

	Annual Budget	Profiled Budget	Actual to Date	Variance	Forecast Outturn	Proposed transfers from earmarked reserves	Forecast Variance	Notes
	£000	£000	£000	£000	£000	£000	£000	
Director of Customer & Shared Services	326	163	138	(25)	269	0	(57)	Savings due to Senior Management Review, and general review of expenditure.
Service Development	131	66	53	(13)	112	0	(19)	
Sub Total Director of Customer & Shared Services	457	228	190	(38)	381	0	(76)	
AD Customer and Systems	135	68	50	(18)	122	0	(14)	Under spend due to review of salaries.
Head of Customer Services	2,608	1,240	1,065	(175)	2,498	0	(109)	Vacant posts not being filled to meet efficiency target within Customer Services being offset by an overspend in Coroner's salary.
Head of Systems (operations)	3,363	1,752	1,777	25	3,261	0	(103)	Forecast under spend of £103k within ICT Infrastructure & Support - Large pressure in Agency and Prof Serv Consultancy (£214k). This was largely offset by under spend in Salary costs (-£232k) for vacancies and savings in Furniture and Equipment (-£90k). General Overspends £5k. The recovery of consumables costs from the business is still outstanding. Once this is achieved an under spend of around £100k should be attainable.
Head of Systems (strategy & assurance)	2,874	1,508	1,801	294	3,577	0	703	A pressure of £703k has been identified. Major pressures are deficit in Salary costs of £107k and £419k in Agency and Consultancy staff. Consultancy costs are back fill for project work and SAP support to cover vacancies. Pressure in Software and Hardware Maintenance costs £220k, offset by saving in Furniture & Equipment £43k.
Sub Total Customer & Systems	8,981	4,568	4,693	126	9,458	0	477	
AD Finance	104	199	197	(2)	102	0	(2)	A variance of £381k is mainly due to an overspend on Contractors within Customer Accounts £454k, an increase in HB Payments £125k offset by an increase in Admin Subsidy £107k and vacant posts £142k.
Revenues Management	1,033	517	722	205	1,415	0	381	Within Revenues an overspend in salary costs £73k due to the funding of posts previously transitional, and being unable to achieve the vacancy saving as no posts vacant, plus on costs where budget provided. Overspend on Bank and Card Charges £23k.
Financial Management	1,231	615	435	(180)	1,375	9	136	The overspend is due to delay in restructure, interims covering vacancies and maternity leave.
Head of Financial Strategy	983	581	822	242	1,025	11	31	Pressure due to interims covering vacancies offset by salary slippage.
Control Accounts	0	0	7	7	0	0	0	
Head of Audit	456	243	207	(36)	473	0	17	Delay in Senior Management review.
Sub Total AD Finance	3,808	2,155	2,390	235	4,390	20	563	
Head of HR Strategy	1,759	935	1,233	298	2,179	50	370	Variance mainly to do with the pressure within HR on staff cost budgets, voluntary redundancies have been offered HR staff beginning to slot into the new revised structure. As not all reductions will be achieved by 30/9, this increases the projected overspend.
Head of HR Operations	(244)	(113)	(111)	2	(253)	0	(8)	
Head of Recruitment Development	258	68	28	(40)	146	0	(112)	
Sub Total AD People	1,772	890	1,150	260	2,072	50	250	
Governance & Monitoring Officer	134	67	136	69	134	49	(49)	AD Governance post vacant
Head of Procurement & Contract Management	637	233	193	(40)	484	0	(153)	Forecast saving due to procurement rebates.

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	£000	£000	£000	£000	£000	£000	£000	
Head of Legal Services	1,087	595	633	37	1,190	0	103	The pressure of £103k is mainly due to the agency staff costs for posts that have still not been filled to end Sept 10.
Head of Democratic Services	878	439	344	(95)	711	0	(167)	Variance of £167k is as a result of vacancies within Democratic Services, and a steady flow of searches despite the loss of Home Information Packs within Local Land Charges.
Sub Total Head of Legal & Democratic	2,735	1,334	1,305	(30)	2,519	49	(265)	
AD Assets	6	89	43	(46)	55	35	13	Variance is due to full year forecast of interim AD of Assets.
Head of Assets	300	150	434	283	480	0	179	A pressure of £179k within Head of AD Assets is mainly made up of Your Space revenue costs (largely removal services), which couldn't be capitalised. There is a forecast saving against the Properties contract (£300k) which is offset by pressures around Surplus Properties (£50k), staffing costs (£70k), loss of Industrial Unit income (£30k) and Development Disposals (£150k). A request to fund the Development Disposal pressure from reserves has been made, but this funding is not currently included in the forecast.
Maintenance & FM - Staff & Ove	3,983	1,991	1,784	(207)	4,238	31	224	A pressure of £224k within M & F is mainly due to the pressures surrounding County Hall and pressures within Bedford Square due to £7k per month cleaning contract plus security costs and other running costs.
Sub Total AD Assets	4,289	2,230	2,261	31	4,772	66	417	
Director of Customer & Shared Services - Operational	22,041	11,406	11,989	583	23,592	185	1,366	
Corporate Costs								
Nominated Council Costs	0	0	138	138	0	0	0	
Debt Management	10,963	3,131	2,193	(938)	9,963	0	(1,000)	A review of debt financing is forecast to yield a £1m underspend against full year budget.
Audit Fees	509	255	255	0	509	0	0	
Insurance	676	408	425	17	676	0	0	
Members' costs	1,335	667	682	14	1,414	0	79	Pressure around Members' ICT allowances, NI, superannuation and car allowances.
Teachers' pensions	1,954	0	610	610	2,954	0	1,000	Pressure around Pension Costs, due to miscalculated budget build.
Sub Total Corporate Costs	15,437	4,462	4,302	(159)	15,515	0	79	
Director of Customer & Shared Services	37,478	15,867	16,291	424	39,108	185	1,445	
Contingency & Reserves	4,540	677	0	(677)	4,541	0	0	
Sub Total Contingency & Reserves	4,540	677	0	(677)	4,541	0	0	