Call Recording and Workforce Management	110	183	154	0	154	29	29	183	Re-phasing of the T-Gov Partnership to £183k in 2009/10 and Partnership of Bedfordshire District Councils to £67k in 2009/10 (total £250k). PID approved by Executive 21 Sept. £29k slipped into 2010/11.
Partnership of Beds District Councils - BTS switchboard software and wall boards.	54	67	0	0	0	67	67	67	Re-phasing of the T-Gov Partnership to £183k in 2009/10 and Partnership of Bedfordshire District Councils to £67k in 2009/10 (total £250k). PID approved by Executive 21 Sept. £67k slipped into 2010/11.
EDRMS (£30k of budget moved to 2010/11)	70	40	31	0	31	9	39	40	Part funding for procurement of ECM. Bal of £29,600 will need to be carried forward for future implementation of business improvement using ECM and workflow.
Implementation of ECM (Transitional)	0	80	44	0	44	36	36	0	Funding of ECM. Bal of £44k will need to be carried forward for future implementation of business improvement using ECM and workflow.
Total Business Transformation	334	415	258	0	263	152	176	331	

Business Transformation Capital Monitoring Report									
Title	2009/10 Gross Budget	2009/10 Revised Budget	SAP expenditure to date	SAP Income to date	Latest Expected Outturn	Variance	Slippage to 2010/11	Forecast expenditure	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Slippages from 2008/09									
LPSA & LAA Grant Payout	697	0	0	0	0	0	697	0	LPSA and LAA grant income brought forward from previous financial years
Total Slippages	697	0	0	0	0	0	697	0	Budget Manager to work with Strategic Partners to determine how this funding will be spend. Will slip into 2010/11.
New Schemes:									
Safer Stronger Communities Fund Capital Grant	0	83	83	-105	-22	105	0	83	Grant funding received annually from the Home Office for Safer Stronger Communities Capital projects. Funding managed by the Partnership and Community Engagement team. Funding for 2009/10 amounts to £83k
Performance Management System	0	90	0	0	0	90	90	0	New System for CAA Performance Management with plans to procure in either 2009/10 or 2010/11.
Total New Schemes	0	173	83	-105	-22	195	90	83	Outline Business Case / PID has now been approved and work is due to commence in 2010/11.
TOTAL Business Transformation	1,031	588	341	-105	241	347	963	414	

Earmarked Reserves and Carry Forwards	Balance Available 2009/10	Planned Use 2009/10	Proposed Balance as at 31/3/10
	£000's	£000's	£000's
Existing Reserves:			
Climate Change	13	0	13
Sustainable Neighbourhood	91	(43)	48
LAA Multi Area Agreement	5	0	5
Housing Benefit Subsidy	1,438	(784)	654
Business Transformation Programme	0	(708)	(708)
Local Area Agreement PRG	218	0	218
Proposed New Reserves:			
Implementation of Community Engagement Work	0	0	6
Voluntary and Community Sector Organisations	0	0	20
Targeted Support for Empowerment Improvement Project (Grant carried Forward)	0	0	18
Total	1765	(1,535)	274

A £6k Reserve to support the implementation of the Council's Community Engagement Work (AD PPP).

A £20k Reserve to resolve the Corporate funding pressure arising from legacy commitments to Voluntary and Community Sector Organisations (AD PPP)

A £18.3k reserve to cover staff costs for the management, administration and roll out of the Targeted Support for Empowerment Improvement Project (AD PPP)

This page is intentionally left blank

Detail of planned action	AD	Full Year Savings £000	Implications
Review of discretionary expenditure Customer Services Team - Remove total Furniture and Equipment budget within Registration Service cost centre for 2009/10 only. Red cuts suggested £11k reduction already. (BT&CS)	BT&CS	20	None
Customer Services Team - Stop recruiting vacant posts within Registration Services until April 2010 (BT&CS)	BT&CS	8	Quieter time of year, unless pandemic flu impacts in which case, this saving may not be realised as additional hours would need to be paid for business continuity from existing staff and additional staff to manage excess deaths. Following a review of the budget, this efficiency is no longer achievable.
Customer Services Team - Remove all of the clothing allowance from Customer Service budget for 2009/10 only. Red actions proposed £2K cut already. (BT&CS)	BT&CS	3	No new staff expected into Customer Service Centres for remainder of 2009/10
Customer Services Team - Printing and Stationery from Customer Service budget for 2009/10 BT&CS)	BT&CS	4	Charter printed and no additional stationery required for first year of CBC
Customer Services Team - Subsistence from Customer Service budget	BT&CS	3	Whole budget cannot be removed as overspend in car mileage and allowance.

Detail of planned action	AD	Full Year Savings £000	Implications
Customer Services Team -Stop recruiting and back filling posts within Customer Services until April 2010, caused by maternity leave and retirement		10	Reduction in service levels of over 3%, increasing to potentially 5% if call volumes continue to increase. Reduction in ability to multiskill and train other staff due to pressures on service levels. Following a review of the budget, this efficiency is no longer achievable.
Reduced costs for annual council tax advice leaflet (distributed to all households in March)	Comms	10	Requires a partnership approach or reduced production values for CBC leaflet.
Streamlined subscriptions to journals and newspapers (Comms)	Comms	4	Requires increased dependence on web publication review and news alert services.
Identified additional savings in procurement as a result of tender (Comms)	Comms	5	None
Review of salaries in Director of Business Transformation cost centre	Dir BT	20	None
Freezing of vacant posts (PPP)	PPP	64	Continued reduced service from Community / Customer Intelligence Team (1 post reduced from 3) and Corporate Policy (1 post reduced from 2).Expected savings for August 09-March 10 only. Savings for April 09-July 09 already realised.

Detail of planned action	AD	Full Year Savings £000	Implications
Postpone implementation of Performance Management software to 2010/11 (PPP)	PPP	20	Delay in implementing our corporate performance management / information platform across CBC. Delay will mean continuation of 'manual methods' of data collection and may have minor impact on Performance Management judgements in CAA / UoR.
Undertake no Budget Consultation Work for 2010 Budget (PPP)	PPP	8	Detailed results from Place Survey provide an indication of public priorities. This survey work does not provide public opinion on scenarios relating to council tax levels and service provision. No further budget consultation work may impact UoR scores.
External venue hire (PPP)	PPP	8	None for 2009/10.
Freezing of vacant post (PPP)	PPP	25	Continued reduced service until 1st April 2010 from Performance (Team Leader) and Community Intelligence (Team Leader). This will mean minimal capacity for development work on Customer / Community Insight
Printing & Stationery (PPP)	PPP	6	Reduced printing of PPP documents for internal and external publication / distribution - e.g. Ward profiles, customer feedback leaflets (Partnerships & Performance).
Prof Serv - Consultancy (PPP)	PPP	24	Push back to 2010/11 mystery shopping & consultation toolkit refresh. No further performance consultancy work in 2009/10.

Detail of planned action	AD	Full Year Savings £000	Implications
Project Budget (PPP)	PPP	15	Further reduction in projects.No funding for external O&S activity in 2009/10.Purchasing meters so we can extend the zap carbon pilot.Bring in external speakers on cross cutting issues to coincide with launches of guidance/policies.Sponsorship of key equalities events (eg. RNID) and contributory funding to partners' events.
Civic / hospitality (PPP)	PPP	2	No other external events from now to end of year.
Sustainable Community Strategy consultation	PPP	8	Carry out absolutely basic consultation work on Sustainable Community Strategy. This will affect our CAA position as we will not be able to robustly demonstrate our stakeholder input / buy-in to the collective vision and priorities.
TOTAL		271	

This page is intentionally left blank

DATE	Customer Number	Invoice Number	Profit Centre	Amount
20/01/06	142491	400002199	999999	£ 13,069.62
23/05/06	142720	400002236	999999	£ 10,227.57
22/04/08	143499	400002137	999999	£ 11,068.50
15/03/10	109572	7010032637	225100	£ 202,103.18
				£ 236,468.87

This page is intentionally left blank