

| | |
|-------------------------|--|
| SUBJECT: | Budget Management Report for the period as at 31st December 2009 |
| REPORT AUTHOR: | Finance Manager on behalf of Director of Business Transformation |
| PURPOSE: | To provide information on the budget position at 31 st December 2009 to enable decisions to be taken on resource allocation and service delivery. |
| RECOMMENDATIONS: | <p>The Service Management Team/Portfolio Holder/Executive is recommended to:</p> <ul style="list-style-type: none"> a) Note the latest budget projections for the year and the associated service implications. b) Agree to any management actions proposed at paragraphs 4.3(b), 4.4(b), 4.5(b), 4.6(b), and 10.2(c) and determine whether any other changes to service provision need to be made in the light of these. c) Note budget virements since last report. |

1.0 Introduction

1.1 The report sets out the financial position to 31st December 2009 and the latest forecast position at year end. Table A shows the net revenue position, Table B shows the revenue movements since the previous report and Table C the capital position.

2.0 Executive Summary Revenue

2.1 The full year forecast position for Business Transformation is £231k (3.6%) over budget and an increase of £145k since the position reported last month. This is largely due to a review of the Council Tax Bad Debt Provision (£140k), due to the economic climate.

2.2 The key reasons for the forecast overspend are:

- A £580k overspend against the Agency and staff cost budget which consists of a £775k over spend against the AD Business Transformation and Customer Service budget, a £24k over spend against the AD Communications budgets offset by a £219k under spend against the AD Policy, Partnership and Performance and the Director's budget. The overspend against the AD Business Transformation and Customer Service budget is 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. These additional staff costs have been partially funded by additional DWP grant funding of £135k and additional Administrative funding of £203k.
- An £185k over spend against the Registrars income budget due a reduction in anticipated recharge income.
- These over spends have been offset by:
- A £100k under spend against the Supplies and Services budget primarily due to the implementation of in year savings measures. This includes a £78k under spend against the AD Policy, Partnership and Performance budget, £49k under spend against the AD Communications budget, and a £27k overspend in AD Business Transformation and Customer Services.
- A £60k under spend against the Coroners income budget due to an increase in the recharges income in line with an increase in expenditure.

- A £14k Rates Referral Scheme Grant receipt in Revenues and a £15k Credit Card payment surcharge also in Revenues.

3.0 Executive Summary Capital

- 3.1 Following a review of Capital budgets, the revised 2009/10 Capital budget for the Business Transformation is £418k. The current forecast against this budget is £414k. Capital schemes amounting to £872k have been slipped into 2010/11. Schemes slipped to 2010/11 include the Performance Management System, £90k, DIP Systems (EDRMS), £30k, Points of Presence £50k, Istop kiosks £5k and LPSA reward grant, £697k.

4.0 Detailed Revenue Analysis by Operational Group

4.1 Table A – Revenue Actuals to date and Forecast year End Position

| Business Transformation | | Annual Budget A | Profiled Budget B | Actual to Date C | Payroll Adj D | Actual Variance C+D+E-B | Forecast Outturn F | Forecast Adj G | Forecast Variance H F + G - A | Proposed Transfers to and from Reserves I | Final Forecast Variance L H+I+J+K |
|---------------------------------|-------------|--------------------|----------------------|---------------------|------------------|----------------------------|-----------------------|-------------------|-------------------------------------|--|---|
| | | £000 | £000 | £000 | £000 | £000 | £000 | | £000 | £000 | £000 |
| Director | Income | - | - | - | | - | - | | - | | - |
| | Expenditure | 242 | 181 | 162 | | (19) | 222 | | (20) | | (20) |
| | Net Inc/Exp | 242 | 181 | 162 | - | (19) | 222 | | (20) | - | (20) |
| Sub Total Director | | 242 | 181 | 162 | - | (19) | 222 | - | (20) | - | (20) |
| AD Comms | Income | - | - | 0 | | - | - | | - | | - |
| | Expenditure | 145 | 109 | 109 | - | 0 | 146 | | 0 | | 0 |
| | Net Inc/Exp | 145 | 109 | 109 | - | 0 | 146 | - | 0 | - | 0 |
| Corporate Comms | Income | - | - | - | | - | - | | - | | - |
| | Expenditure | 320 | 240 | 202 | - | (38) | 292 | | (27) | | (27) |
| | Net Inc/Exp | 320 | 240 | 202 | - | (38) | 292 | - | (27) | - | (27) |
| Brand and Channel Management | Income | - | - | - | | - | - | | - | | - |
| | Expenditure | 320 | 240 | 228 | - | (12) | 322 | | 2 | | 2 |
| | Net Inc/Exp | 320 | 240 | 228 | - | -12 | 322 | - | 2 | | 2 |
| Sub Total Communications | | 785 | 589 | 539 | - | (49) | 760 | - | (25) | - | (25) |

Table A – Revenue Actuals to date and Forecast year End Position Continued

| Business Transformation | | Annual Budget | Profiled Budget | Actual to Date | Payroll Adj | Actual Variance | Forecast | Forecast | Forecast | Proposed | Final |
|---|-------------|---------------|-----------------|----------------|--------------|-----------------|--------------|----------|----------------|---------------------------|--------------|
| | | A | B | C | D | E C+D+E-B | F | G | H F + G - A | I to and from Reserves | L H+I+J+K |
| | | £000 | £000 | £000 | £000 | £000 | £000 | | £000 | £000 | £000 |
| AD Business Transformation Programme Management | Income | - | - | - | | - | - | | - | | - |
| | Expenditure | 177 | 133 | 489 | (307) | 49 | 157 | | (20) | | (20) |
| | Net Inc/Exp | 177 | 133 | 489 | (307) | 49 | 157 | - | (20) | - | (20) |
| IBS Project | Income | - | - | - | | - | - | | - | | - |
| | Expenditure | - | - | 442 | | 442 | | | - | | - |
| | Net Inc/Exp | - | - | 442 | - | 442 | - | - | - | - | - |
| Business Transformation Programme | Income | - | - | (24) | | (24) | - | | - | | - |
| | Expenditure | - | - | 418 | 0 | 418 | 1,247 | | 1,247 | 1,247 | - |
| | Net Inc/Exp | - | - | 394 | - | 394 | 1,247 | - | 1,247 | 1,247 | - |

Table A – Revenue Actuals to date and Forecast year End Position Continued

| Business Transformation | | Annual Budget A | Profiled Budget B | Actual to Date C | Payroll Adj D | Actual Variance E C+D+E-B | Forecast Outturn F | Forecast Adj G | Forecast Variance H F + G - A | Proposed Transfers to and from Reserves I | Final Forecast Variance L H+I+J+K |
|-------------------------|-------------|-----------------|-------------------|------------------|---------------|------------------------------|--------------------|----------------|----------------------------------|---|--------------------------------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | | £000 | £000 | £000 |
| Total Place | Income | - | - | (250) | | (250) | - | | - | | - |
| | Expenditure | - | - | 139 | | 139 | - | | - | | - |
| | Net Inc/Exp | - | - | (111) | - | (111) | - | - | - | - | - |
| Customer Services | Income | (49) | (37) | (37) | | - | (49) | | - | | - |
| | Expenditure | 2,111 | 1,583 | 1,476 | 65 | (42) | 2,106 | - | (4) | | (4) |
| | Net Inc/Exp | 2,062 | 1,546 | 1,439 | 65 | (42) | 2,057 | - | (4) | - | (4) |
| Customer Accounts | Income | (57,001) | (42,751) | (52,067) | | (9,315) | (66,186) | 81 | (9,103) | | (9,103) |
| | Expenditure | 57,193 | 42,894 | 49,625 | 242 | 6,972 | 66,515 | - | 9,323 | 89 | 9,234 |
| | Net Inc/Exp | 191 | 143 | (2,442) | 242 | (2,343) | 329 | 81 | 219 | 89 | 130 |

Table A – Revenue Actuals to date and Forecast year End Position Continued

| Business Transformation | | Annual Budget A | Profiled Budget B | Actual to Date C | Payroll Adj D | Actual Variance E C+D+E-B | Forecast Outturn F | Forecast Adj G | Forecast Variance H F + G - A | Proposed Transfers to and from Reserves I | Final Forecast Variance L H+I+J+K |
|---|-------------|-----------------|-------------------|------------------|---------------|------------------------------|--------------------|----------------|----------------------------------|---|--------------------------------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Revenue Management | Income | (710) | (533) | (2,714) | | (2,181) | (739) | | (29) | | (29) |
| | Expenditure | 1,512 | 1,134 | 1,247 | | 114 | 1,696 | - | 184 | | 184 |
| | Net Inc/Exp | 802 | 601 | (1.466) | - | (2.068) | 957 | - | 155 | - | 155 |
| Registrar and Coroner | Income | (1,137) | (853) | (733) | | 119 | (978) | (37) | 122 | | 122 |
| | Expenditure | 1,240 | 930 | 1,029 | | 99 | 1,413 | | 172 | | 172 |
| Service | Net Inc/Exp | 103 | 77 | 296 | - | 218 | 435 | (37) | 295 | - | 295 |
| Sub Total Business Transformation & Customer Svs | | 3,335 | 2,501 | -959 | - | (3,460) | 5,183 | 44 | 1,892 | 1,336 | 556 |

Table A – Revenue Actuals to date and Forecast year End Position Continued

| Business Transformation | | Annual Budget | Profiled Budget | Actual to Date | Payroll Adj | Actual Variance E | Forecast Outturn | Forecast Adj | Forecast Variance H | Proposed Transfers to and from Reserves I | Final Forecast Variance L |
|--------------------------------------|-------------|---------------|-----------------|----------------|-------------|-------------------|------------------|--------------|---------------------|---|---------------------------|
| | | A | B | C | D | C+D+E-B | F | G | F + G - A | | H+I+J+K |
| | | £000 | £000 | £000 | £000 | £000 | £000 | | £000 | £000 | £000 |
| AD Policy Partnership | Income | - | - | - | - | - | - | - | - | - | - |
| Partnership & Performance | Expenditure | 133 | 99 | 116 | - | 17 | 157 | - | 25 | - | 25 |
| | Net Inc/Exp | 133 | 99 | 116 | - | 17 | 157 | - | 25 | - | 25 |
| Policy | Income | - | - | (2) | - | (2) | (2) | - | (2) | - | (2) |
| | Expenditure | 636 | 477 | 451 | - | (26) | 625 | - | (11) | 13 | (24) |
| | Net Inc/Exp | 636 | 477 | 449 | - | (28) | 623 | - | (13) | 13 | (26) |
| Partnership & Community Engagement | Income | (170) | (128) | (128) | - | - | (170) | - | - | - | - |
| | Expenditure | 1,108 | 831 | 723 | - | (108) | 1,065 | - | (43) | 58 | (101) |
| | Net Inc/Exp | 938 | 704 | 595 | - | (108) | 895 | - | (43) | 58 | (101) |
| Performance Management | Income | (318) | (239) | (238) | - | 0 | (318) | - | - | - | - |
| | Expenditure | 746 | 559 | 408 | - | (151) | 569 | - | (177) | - | (177) |
| | Net Inc/Exp | 428 | 321 | 170 | - | (151) | 251 | - | (177) | - | (177) |
| Sub Total PP&P | | 2,134 | 1,601 | 1,331 | - | (270) | 1,926 | - | (208) | 71 | (279) |
| Total Business Transformation | | 6,496 | 4,872 | 1,073 | - | (3,799) | 8,090 | 44 | 1,638 | 1,407 | 231 |

4.2 Table B – Movement on Forecast Year End Position (to previous month).

| | Previous Forecast Variance (Nov) £000 | Current Forecast Variance (Dec) £000 | Movement | Explanation for Variance |
|--|--|---|-----------------|---|
| Director Bus Transformation | (20) | (20) | (-) | |
| Sub Total Dir Bus Transformation | (20) | (20) | (-) | |
| AD Communications | (1) | (1) | (-) | |
| Corporate Communications | (26) | (27) | (1) | Movement due to a forecast review which resulted in a net £1k reduction |
| Brand and Channel Mgmt | 1 | 2 | 1 | Movement due to a forecast review which resulted in a net increase of £1k |
| Sub Total Communications | (26) | (26) | - | |
| AD Business Transformation | (20) | (20) | - | |
| Business Transformation Programme Management | - | - | - | |
| Total Place | - | - | - | |
| Customer Services | (5) | (4) | 1 | |
| Customer Accounts | 94 | 130 | 36 | Movement due to an additional £6k HRA Subsidy, a reduction in Car Allowance £1k, increase in printing & stationery costs £5k, reduction in general expenditure £2k and an increase in bad debts provision £40k (bad debts provision increase £140k, previous months reduction in bad debts of £100k shown in Revenues). |
| Revenue Mgmt | 64 | 155 | 91 | Movement due to increase in Overtime £2k, car mileage £2k, decrease in Agency costs due to contractor transferred to IBS Project. Increase in Bank and Card charges £14k and an increase in income £15k Credit Card Surcharge. Increase in bad debts provision £100k (now transferred to Customer Accounts). |

| | Previous Forecast Variance (Nov) £000 | Current Forecast Variance (Dec) £000 | Movement | Explanation for Variance |
|---|--|---|-----------------|---|
| Registers and Coroners Service | 270 | 295 | 25 | Reduction in salary costs £15k, increase in car mileage £3k, increase in Agency costs £2k, increase in general expenses £10k. Movement in Coroners due to an increase in Jurors/Witness expenses £12k and an increase in Deputy Coroners Fees £6k both related to long inquest costs. An increase in Post Mortem Expenses £44k and an increase in Recharges £37k. |
| Sub Total Business Transformation and Customer Service | 403 | 556 | 153 | |
| AD Policy, Partnership and Performance | 25 | 25 | - | |
| Policy | (19) | (26) | (7) | This movement is due to a reduction in forecast for costs associated with corporate subscriptions |
| Partnership and Community Engagement | (101) | (101) | (-) | |
| Performance Mgmt | (176) | (177) | (1) | This movement is due to a reduction in the forecast for Agency staff costs |
| Sub Total Policy, Partnership and Performance | (271) | (279) | (8) | |
| Total Business Transformation | 86 | 231 | 145 | |

4.3 Detailed Commentary for Director, Business Transformation

Explanations for significant variances are provided in the tables below.

4.3a Budget and Forecast

| | Budget | Transfers to and from Reserves | Total Budget | Forecast | Variance | Explanation for Variance |
|-----------------------|------------|--------------------------------|--------------|------------|-------------|---|
| | £000 | £000 | £000 | £000 | £000 | |
| Income | 0 | 0 | 0 | 0 | 0 | |
| Staff Costs | 224 | 0 | 224 | 205 | (19) | The budget for each of the 2 posts held against the Director's budget is greater than the forecast requirement. |
| Agency Staff Costs | 0 | 0 | 0 | 0 | 0 | |
| Supplies and Services | 18 | 0 | 18 | 17 | (1) | |
| Total | 242 | 0 | 242 | 222 | (20) | |

4.3b Management Actions With the assistance of Finance staff, the Budget Manager to undertake a forecast review in time for the November budget monitoring report.

4.4 Detailed Commentary for AD Communications

Explanations for significant variances are provided in the tables below.

4.4a Budget and Forecast

| | Budget | Transfers to and from Reserves | Total Budget | Forecast | Variance | Explanation for Variance |
|-----------------------|------------|--------------------------------|--------------|------------|-------------|--|
| | £000 | £000 | £000 | £000 | £000 | |
| Income | 0 | 0 | 0 | 0 | 0 | |
| Staff Costs | 647 | 0 | 647 | 596 | (51) | This under spend reflects 5 posts being vacant for a part of the financial year, all of which have been filled during the vacancy period by agency members of staff. There are currently 3 vacant posts which include a Media Officer, a Business Support Officer and a Business Development Officer. The current forecast is based on the assumption that these posts will be filled by permanent staff before the end of the financial year. |
| Agency Staff Costs | 0 | 0 | 0 | 75 | 75 | This over spend reflects the use of Agency staff to cover permanent staff vacancies. |
| Supplies and Services | 138 | 0 | 138 | 89 | (49) | This over spend reflects 3 savings measures amounting to £19k which are now incorporated within the forecast and are detailed at Appendix D. In addition, the Communications team have tried to minimise spend against the Supplies and Services budget in order to mitigate the over spend against total staff costs. |
| Total | 785 | 0 | 785 | 760 | (25) | |

4.4b. Management Actions. With the assistance of finance staff, the budget manager should review the forecast on a monthly basis and noting a £58k year to date under against the supplies and services budget, determine whether the forecast should be reduced.

4.5 Detailed Commentary for AD Business Transformation and Customer Service

Explanations for significant variances are provided in the tables below.

4.5a Budget and Forecast

| | Budget | Transfers to and from Reserves | Total Budget | Forecast | Variance | Explanation for Variance |
|-----------------------|--------------|--------------------------------|--------------|--------------|------------|---|
| | £000 | £000 | £000 | £000 | £000 | |
| Income | (58,898) | 0 | (58,898) | (67,908) | (9,010) | Income forecasted in line with Housing and Council Tax Benefit mid year estimate £8,764, a receipt of £203k additional Admin Subsidy and £135k additional DWP grant. Reduction in Registrars income budget due to a reduction in the anticipated recharges. |
| Staff Costs | 5,432 | 329 | 5,761 | 5,964 | 203 | Increase in staff costs due to being unable to achieve the total vacancy saving and some posts being under funded. |
| Agency Staff Costs | 0 | 0 | 0 | 572 | 572 | Forecast over spend is due to temporary staff covering vacant posts and additional temporary staff required to cover DWP grant funded work. |
| Supplies and Services | 56,800 | 1,007 | 57,807 | 66,598 | 8,791 | Increase in forecast expenditure in line with Housing Benefit and Council tax benefit mid year estimate £8,853k less £89k transfer from Reserve, and a £27k overspend in general expenditure. |
| Total | 3,335 | 1,336 | 4,671 | 5,226 | 556 | |

4.5b. Management Actions. Budget Managers with the assistance of Finance staff to review their forecast in preparation for the January budget monitoring report. Finance and HR to address the pay mis-bookings issue.

4.6 Detailed Commentary for AD Policy, Partnership and Performance

Explanations for significant variances are provided in the tables below.

4.6a Budget and Forecast

| | Budget | Transfers to and from Reserves | Total Budget | Forecast | Variance | Explanation for Variance |
|-----------------------|--------------|--------------------------------|--------------|--------------|--------------|---|
| | £000 | £000 | £000 | £000 | £000 | |
| Income | (488) | 0 | (488) | (490) | (2) | This under spend is due to unbudgeted income received from Bedford Borough for a Joint Health Overview and Scrutiny report. |
| Staff Costs | 1720 | 43 | 1763 | 1527 | (236) | This under spend is due to the existence of nine vacant posts at the beginning of the financial year reducing to four at the end of the financial year. Three of the four posts have been frozen as a result of the in year savings measures detailed at Appendix D. |
| Agency Staff Costs | 13 | 0 | 13 | 49 | 36 | This over spend relates to 3 Agency members of staff. These include an Access to Information Officer within the Policy team, a Performance Improvement Assistant which is part funded by the £13k budget and an Administrative Support Officer for the Partnership and Community Engagement Team. |
| Supplies and Services | 889 | 28 | 917 | 840 | (77) | This under spend primarily relates to various savings measures which have been taken against the AD PPP supplies and services budget. These measures are detailed at Appendix D. |
| Total | 2,134 | 71 | 2,205 | 1,926 | (279) | |

Note: This table excludes the budget and forecast for the LAA grant.

4.6b. Management Actions. Continued monthly review of the forecast is necessary to ensure that the forecast position remains realistic and achievable.

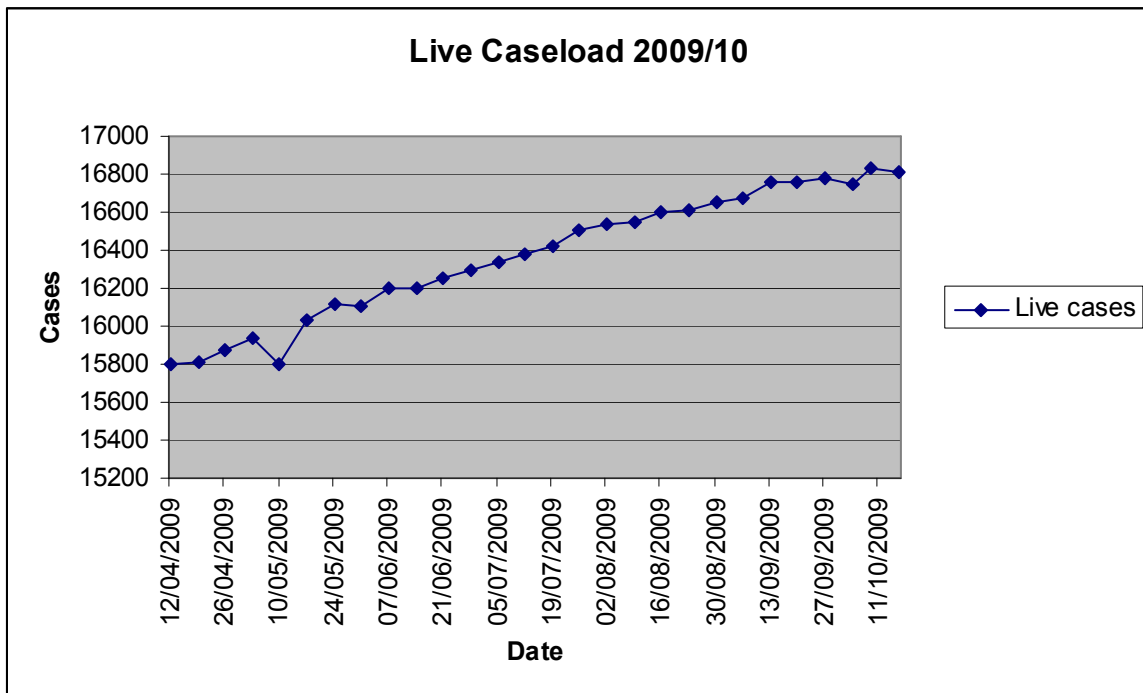
5 Revenue Virement Requests

There are currently no proposed virements over £100k to report. A table detailing the virements and technical adjustments processed during the financial year to date can be found in Appendix B.

6 Key Risks and Cost Drivers

6.1 Key Risk - Pay Costs. 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.

6.2 Key Cost Driver – Benefits Caseload. The number of live Benefits cases within Customer Accounts can have a large impact on the budget. 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.



7 Achieving Efficiency Savings

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

8 Reserves Position

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 to be undertaken in 2009/10 and due to LGR was not completed in 2008/09.

- 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 £20k 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.
- An £89,000 transfer from reserves for Housing Benefit Subsidy.

The Business Transformation Programme will be funded from an Earmarked Reserve. The current forecast is £1,247k.

The IBS Project will be funded from Transitional costs (Capital) and the Equalisation Reserve.

9 Carry forward Requests

None to Report

10 Detailed Capital Analysis

10.1 Table C, Capital Actuals to date and Forecast Year End position can be found in Appendix E.

10.2 Detailed Commentary on Capital

(a) Following a review of Capital budgets, the revised 2009/10 Capital budget for the Business Transformation is £418k. The current forecast against this revised budget is £414k. Capital schemes amounting to £872k have been slipped into 2010/11. Schemes slipped to 2010/11 include the Performance Management System, £90k, DIP Systems (EDRMS), £30k, Points of Presence £50k, Istop kiosks £5k and LPSA reward grant, £697k.

(b) A new capital project for Call Recording and Workforce Management has been approved. This will be funded from slippage in the T-Gov Partnership capital scheme. Two further new schemes, as detailed in the table above are in the process of being set up. These are the Safer Stronger Communities Fund grant and the Performance Management System.

(c) Management Actions. Budget Managers with the assistance of Finance staff to undertake monthly reviews of their capital forecasts. The budget manager for the Safer Stronger Communities fund must formulate a spending plan for £83k grant as the Home Office had dictated in their Grant Determination letter that this grant must be spend before the end of the financial year.

11 Workforce Data

Data will be available for the January report.

12 Aged Debt Analysis

Data will be available for the January report.

13 Payments Indicator

Data will be available for the January report.

14 List of Appendices

Appendix A1 - Overall Revenue Position for Central Bedfordshire Council by Directorate

Appendix A2 – Comparison of Current and Previous Revenue Forecasts by Directorate

Appendix B - Details of Technical Adjustments and Virements

Appendix C- Overall Capital Position for Central Bedfordshire by Directorate

Appendix D- Business Transformation Savings Measures

Appendix E – Business Transformation Capital Programme

Overall Position by Directorate

Appendix A1

| Director | Annual Budget | Profiled Budget to date | Actual to date | Variance | Adjusted Forecast Outturn | Forecast Variance | Revised Forecast Variance | Proposed Transfer to/from reserves/provisions | Forecast Variance after proposed new reserves. |
|--|----------------|-------------------------|----------------|---------------|---------------------------|-------------------|---------------------------|---|--|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Business Transformation | 6,496 | 4,872 | 1,073 | -3,799 | 8,134 | 1,638 | 1,638 | -1,407 | 231 |
| Chief Executive | 309 | 232 | 366 | 134 | 274 | -35 | -35 | | -35 |
| Children, Families & Learning (excluding Schools) | 38,127 | 28,543 | 28,097 | -446 | 40,729 | 2,602 | 2,602 | -501 | 2,101 |
| Corporate Costs | 14,687 | 14,774 | 10,069 | -4,705 | 14,546 | -141 | -141 | | -141 |
| Corporate Resources (Excluding 7800 Corporate Costs) | 19,698 | 11,015 | 12,813 | 1,798 | 20,127 | 429 | 429 | -67 | 362 |
| SCH&H | 46,704 | 35,028 | 36,634 | 1,606 | 51,340 | 4,636 | 4,636 | -104 | 4,532 |
| Sustainable Communities | 39,256 | 29,442 | 28,813 | -629 | 39,037 | -219 | -219 | | -219 |
| Repayment of Transitional Costs | 4,600 | 3,450 | 3,450 | 0 | 4,600 | 0 | 0 | | 0 |
| TOTAL Excluding Schools | 169,877 | 127,356 | 121,315 | -6,041 | 178,787 | 8,910 | 8,910 | -2,079 | 6,831 |
| Schools only | 766 | 575 | 286 | -289 | 766 | 0 | 0 | | 0 |
| Total | 170,643 | 127,931 | 121,601 | -6,330 | 179,553 | 8,910 | 8,910 | -2,079 | 6,831 |
| Transitional Costs | 3,762 | 2,822 | 3,926 | 1,104 | 4,762 | 1,000 | 1,000 | | 1,000 |

Appendix A2

Current and Previous Forecasts by Directorate

| Director | December Forecast Variance after proposed new reserves. | October Forecast Variance after proposed new reserves. | Shift in Variance |
|---|---|--|-------------------|
| | £000 | £000 | £000 |
| Business Transformation | 231 | 117 | 114 |
| Chief Executive | -35 | 0 | -35 |
| Children, Families & Schools (excluding | 2,101 | 1,909 | 192 |
| Corporate Costs | -141 | -226 | 85 |
| Corporate Resources (Excluding 7800 | 362 | 325 | 37 |
| SCH&H | 4,532 | 5,091 | -559 |
| Sustainable Communities | -219 | -48 | -171 |
| Transitional Costs | 0 | 0 | 0 |
| TOTAL Excluding Schools | 6,831 | 7,168 | -337 |
| Schools only | 0 | 0 | 0 |
| Total | 6,831 | 7,168 | -337 |

Technical Adjustments/Virements for Business Transformation

Appendix B

| Description | Opening Budget | May | May | May | May | May | Jun | Jun | Aug | Aug | Sep | Sep | Sep | Oct | Oct | Nov-09 |
|--|------------------|----------|----------|---------------|----------|----------|----------|---------------|----------------|---------------|----------|----------------|---------------|---------------|----------|---------------------|
| | Note | 1 | 8 | 14 | 19 | 20 | 35 | 35a | 36 | 36a | 40 | 41 | 43 | 45 | 50 | Closing |
| | T/P | P | P | P | P | P | P | P | T | P | T | T | P | P | P | Budget |
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Director Business Transformation | 232,607 | | | | 6,000 | 3,000 | | | | | | | | | | 241,607.00 |
| AD Communications | 125,607 | | | | -1,000 | | 20,674 | | | | | | | | | 145,281.00 |
| Corporate Communications | 360,548 | | | | | | -40,748 | | | | | | | | | 319,800.00 |
| Brand & Channel Management | 299,870 | | | | | | 20,074 | | | | | | | | | 319,944.00 |
| AD Business Transf & Customer Svs | 133,058 | | 53,170 | | -5,000 | | | | | | | | | | | 181,228.00 |
| Customer Services | 2,187,277 | | -26,932 | | | | | | -20,149 | | -53,110 | -25,266 | | | | 2,061,819.75 |
| Customer Accounts | 203,771 | | -9,820 | | | | | | | | | | | | -2,800 | 191,151.00 |
| Revenues | 718,028 | | -12,280 | | | | | | | | 53,110 | | | 40,000 | 2,800 | 801,657.99 |
| Registrars | -110,218 | | -2,782 | | | | | | | | | | | | | -113,000.00 |
| Coroners | 213,399 | | -1,356 | | | | | | | | | | | | | 212,043.00 |
| AD Policy Partnerships and Performance | 135,540 | | | | | -3,000 | | | | | | | | | | 132,540.00 |
| Policy | 527,228 | | | 90,000 | | | | | | | | | 18,700 | | | 635,928.00 |
| Partnership, Community Engagement | 841,631 | 76,100 | | | | | | 20,400 | | | | | | | | 938,131.00 |
| Performance Management | 471,447 | -76,100 | | | | | | | | 12,500 | | | 20,000 | | | 427,847.00 |
| Total | 6,339,793 | 0 | 0 | 90,000 | 0 | 0 | 0 | 20,400 | -20,149 | 12,500 | 0 | -25,266 | 38,700 | 40,000 | 0 | 6,495,977.74 |

Technical Adjustments/Virements for Business Transformation

Notes

- 1 - To re-align budget between AD Policy Partnership and Performance profit centres
- 8 - To transfer the training budget to the AD Profit Centre
- 14 - To transfer contingency budget to Policy to cover subscriptions omitted from the original budget process
- 19 - To transfer some of the Business Transformation AD's training budget into the Business Transformation Directorate's Conference budget
- 20 - To transfer some of the AD Policy Partnership and Performance training budget into the Business Transformation Directorate's conference budget
- 35 - To re-align the Communications budgets
- 35a - Transfer of Volunteer and Community Action budget from Sustainable Communities to the Partnership team.
- 36 - Transfer of a Customer Advisor post (11months of costs) from Customer Services to Joint Strategic Commissioning Services
- 36a - Transfer of funding from Director CLF to Performance Management to part fund the cost of a Social Care Performance Officer post
- 40 - Transfer 2 posts (22138 and 22142) from Customer Services to Revenues, as incorrectly budgeted
- 41 - Transfer 3 x Receptionist posts from Customer Services to Facilities Management from Sept - March
- 43 - Transfer £20k CAA funding from Finance Contingency to Performance team and £18,700 from Finance Contingency to Policy
- 45 - Transfer £40k from Head of Financial Services to Revenues to fund Legal Fees
- 50 - Transfer £2,800 Bank and Card Charges from Customer Accounts to Revenues in line with where expenditure is being charged.

Appendix C to follow

Appendix D

Savings Measures Action Plan for Business Transformation

| Detail of planned action | AD | Full Year Savings | Included in Sept forecast | Included in Oct forecast | Included in Nov forecast | Implications |
|---|-------|-------------------|---------------------------|--------------------------|--------------------------|---|
| | | £000 | £000 | £000 | £000 | |
| Review of discretionary expenditure | BT&CS | 20 | | | 20 | None |
| 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 | 4 | | 4 | | None for 2009/10 as no furniture / equipment or refurbishment required |
| Customer Services Team - Stop recruiting vacant posts within Registration Services until April 2010 (BT&CS) | BT&CS | 8 | | 0 | | 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 | | 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 | | 4 | | Charter printed and no additional stationery required for first year of CBC |
| Customer Services Team - Subsistence from Customer Service budget | BT&CS | 3 | | 3 | | Whole budget cannot be removed as overspend in car mileage and allowance. |

Appendix D

Savings Measures Action Plan for Business Transformation

| Detail of planned action | AD | Full Year Savings | Included in Sept forecast | Included in Oct forecast | Included in Nov forecast | Implications |
|--|--------|-------------------|---------------------------|--------------------------|--------------------------|--|
| | | £000 | £000 | £000 | £000 | |
| Customer Services Team -Stop recruiting and back filling posts within Customer Services until April 2010, caused by maternity leave and retirement | | 10 | | 0 | | 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 | 10 | | | Requires a partnership approach or reduced production values for CBC leaflet. |
| Streamlined subscriptions to journals and newspapers (Comms) | Comms | 4 | 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 | | 5 | | None |
| Review of salaries in Director of Business Transformation cost centre | Dir BT | 20 | | 20 | | None |
| Freezing of vacant posts (PPP) | PPP | 64 | 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. |

Appendix D

Savings Measures Action Plan for Business Transformation

| Detail of planned action | AD | Full Year Savings | Included in Sept forecast | Included in Oct forecast | Included in Nov forecast | Implications |
|---|-----|-------------------|---------------------------|--------------------------|--------------------------|---|
| | | £000 | £000 | £000 | £000 | |
| Postpone implementation of Performance Management software to 2010/11 (PPP) | PPP | 20 | | 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 | | 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 | 8 | | | None for 2009/10. |
| Freezing of vacant post (PPP) | PPP | 25 | | 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 | | 6 | | Reduced printing of PPP documents for internal and external publication / distribution - e.g. Ward profiles, customer feedback leaflets (Partnerships & Performance). |

Appendix D

Savings Measures Action Plan for Business Transformation

| Detail of planned action | AD | Full Year Savings | Included in Sept forecast | Included in Oct forecast | Included in Nov forecast | Implications |
|---|-----|-------------------|---------------------------|--------------------------|--------------------------|---|
| | | £000 | £000 | £000 | £000 | |
| Prof Serv - Consultancy (PPP) | PPP | 24 | | 24 | | Push back to 2010/11 mystery shopping & consultation toolkit refresh. No further performance consultancy work in 2009/10. |
| Project Budget (PPP) | PPP | 15 | | 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) | | 2 | | 2 | | No other external events from now to end of year. |
| Sustainable Community Strategy consultation | | 8 | | 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 | 86 | 147 | 20 | |

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

| Title | 2009/10 Gross Budget | 2009/10Rev ised Budget | Actual Expenditure to date | Forecast expenditure | Variance | Slippage to 2010/11 | Brief Description of Scheme | Narrative |
|--------------------|-------------------------------------|---------------------------------------|---|---------------------------------|-----------------|--------------------------------|--|---|
| | £000s | £000s | £000s | £000s | £000s | £000s | | |
| Istop Kiosks | 40 | 35 | 28 | 35 | 0 | 5 | Commissioned by the Transitional Task Force for Community Engagement, this is a pilot of 11 kiosks that provide access to the Job Centre Plus and Central Bedfordshire web site from retail outlets across the district. Was part of the Central Bedfordshire Bid proposals. | £5k slippage to be rolled forward into next year to fund scheme expansion. |
| Points of Presence | 50 | 0 | 0 | 0 | 0 | 50 | Dunstable reception area refurbishment. | 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. |

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

| Title | 2009/10 Gross Budget | 2009/10Rev ised Budget | Actual Expenditure to date | Forecast expenditure | Variance | Slippage to 2010/11 | Brief Description of Scheme | Narrative |
|----------------------|----------------------------|------------------------------|----------------------------------|-------------------------|----------|------------------------|---|---|
| | £000s | £000s | £000s | £000s | £000s | £000s | | |
| Carbon Management | 10 | 10 | 0 | 6 | -4 | 0 | <p>CRED the community awareness project was put on hold so Central Bedfordshire LSP Carbon Reduction Working Group and the Dir of Business Transformation have given full support to a community carbon reduction project based around providing a community carbon zapcarbon website and energy efficiency meters. This will contribute to NI 186 in the LAA and raise awareness of domestic energy efficiency/carbon reduction.</p> | <p>33% discount secured from Zap Carbon for placing order by 31August 2009 following consultation with Richard Ellis. Energy efficiency meters to be bought from E-on with CERT discount.</p> |

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

| Title | 2009/10 Gross Budget | 2009/10Rev ised Budget | Actual Expenditure to date | Forecast expenditure | Variance | Slippage to 2010/11 | Brief Description of Scheme | Narrative |
|--------------------------------------|-------------------------------------|---------------------------------------|---|---------------------------------|-----------------|--------------------------------|--|---|
| | £000s | | £000s | £000s | £000s | £000s | | |
| EDRMS | 40 | 40 | 24 | 40 | 0 | 30 | DIP System (EDRMS) | 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. |
| Total Business Transformation | 304 | 335 | 159 | 331 | -4 | 85 | | |
| Slippages from 2008/09 | | | | | | | | |
| LPSA & LAA Grant Payout | 697 | 0 | 0 | 0 | 0 | 697 | | |
| DIP System (EDRMs) | 30 | 0 | 0 | 0 | 0 | 0 | | |
| Total Slippages | 727 | 0 | 0 | 0 | 0 | 697 | | |

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

| Title | 2009/10 Gross Budget | 2009/10Rev ised Budget | Actual Expenditure to date | Forecast expenditure | Variance | Slippage to 2010/11 | Brief Description of Scheme | Narrative |
|---|-------------------------------------|---------------------------------------|---|---------------------------------|-----------------|--------------------------------|---|--|
| | £000s | £000s | £000s | £000s | £000s | £000s | | |
| New Schemes: | | | | | | | | |
| Safer Stronger Communities Fund Capital Grant | 0 | 83 | 0 | 83 | 0 | 0 | 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 | The Partnership and Community Engagement team are currently working with the Community Safety Team to formulate a spending plan for 2009/10. It should be noted that the grant must be spend in year or returned to the Home Office. |
| Performance Management System | 0 | 90 | 0 | 90 | 0 | 0 | New System for CAA Performance Management with plans to procure in either 2009/10 or 2010/11. | Outline Business Case / PID to be considered by November Executive. |
| Total New Schemes | 0 | 173 | 0 | 173 | 0 | 0 | | |
| TOTAL Business Transformation | 1,031 | 508 | 131 | 504 | -4 | 782 | | |

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

| Title | 2009/10 Gross Budget | 2009/10Rev ised Budget | Actual Expenditure to date | Forecast expenditure | Variance | Slippage to 2010/11 | Brief Description of Scheme | Narrative |
|---|-------------------------------------|---------------------------------------|---|---------------------------------|-----------------|--------------------------------|--|--|
| | £000s | £000s | £000s | £000s | £000s | £000s | | |
| New Schemes: | | | | | | | | |
| Safer Stronger Communities Fund Capital Grant | 0 | 83 | 0 | 83 | 0 | 0 | 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 | The Partnership and Community Engagement team are currently working with the Community Safety Team to formulate a spending plan for 2009/10. It should be noted that the grant must be spend in year or returned to the Home Office. |
| Performance Management System | 0 | 0 | 0 | 0 | 0 | 90 | New System for CAA Performance Management with plans to procure in either 2009/10 or 2010/11. | Outline Business Case / PID to be considered by November Executive. |
| Total New Schemes | 0 | 83 | 0 | 83 | 0 | 90 | | |
| TOTAL Business Transformation | 1,031 | 418 | 159 | 414 | -4 | 872 | | |