

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Social Care Health and Housing</b>					
Director of Social Care, Health, Housing	187	206	19	0	19
Housing Management (GF)	1,624	1,161	-463	305	-158
Adult Social Care	51,086	52,091	1,005	362	1,367
Commissioning	4,526	2,485	-2,041	959	-1,082
Business and Performance	-6,364	-6,992	-628	-8	-636
<b>Sub Total Social Care Health and Housing</b>	<b>51,060</b>	<b>48,951</b>	<b>-2,108</b>	<b>1,618</b>	<b>-490</b>
Housing Services (HRA)	-84	0	84	0	84
<b>Sub Total Social Care Health and Housing</b>	<b>50,976</b>	<b>48,951</b>	<b>-2,024</b>	<b>1,618</b>	<b>-406</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Children's Services</b>					
Director of Children's Services	174	125	-49	0	-49
Children's Services Operations	19,567	22,283	2,715	-682	2,033
Learning and Strategic Commissioning	5,828	6,258	430	-1,640	-1,210
Joint School Commissioning Service (Transport)	8,655	8,523	-132	0	-132
<b>Sub Total Children's Services (excluding Schools)</b>	<b>34,225</b>	<b>37,189</b>	<b>2,964</b>	<b>-2,322</b>	<b>642</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Sustainable Communities</b>					
Director of Sustainable Communities	1,391	1,269	-123	0	-123
Economic Growth, Skills & Regeneration	5,143	4,861	-282	-46	-328
Highways Transportation	11,895	11,500	-395	125	-270
Planning	6,738	7,261	523	-808	-285
Comm Safety Public Protect Waste Leisure	22,143	22,072	-72	-460	-532
Release of Dunstable Master plan reserve			0	-291	-291
<b>Sub Total Sustainable Communities</b>	<b>47,310</b>	<b>46,962</b>	<b>-348</b>	<b>-1,480</b>	<b>-1,828</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Customer and Shared Services</b>					
Dir. Of Customer & Shared Services	457	350	-107	-18	-125
Customer & Systems	9,117	9,519	402	-34	368
Finance	3,825	4,936	1,111	-119	992
People	1,833	2,509	677	-139	538
Governance Monitoring Officer	2,633	2,204	-429	50	-379
Assets	4,583	6,388	1,805	-155	1,650
Release of Single status provision			0	-325	-325
<b>Sub Total Customer and Shared Services</b>	<b>22,447</b>	<b>25,906</b>	<b>3,459</b>	<b>-740</b>	<b>2,719</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Office of the Chief Executive</b>					
Chief Executive	307	293	-13		-13
Communications	963	915	-47	-16	-63
Strategy & Performance	3,200	2,569	-631	474	-157
<b>Sub Total Office of the Chief Executive</b>	<b>4,469</b>	<b>3,778</b>	<b>-691</b>	<b>458</b>	<b>-233</b>
<b>Contingency and Reserves</b>	<b>4,077</b>	<b>0</b>	<b>-4,077</b>	<b>2,788</b>	<b>-1,289</b>
<b>Corporate Costs</b>	<b>15,437</b>	<b>14,114</b>	<b>-1,323</b>	<b>1,300</b>	<b>-23</b>
<b>TOTAL Excluding Schools</b>	<b>178,940</b>	<b>176,900</b>	<b>-2,040</b>	<b>1,622</b>	<b>-419</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Schools</b>					
Central DSG	-1,916	-2,087	-172	188	16
Schools Budget	148,311	146,103	-2,208	2,208	0
Schools ISB	-148,311	-148,312	-1		-1
<b>TOTAL Schools</b>	<b>-1,916</b>	<b>-4,296</b>	<b>-2,380</b>	<b>2,396</b>	<b>16</b>

Director	Approved Budget	Provision Outturn Spend for Year	Full Year Variance	Proposed use of Earmarked reserves/ Planned transfer to General Fund	Outturn Variance after transfers to/from reserves.
	£000	£000	£000		£000
<b>Total</b>	<b>177,025</b>	<b>172,604</b>	<b>-4,421</b>	<b>4,018</b>	<b>-403</b>

<b>Provisional Outturn</b>	<b>176,622</b>
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<b>General Fund</b>	
Opening Balance	5.186
Planned contribution	1.500
	6.686
Provisional Outturn Balance	0.403
Closing Balance	<b>7.089</b>

Table of Changes Q3 to Provisional Outturn

Appendix A2

Director	Provisional Outturn Variance	December Variance	Change (- decrease)
Director of Social Care, Health, Housing	19	19	-1
Housing Management (GF)	-158	-80	-78
Adult Social Care	1,367	1,942	-575
Commissioning	-1,082	-1,330	248
Business and Performance	-636	-348	-288
Housing Services (HRA)	84	0	84
<b>Sub Total Social Care Health and Housing</b>	<b>-406</b>	<b>204</b>	<b>-611</b>
Director of Children's Services	-49	-44	-5
Childrens Services Operations	2,033	2,255	-222
Learning and Strategic Commissioning	-1,210	-493	-717
Joint School Commissioning Service (Transport)	-132	-296	163
<b>Sub Total Children's Services (excluding Schools)</b>	<b>642</b>	<b>1,422</b>	<b>-780</b>
Director of Sustainable Communities	-123	-47	-76
Economic Growth, Skills & Regeneration	-328	-25	-303
Highways Transportation	-270	-310	40
Planning	-285	-19	-266
Comm Safety Public Protect Waste Leisure	-532	-90	-442
Release of Dunstable Master plan reserve	-291	0	-291
<b>Sub Total Sustainable Communities</b>	<b>-1,828</b>	<b>-490</b>	<b>-1,338</b>
Dir. Of Customer & Shared Services	-125	-76	-49
Customer & Systems	368	546	-178
Finance	992	646	346
People	538	539	-1
Governance Monitoring Officer	-379	-254	-126
Assets	1,650	796	854
Release of Single status provision	-325	0	-325
<b>Sub Total Customer and Shared Services</b>	<b>2,719</b>	<b>2,197</b>	<b>522</b>



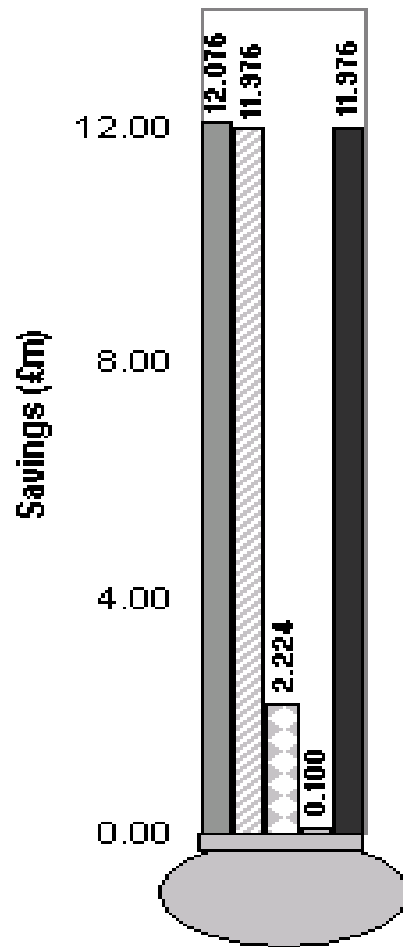
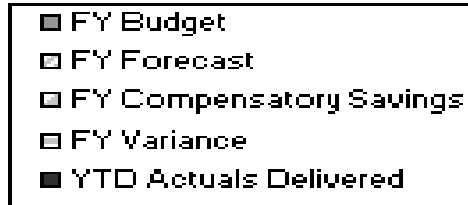
Table of Changes Q3 to Provisional Outturn

Chief Executive	-13	-12	-2
Communications	-63	-23	-41
Strategy & Performance	-157	-197	41
<b>Sub Total Office of the Chief Executive</b>	<b>-233</b>	<b>-232</b>	<b>-2</b>
<b>Contingency and Reserves</b>	<b>-1,289</b>	<b>-1,100</b>	<b>-188</b>
<b>Corporate Costs</b>	<b>-23</b>	<b>-64</b>	<b>41</b>
<b>TOTAL Excluding Schools</b>	<b>-419</b>	<b>1,937</b>	<b>-2,356</b>
Central DSG	16	17	0
Schools Budget	0	0	0
Schools ISB	-1	0	-1
<b>TOTAL Schools</b>	<b>16</b>	<b>17</b>	<b>-1</b>
<b>Total</b>	<b>-403</b>	<b>1,954</b>	<b>-2,357</b>

Table of Changes Q3 to Provisional Outturn

Table of Changes Q3 to Provisional Outturn

**2010/11 Efficiencies  
Corporate Total**



## APPENDIX A4

<b>2010/11 Redundancy Position - Provisional Outturn</b>			
	£000	£000	£000
Original Reserve available		-1,618	
Redefinition of Dunstable Town Master Plan reserve		-1,500	
Capitalisation Directive		-431	
LSP contribution		-482	
<b>Total funding available</b>			<b>-4,031</b>
<u>Less</u> Costs identified to date			
Funding of SMR efficiencies double counted		167	
2010/11 Budget efficiencies		3,047	
<b>Total costs known to date</b>			<b><u>3,214</u></b>
Additional transfer to reserve at year end			-1,300
<b>Balance to carry forward to 2011/12</b>			<b><u>-2,117</u></b>
Planned Contribution 2011/12			-750
<b>Total Reserve available 2011/12</b>			<b><u>-2,867</u></b>

**CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2010/2011**

SERVICE		Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance		
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>By Directorate</b>										
	Social Care Health & Housing									
	Pre 2010/11 Starts	10,599	(8,202)	2,397	3,064	(935)	2,129	(7,535)	7,267	(268)
	2010/11 Starts	277	(112)	165	92	(379)	(287)	(185)	(267)	(452)
		<b>10,876</b>	<b>(8,314)</b>	<b>2,562</b>	<b>3,156</b>	<b>(1,314)</b>	<b>1,842</b>	<b>(7,720)</b>	<b>7,000</b>	<b>(720)</b>
	Children's Services									
	Pre 2010/11 Starts	13,409	(11,359)	2,050	11,346	(10,377)	969	(2,063)	982	(1,081)
	2010/11 Starts	8,193	(6,751)	1,442	5,302	(4,838)	464	(2,891)	1,913	(978)
		<b>21,602</b>	<b>(18,110)</b>	<b>3,492</b>	<b>16,648</b>	<b>(15,215)</b>	<b>1,433</b>	<b>(4,954)</b>	<b>2,895</b>	<b>(2,059)</b>
	Sustainable Communities									
	Pre 2010/11 Starts	15,263	(10,142)	5,121	4,490	(1,858)	2,632	(10,773)	8,284	(2,489)
	2010/11 Starts	17,484	(12,169)	5,315	15,677	(11,088)	4,589	(2,810)	2,134	(676)
		<b>32,747</b>	<b>(22,311)</b>	<b>10,436</b>	<b>20,167</b>	<b>(12,946)</b>	<b>7,221</b>	<b>(13,583)</b>	<b>10,418</b>	<b>(3,165)</b>
	Customers & Shared Service									
	Pre 2010/11 Starts	5,096	(186)	4,910	2,987	(26)	2,961	(2,109)	160	(1,949)
	2010/11 Starts	3,018	(135)	2,883	1,884	(61)	1,823	(1,134)	74	(1,060)
		<b>8,114</b>	<b>(321)</b>	<b>7,793</b>	<b>4,871</b>	<b>(87)</b>	<b>4,784</b>	<b>(3,243)</b>	<b>234</b>	<b>(3,009)</b>
	Office of Chief Executive									
	Pre 2010/11 Starts	0	0	0	0	0	0	0	0	0
	2010/11 Starts	1,647	(1,387)	260	95	(40)	55	(1,552)	1,347	(205)
		<b>1,647</b>	<b>(1,387)</b>	<b>260</b>	<b>95</b>	<b>(40)</b>	<b>55</b>	<b>(1,552)</b>	<b>1,347</b>	<b>(205)</b>
	<b>Total Programme excluding HRA</b>	<b>74,986</b>	<b>(50,443)</b>	<b>24,543</b>	<b>44,937</b>	<b>(29,602)</b>	<b>15,335</b>	<b>(31,052)</b>	<b>21,894</b>	<b>(9,158)</b>
	Housing & Revenue Account	6,174	0	6,174	6,171	0	6,171	(3)	0	(3)
	<b>Total Programme including HRA</b>	<b>81,160</b>	<b>(50,443)</b>	<b>30,717</b>	<b>51,108</b>	<b>(29,602)</b>	<b>21,506</b>	<b>(31,055)</b>	<b>21,894</b>	<b>(9,161)</b>

**CENTRAL BEDFORDSHIRE CAPITAL REVIEW 20**

SERVICE		Under / Over spend			Slippage to 2011/12		
		Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure
		£000s	£000s	£000s	£000s	£000s	£000s
<b>By Directorate</b>							
Social Care Health & Housing							
	Pre 2010/11 Starts	72	(76)	(4)	(7,607)	7,343	(264)
	2010/11 Starts	0	0	0	(185)	(267)	(452)
		<b>72</b>	<b>(76)</b>	<b>(4)</b>	<b>(7,792)</b>	<b>7,076</b>	<b>(716)</b>
Children's Services							
	Pre 2010/11 Starts	221	(370)	(149)	(2,284)	1,352	(932)
	2010/11 Starts	(1,143)	1,028	(115)	(1,748)	885	(863)
		<b>(922)</b>	<b>658</b>	<b>(264)</b>	<b>(4,032)</b>	<b>2,237</b>	<b>(1,795)</b>
Sustainable Communities							
	Pre 2010/11 Starts	(1,656)	3,792	2,136	(9,117)	4,492	(4,625)
	2010/11 Starts	(531)	655	124	(2,279)	1,479	(800)
		<b>(2,187)</b>	<b>4,447</b>	<b>2,260</b>	<b>(11,396)</b>	<b>5,971</b>	<b>(5,425)</b>
Customers & Shared Service							
	Pre 2010/11 Starts	(761)	160	(601)	(1,348)	0	(1,348)
	2010/11 Starts	(46)	10	(36)	(1,088)	64	(1,024)
		<b>(807)</b>	<b>170</b>	<b>(637)</b>	<b>(2,436)</b>	<b>64</b>	<b>(2,372)</b>
Office of Chief Executive							
	Pre 2010/11 Starts	0	0	0	0	0	0
	2010/11 Starts	0	0	0	(1,552)	1,347	(205)
		<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,552)</b>	<b>1,347</b>	<b>(205)</b>
<b>Total Programme excluding HRA</b>		<b>(3,844)</b>	<b>5,199</b>	<b>1,355</b>	<b>(27,208)</b>	<b>16,695</b>	<b>(10,513)</b>
Housing & Revenue Account		(3)	0	(3)	0	0	0
<b>Total Programme including HRA</b>		<b>(3,847)</b>	<b>5,199</b>	<b>1,352</b>	<b>(27,208)</b>	<b>16,695</b>	<b>(10,513)</b>

## Appendix C

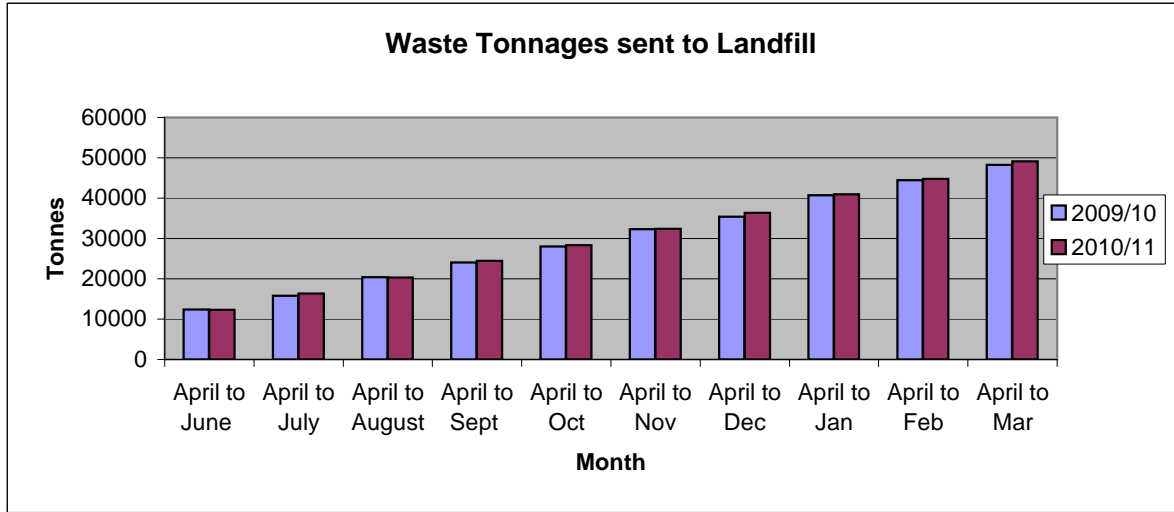
## Key cost drivers – 2010/11

<u>Directorate and cost driver</u>	<u>Numbers/volumes</u>					
Demographic pressure in the 65+ age group and costs of care packages.	823 service users receiving domiciliary care at February 2011 compared to 832 in January			7% increase in community based packages with an average increase of 4% in cost. High cost packages have seen up to a 12% increase in cost.		
Occupational therapy waiting lists are being worked through, resulting in an increased pressure on Disabled Facilities Grants expenditure	546 referrals between April 10 and February 11, compared to 367 referrals in total for 2009/10.			An additional resource of £0.468m was approved at November's Executive. Demand is being monitored closely and actions will be taken to manage demand, within the scope of the legislative requirements. This should reduce and possibly remove altogether the need to spend above the current approved budget.		
Children's Services - Safeguarding activity	April	May	June	July	August	September
	1306	1300	1333	1358	1335	1319
	October	November	December	January	February	March
	1323	1300	1272	1317	1312	1359
Child Protection Cases	April	May	June	July	August	September
	167	169	176	180	176	176
	October	November	December	January	February	March
	178	180	169	170	174	176
Children's Services – Looked After Children (excluding respite care)	April	May	June	July	August	September
	163	160	167	169	176	180
	October	November	December	January	February	March
	176	176	178	170	174	176

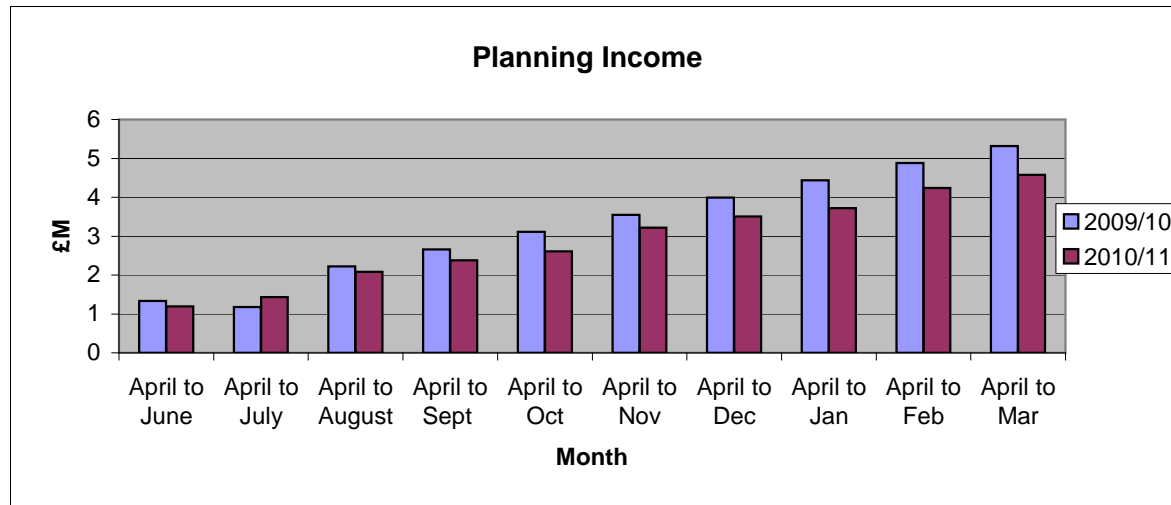


Children's Services – Independent Fostering	April	May	June	July	August	September
	63	65	69	71	58	69
	October	November	December	January	February	March
	72	62	65	64	69	66

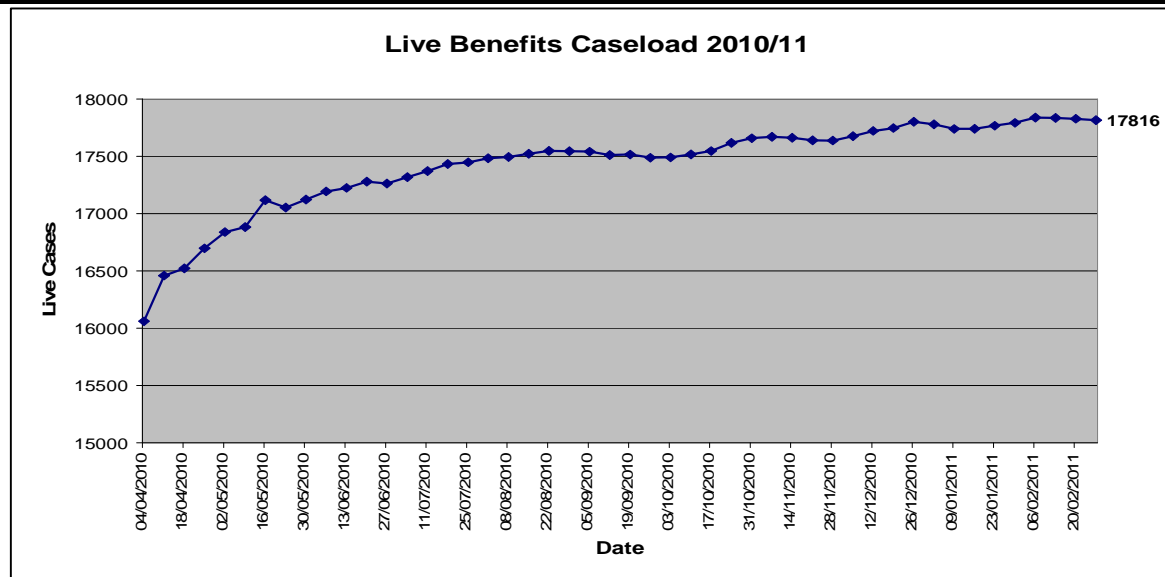
Sustainable Communities -  
Waste tonnages sent to landfill



Sustainable Communities –  
planning income



Customer and Shared Services  
–Benefits case load



Appendix D

Earmarked Reserves - Provisional Outturn 2010/11

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Social Care Health and Housing Reserves</b>						
Social Care Reform Grant	200	215		0	415	Reserve to fund multi year Transforming People's Lives project. Includes SWIFT/AIS implementation.
Deregistration of Care Homes	583				583	Reserve to fund costs associated with deregistering of a national care provider of care homes.
LD Campus Closure	0	744			744	Reserve for the smoothing of double running costs resulting from reprovision of Learning Disabilities services.
Supporting People	0	397	92		305	Reserve held to manage spikes in demand for Supporting People services
Reablement	0	238	16		222	NHS Funding to support joint working with other Local Authorities and partners to facilitate seamless care for patients discharged from hospital.
Winter Pressure	0	563	215		348	NHS funding to be used for additional short term support to prevent unnecessary hospital admissions.
	<b>783</b>	<b>2,157</b>	<b>323</b>	<b>0</b>	<b>2,617</b>	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Children's Services Reserves</b>						
School Forum	3	1			4	To support the training and consultation on forthcoming National Formula for Schools - Non Discretionary C/F
Standards Fund	33		33		0	Standards Fund Grant to be spent by 31st August 2010
Local Safeguarding Children Board (LSCB)	25		25		0	Funds held on behalf of Partners - treating as RIA 11/12
Developing Specialist Provisions - ASD Lower Sch	191		191		0	School Forum allocations to Special Education in 10/11
Developing Specialist Provisions - ASD Middle Sch	232		232		0	School Forum allocations to Special Education in 10/12
Family Link	73		73		0	Funds provided support to specific family with disabilities
School Specific Contingency	874	188			1,062	School Contingency held to fund formula changes, school based redundancies, exceptional circumstances, in year pupil number increase and other items as agreed with School Forum - Non Discretionary C/F
Long Term Absence (Schools)	64		64		0	Funds held on behalf of Schools LTA Panel - treating as RIA 11/12

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
	1,495	189	618	0	1,066	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Sustainable Communities Reserves</b>						
Local Development Framework	200			100	100	This reserve has been created to help enable the 'peaks and troughs' of expenditure relating to LDF preparation to be managed. The reserve has been reduced substantially at the end of 2010/11, but £100k is required in 2011/12 to help cover the additional costs of two LDF examinations due to be held within the year.
Conservation Fund for Fairfield Hospital	34				34	s106 revenue contribution for the maintenance of graded building., to be spent in 11-12
Housing Planning Delivery Grant	750		350		400	This reserve comprises 'banked' monies from previous years HPDG settlements and is being used to support a managed reduction in Planning Division expenditure. Up to £400k will be required to support the service in 2011/12, but thereafter all costs will be base-budgeted.
Development planning partners contributions	69			69	0	Partners contribution to Green Infrastructure and Biodiversity posts.

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Luton and South Bedfordshire Joint Growth Committee	0	460			460	Partnership contributions from Luton and Central Bedfordshire which are reserved to cover the ongoing costs of the Joint Technical Unit and Joint Core Strategy. Will be significantly drawn upon in 2011/12 to pay for LDF Examination. Transfer from creditors
Minerals and Waste partnership funds	0	104			104	Partners income contributions to service costs which need to be carried forward into 2011/12 to cover the costs of LDF and enforcement inquiries which will now fall in 2011/12.
Transport policy - fund for surveys and inquiries	50		50		0	This reserve has been created to help the 'peaks and troughs' of expenditure relating to LTP preparation to be managed. The £50k reserve has been spent in 2010/11, but a new will be needed to review LTP4 preparation in future years. No reserve is needed in 2011/12.
Grant Aid Fund	219		55	164	0	A fund for community groups and Town and Parish Councils. Closed to new applicants in 2009/10

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Adaptation of open space	449				449	Maintenance funds (commuted sums) for CBC adopted open space and play sites, allocated on site specific basis. Funds cannot be allocated to revenue budgets and any spend is reclaimed from the reserve at the end of the year.
Cemeteries Fund	97			97	0	Transferred to capital programme for the development of new sites on request.
Leisure Centre Sinking Fund	147	55	78		124	Share of profits from leisure contracts for the reinvestment in building and equipment
Community Safety partnership fund	41	48			89	Contributions from partners, and cash seizures
Bedford & Luton Resilience Forum	65		0		65	Contributions from partners with CBC acting as treasurer to Forum
Business growth grants	96		0		96	External funds - Partnership contributions - to support business growth
GAF -Project Delivery reserve	82		0		82	External GAF funding



Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Dunstable Master Plan	1,791			1,791	0	Support regeneration of Dunstable Town centre. Executive decision 7 Dec 2010. Capital spend to be included in capital programme
NIRAH	108		37		71	Shared reserve with Bedford Borough to support NIRAH project costs
Library services review	0	45			45	Comprehensive review of library service. Executive decision 7 Dec 2010.
External Funded Regeneration reserve	492		0		492	External funds to support economic participation, regeneration and European programmes.
Euro Co-financing	36		36		0	External funding to support ESF Programme
Transport Sinking Fund	0	125			125	Parking income directed to parking services infrastructure improvements.
	<b>4,726</b>	<b>837</b>	<b>606</b>	<b>2,221</b>	<b>2,736</b>	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Office of the Chief Executive Reserves</b>						
Performance Reward Grant	218	438	0	482	174	Reward grant received on the basis of performance of joint partners. Used in year to support Volunteering, Community Safety Partnership and redundancies
LSP Sustainable Neighbourhoods	48		0		48	Set up to fund staff management and administration costs of Sustainable Neighbourhood work which is ongoing.
Community Engagement work	6		0		6	Funding to support staff management and administration costs of the Targeted Support for Empowerment Improvement Project which is ongoing.
Targeted Support for Empowerment Improvement Project	18		0		18	Funding to support staff management and administration costs of the Targeted Support for Empowerment Improvement Project which is ongoing.
Invest to Save, Recovery project - Legal		5			5	Reserve required to fund Employment Law support in connection with the Council's efficiency and service reductions.

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
Invest to save, Recovery project HR		43			43	Reserve required to fund HR support in connection with the Council's efficiency and service reductions.
Invest to Save, Recovery project - Web development		21			21	Reserve required to fund work on the development and promotion of the new corporate website.
	<b>290</b>	<b>507</b>	<b>0</b>	<b>482</b>	<b>315</b>	
<b>Corporate Reserves</b>						
Redundancy/Restructure Reserve	163	3,019	3047	-1,982	2,117	Used for redundancy costs identified in 2010/11. Balance will be needed for 2011/12 as redundancies will continue into next year.
Insurance reserve	3,075	0	16		3,059	Reserve held to pay insurance claims and liabilities against the council. Some of this fund is held jointly for Central Bedfordshire and Bedford Borough in respect of Bedfordshire County Council obligations.
Elections Fund	42	146	8		180	Will be used in 2011/12 to support the elections. This is a fund built up over 4 years to cover the costs of elections.
	<b>3,280</b>	<b>3,165</b>	<b>3,071</b>	<b>-1,982</b>	<b>5,356</b>	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Total Earmarked Reserves</b>	<b>10,574</b>	<b>6,855</b>	<b>4,618</b>	<b>721</b>	<b>12,090</b>	

Description	Opening Balance 2010/11	Increase in reserves 2010/11	Spend against reserves 2010/11	Release of reserves 2010/11	Proposed Closing Balance 2010/11	Commentary on use/proposed transfer
	£000	£000	£000	£000	£000	
<b>Housing Revenue Account Reserves</b>						
HRA	4,236		493		3,743	
Business Process Re-engineering	46				46	Reserve to fund consultancy and review costs in respect of implementation of self financing on 1 April 2012.
Major Repairs (HRA)	200				200	Reserve to cover any shortfall in major repairs.
	<b>4,482</b>	<b>0</b>	<b>493</b>	<b>0</b>	<b>3,989</b>	
<b>School Reserves</b>						
Revenue 3030050	7,888	2,664			10,552	
Capital 3030033	6,030		1,607		4,423	
	<b>13,918</b>	<b>2,664</b>	<b>1,607</b>	<b>0</b>	<b>14,975</b>	
<b>GRAND TOTAL</b>	<b>28,974</b>	<b>9,519</b>	<b>6,718</b>	<b>721</b>	<b>31,054</b>	

APPENDIX E

Debtors March 2011														
DIRECTORATE	1 to 14 Days		15 to 30 Days		31 to 60 Days		61 to 90 Days		91 to 365 days		1 year and over		Total Debt	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%
Social Care Health & Housing	1,233	10%	457	4%	65	1%	437	4%	416	3%	176	1%	2,784	22%
Children's Services	454	4%	655	5%	70	1%	23	0%	99	1%	62	0%	1,363	11%
Sustainable Communities	285	2%	507	4%	453	4%	1	0%	292	2%	60	0%	1,598	13%
Customer and Shared Services	495	4%	326	3%	29	0%	12	0%	220	2%	221	2%	1,303	10%
Office of the Chief Executive	222	2%	0	0%	0	0%	0	0%	0	0%	10	0%	232	2%
NHS Bedfordshire	745	6%	2,717	22%	392	3%	0	0%	17	0%	0	0%	3,871	31%
Unallocated & Non Directorate	-7	0%	-9	0%	-16	0%	-2	0%	-19	0%	-13	0%	-66	-1%
House Sales	-8	0%	9	0%	47	0%	81	1%	507	4%	224	2%	860	7%
Grants	489	4%	-10	0%	0	0%	0	0%	83	1%	-49	0%	513	4%
<b>GRAND TOTAL</b>	<b>3,908</b>	<b>31%</b>	<b>4,652</b>	<b>37%</b>	<b>1,040</b>	<b>8%</b>	<b>552</b>	<b>4%</b>	<b>1,615</b>	<b>13%</b>	<b>691</b>	<b>6%</b>	<b>12,458</b>	<b>100%</b>
<b>PREVIOUS QUARTER</b>	<b>N/A</b>	<b>-</b>	<b>1,904</b>	<b>15%</b>	<b>5,910</b>	<b>48%</b>	<b>888</b>	<b>7%</b>	<b>3,635</b>	<b>29%</b>	<b>102</b>	<b>1%</b>	<b>12,439</b>	<b>100%</b>

