

2011/12 Base Budget Reconciliation Template

		(1)			(2)			(3)			(4)			Key
		Latest 2010/11 Budget/Base 2011/12			2010/11 Forecast Variance Pressure/Saving			Adjust one off's and Pressures/Savings Managed in Year			Pressures/Savings to take Forward 2010/11			
PROFIT CENTRE	PROFIT CENTRE DESCRIPTION	Expenditure £s (A)	Income £s (B)	Net £s (A+B=C)	Expenditure £s (D)	Income £s (E)	Net £s (D+E=F)	Expenditure £s (G)	Income £s (H)	Net £s (G+H=I)	Expenditure £s (D+G=J)	Income £s (E+H=K)	Net £s (F+I=L)	
	Director of Customer & Shared Services Total	325,632	0	325,632	-56,611	0	-56,611	3,368	0	3,368	-53,243	0	-53,243	1
	Service Development Total	131,249	0	131,249	-19,000	0	-19,000	19,000	0	19,000	0	0	0	2
	Director of Customer & Shared Services Total	456,881	0	456,881	-75,611	0	-75,611	22,368	0	22,368	-53,243	0	-53,243	
	Head Of Customer Services Total	3,602,797	-1,015,121	2,587,676	-56,385	-52,614	-108,999	42,250	66,749	108,999	-14,136	14,135	0	3
	Head of Systems (Operations) Total	3,955,118	-591,742	3,363,376	-30,767	-72,233	-103,000	-317,088	522,975	205,887	-347,855	450,742	102,887	4
	AD Customer & Systems Total	135,301	0	135,301	-14,000	0	-14,000	14,000	0	14,000	0	0	0	5
	Head of Systems (Strategy & Assurance) Total	3,145,532	-271,061	2,874,472	803,022	-100,000	703,022	-763,384	230,061	-533,323	39,638	130,061	169,699	6
	AD Customer & Systems Total	10,838,748	-1,877,923	8,960,825	701,869	-224,847	477,023	-1,024,223	819,785	-204,438	-322,353	594,938	272,585	
	Head of Revenues & Benefits	58,744,741	-57,711,443	1,033,298	12,916,038	-12,534,549	381,489	-246,011	-113,422	-359,433	12,670,027	-12,647,971	22,055	7
	AD Finance Total	403,285	-299,090	104,195	-2,000	0	-2,000	-152,011	0	-152,011	-154,011	0	-154,011	8
	Head Of Financial Strategy Total	1,516,617	-363,204	1,153,413	64,142	-32,596	31,545	-379,620	243,481	-136,139	-315,478	210,885	-104,593	9
	Financial Management Total	2,099,656	-869,072	1,230,584	-17,306	153,026	135,720	-1,860	-153,026	-154,886	-19,166	0	-19,166	10
	Head of Audit Total	525,144	-68,968	456,176	16,975	0	16,975	-7,788	0	-7,788	9,188	0	9,188	11
	AD Finance Total	63,289,444	-59,311,777	3,977,667	12,977,849	-12,414,120	563,729	-787,290	-22,967	-810,257	12,190,559	-12,437,087	-246,527	
	Head of HR Strategy Total	1,869,947	-111,119	1,758,828	395,531	-25,507	370,024	441,599	-185,656	255,943	837,130	-211,163	625,967	12
	Head of HR Operations Total	470,034	-714,445	-244,411	0	-8,430	-8,430	-5,004	36,742	31,738	-5,004	28,313	23,309	13
	Head of Recruitment & Development Total	257,601	0	257,601	-112,000	0	-112,000	0	0	0	-112,000	0	-112,000	14
	AD People Total	2,597,582	-825,564	1,772,018	283,531	-33,937	249,595	436,595	-148,914	287,681	720,126	-182,850	537,276	
	Head of Procurement & Contract Managemt Total	466,821	0	466,821	379	-153,000	-152,621	18,739	53,000	71,739	19,118	-100,000	-80,882	15
	Governance & Monitoring Officer Total	133,667	0	133,667	-49,000	0	-49,000	49,000	0	49,000	0	0	0	
	Head of Legal Services Total	1,557,868	-471,121	1,086,746	44,316	58,863	103,179	-25,964	-863	-26,827	18,352	58,000	76,352	16
	Head of Democratic Services Total	1,281,681	-403,965	877,716	-119,442	-47,535	-166,977	154,858	49,431	204,289	35,416	1,896	37,312	17
	AD Governance Monitoring Officer Total	3,440,037	-875,086	2,564,951	-123,748	-141,672	-265,420	196,634	101,568	298,201	72,886	-40,104	32,782	
	Head of Assets Total	2,420,122	-2,119,780	300,342	197,047	-17,828	179,220	-77,678	7,828	-69,850	119,369	-10,000	109,369	18
	AD Assets Total	177,093	-171,000	6,093	13,462	0	13,462	-39,799	0	-39,799	-26,336	0	-26,336	19
	Head of Facilities, Maintenance & Dev Total	5,523,005	-1,540,491	3,982,514	310,759	-86,393	224,366	-1,068,244	1,350,610	282,366	-757,485	1,264,217	506,732	20
	AD Assets Total	8,120,220	-3,831,271	4,288,949	521,269	-104,221	417,048	-1,185,720	1,358,438	172,717	-664,452	1,254,217	589,765	
	Customer & Shared Service Total (excl Corp. Costs)	88,742,911	-66,721,622	22,021,289	14,285,160	-12,918,796	1,366,364	-2,341,636	2,107,910	-233,726	11,943,524	-10,810,886	1,132,638	
	Corporate Costs Total	17,278,644	-1,842,007	15,436,637	78,762	0	78,762	21,537	0	21,537	100,299	0	100,299	21
	Contingency & Reserves Total	4,540,403	0	4,540,403	0	0	0	-677,472	0	-677,472	-677,472	0	-677,472	22
	Corporate Costs Total	21,819,047	-1,842,007	19,977,040	78,762	0	78,762	-655,935	0	-655,935	-577,173	0	-577,173	
	TOTAL ALL	110,561,958	-68,563,629	41,998,329	14,363,922	-12,918,796	1,445,126	-2,997,571	2,107,910	-889,661	11,366,351	-10,810,886	555,465	

Notes:

- 2010/11 forecast underspend includes better than budgeted efficiency achievement for Director of Corporate Resources (SMR). 2011/12 budget is efficiencies within Dir of C&SS and release of remaining budgets within cost centres made obsolete as a result of SMR..
- 2010/11 forecast due to part year vacancies.
- 2010/11 forecast underspend includes vacancy savings more than offsetting pressures for part year Appendix E and within Coroner's costs. 2011/12 includes full year Appendix E pressures and Coroner's costs, being mitigated by staff savings.
- 2010/11 forecast due to staff salary savings and release of Furniture and Equipment (F&E) budget. 2011/12 reflects F&E savings but pressures around specialist consultancy charges and Appendix E costs. Additionally, a £146k pressure has been identified around unachievable income targets.
- 2010/11 forecast due to part year vacancies (delay in SMR resulted in posts being vacant longer than expected)
- 2010/11 forecast included various one off pressures around stabilization and the office moves, together with pressure around maintenance contract costs. 2011/12 : The majority of continuing pressures have been mitigated by savings due to staff restructure, however a £130k pressure around an unachievable income target has been identified.
- 2010/11 forecast pressures due to bank and card charges, together with staffing cost pressures due to loss of Transitional funding. There is also an assumed under-recovery of Housing Benefit subsidy (1%) on the additional (due to economic climate) benefit claims . For 2011/12, majority of pressures mitigated by staffing review and additional Admin subsidy, leaving the 1% assumed under recovery of the additional Housing Benefit subsidy (£125k), pressure around Allpay (£63k) less additional £140k subsidy income as a result of subsidy recovery project work.
- Review of overheads within AD Finance, including previously centralised budgets, has realised savings.
- 2011/12 : Saving due to transfer of Payroll contract to HR (virement). HR will show equivalent 'pressure'.
- 2010/11 has significant one off pressures for senior interim staff. By the 2011/12 financial year, the interim staff will have left, and other staffing pressures will be managed within the service.
- 2010/11 pressure due to delayed implementation of SMR for AD Audit. 2011/12 is pressure due to incorrect duplication of SMR efficiency.
- Pressures in 2010/11 and 2011/12 due to loss of Transitional funding (staffing costs) together with Appendix E costs. Additionally, 2011/12 includes transfer of Payroll contract from Financial Strategy (£105k) plus pressure on this contract (£141k).
- Pressure in 2011/12 due to loss of largest customer in HEART (agency supply).
- Saving in 2010/11 due to release of unused Corporate Training and OD budgets. 2011/12 budget assumes same budget requirement as 2010/11 forecast.
- Forecast pressure in 2009/10 is due to unbudgeted procurement rebates. The underspend in 2011/12 is also due to unbudgeted procurement rebates.
- Pressure in Legal Services in 2009/10 due to unachievable income target and use of locum lawyers. Pressure in 2011/12 largely due to income pressures.
- Savings in 2010/11 due to part year vacancies and better than budgeted income for Land Charges. Pressure in 2011/12 due to salary pressures and Appendix E costs.
- 2010/11 pressure due to YourSpace revenue costs- one off cost. Mouchel savings of £300k offset pressures around development disposal & surplus properties. 2011/12 pressures for development disposals, surplus properties and Property Business team largely offset by Mouchel contract savings and additional farms income.
- 2010/11 pressure due to additional costs of interim AD Assets.
- 2010/11 pressures around unbudgeted premises costs and uncertainty around occupancy costs of Borough Hall. 2011/12 pressures include premises budget pressures, including centralised print room costs, £260k for Schools Catering (assumes contract continues till the end of the academic year), £131k pressures around unachievable income in Kingsland, partly offset by savings in maintenance.
- Pressures around Members' costs, including IT allowances. £1m pressure in Teachers' Pensions (base budget error) being mitigated by £1m from Debt Management budget.
- 2011/12 : Release of £845k contingency to fund Appendix E pressures corporately, and pressures of £168k re SMR errors being funded from Contingency in 2010/11. This pressure relates to services in Sustainable Communities and Customer & Shared Services.

2011/12 Base Budget Reconciliation Template

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PROFIT CENTRE	PROFIT CENTRE DESCRIPTION	2011/12 FYE of 2010/11 Decisions			2011/12 Standstill Budget at 2010/11 Prices		
		Expenditure	Income	Net	Expenditure	Income	Net
		£s (M)	£s (N)	£s (M+N=O)	£s (A+J+M=P)	£s (B+K+N=Q)	£s (C+L+O=R)
	Director of Customer & Shared Services Total	-28,817	0	-28,817	243,572	0	243,572
	Service Development Total	0	0	0	131,249	0	131,249
	Director of Customer & Shared Services Total	-28,817	0	-28,817	374,821	0	374,821
	Head Of Customer Services Total	-22,999	0	-22,999	3,565,662	-1,000,985	2,564,677
	Head of Systems (Operations) Total	0	0	0	3,607,263	-141,000	3,466,263
	AD Customer & Systems Total	0	0	0	135,301	0	135,301
	Head of Systems (Strategy & Assurance) Total	0	0	0	3,185,170	-141,000	3,044,170
	AD Customer & Systems Total	-22,999	0	-22,999	10,493,396	-1,282,985	9,210,411
	Head of Revenues & Benefits	-70,022	0	-70,022	71,344,745	-70,359,414	985,331
	AD Finance Total	0	0	0	249,274	-299,090	-49,816
	Head Of Financial Strategy Total	0	0	0	1,201,139	-152,320	1,048,819
	Financial Management Total	0	0	0	2,080,490	-869,072	1,211,418
	Head of Audit Total	-23,483	0	-23,483	510,849	-68,968	441,881
	AD Finance Total	-93,505	0	-93,505	75,386,499	-71,748,864	3,637,634
	Head of HR Strategy Total	-26,271	0	-26,271	2,680,806	-322,282	2,358,524
	Head of HR Operations Total	0	0	0	465,030	-686,133	-221,103
	Head of Recruitment & Development Total	0	0	0	145,601	0	145,601
	AD People Total	-26,271	0	-26,271	3,291,437	-1,008,414	2,283,023
	Head of Procurement & Contract Managemt Total	0	0	0	485,939	-100,000	385,939
	Governance & Monitoring Officer Total	0	0	0	133,667	0	133,667
	Head of Legal Services Total	0	0	0	1,576,220	-413,121	1,163,098
	Head of Democratic Services Total	0	0	0	1,317,097	-402,069	915,028
	AD Governance Monitoring Officer Total	0	0	0	3,512,923	-915,190	2,597,733
	Head of Assets Total	-26,924	-40,000	-66,924	2,512,567	-2,169,780	342,787
	AD Assets Total	0	0	0	150,757	-171,000	-20,243
	Head of Facilities, Maintenance & Dev Total	-100,000	0	-100,000	4,665,520	-276,274	4,389,246
	AD Assets Total	-126,924	-40,000	-166,924	7,328,844	-2,617,054	4,711,790
	Customer & Shared Service Total (excl Corp.	-298,516	-40,000	-338,516	100,387,919	-77,572,508	22,815,411
	Corporate Costs Total	0	0	0	17,378,943	-1,842,007	15,536,936
	Contingency & Reserves Total	0	0	0	3,862,931	0	3,862,931
	Corporate Costs Total	0	0	0	21,241,874	-1,842,007	19,399,867
	TOTAL ALL	-298,516	-40,000	-338,516	121,629,793	-79,414,515	42,215,278