

	Profiled Budget	Actual to Date	Variance	Proposed transfers to earmarked reserves	Proposed transfers from earmarked reserves	Provisional Outturn Variance	Notes
	£000	£000	£000		£000	£000	
Director of Customer & Shared Services	326	234	(91)		0	(91)	Savings due to Senior Management Review, and general review of expenditure.
Service Development	131	116	(16)		17	(33)	Savings due to review of Salary costs.
Sub Total Director of Customer & Shared Services	457	350	(107)	0	17	(124)	
AD Customer and Systems	135	122	(14)		0	(14)	
Head of Customer Services	2,848	2,477	(371)		5	(376)	Vacant posts not being filled to meet efficiency target within Customer Services. Increase in income in Registration Services, being partly offset by an overspend in Coroner's salary.
Head of Systems (operations)	3,213	3,477	264		29	235	A pressure in ICT Infrastructure & Support - Large pressure in Agency and Prof Serv Consultancy (£346k), Computer Maintenance costs (£182k), MFD charges £70k and an unachievable income target of (£146k). This has been offset by under spend in Salary costs (-£233k) for vacancies and savings in Furniture and Equipment (-£90k). Release of surplus grants received in advance on winding up of Contact Point (£82k).
Head of Systems (strategy & assurance)	2,920	3,443	523		0	523	A pressure of £523k has been identified. Major pressures are Salary costs of £136k and Agency and Consultancy costs of £419k. Consultancy costs are back fill for project work and SAP support to cover vacancies. There is also an unachievable income target of £130k. A specific provision against a sales invoice has been raised £57k. These pressures are partly offset by saving in Furniture & Equipment £43k, and SAP licence income £15k, and a net underspend in Software and Hardware Maintenance costs £148k.
Sub Total Customer & Systems	9,117	9,519	402	0	34	368	
AD Finance	104	64	(40)		0	(40)	An underspend of £70k due to a review of salary costs, consultancy costs, printing and stationery costs, computer costs and conference expenses, offset by a £30k overspend on the IBS Project.
Revenues & Benefits	1,033	1,956	923		54	869	A variance of £869k is largely due to a pressure on Contractors within Customer Accounts of £819k and an increase in HB Payments £184k, a repayment of Mid Beds Benefit 08/09 Subsidy £214k, Printing and Stationery costs £38k. Consultancy costs £19k. These are partly offset by an increase in Admin Subsidy of £107k, vacancy savings of £338k and government grants (-£65k). Within Revenues there is a pressure in salary costs of £116k due to the funding of posts previously funded from transitional costs together with an inability to meet the vacancy saving target as a result of there being no posts vacant. There is also a pressure within Bank and Card Charges of £72k, partially offset by an underspend in Printing and Stationary(-£10k) Government Grants(£19k) and and (£17k) income from credit card surcharges from customers.

	Profiled Budget	Actual to Date	Variance	Proposed transfers to earmarked reserves	Proposed transfers from earmarked reserves	Provisional Outturn Variance	Notes
	£000	£000	£000		£000	£000	
Financial Management	1,231	1,321	91		9	82	The variance is largely due to a delay in implementing the restructure, together with the cost interims covering vacancies and maternity leave. Additionally, Bursary Services has a £7k pressure mainly due to income being lower than anticipated.
Head of Financial Strategy	1,000	1,132	131		56	75	There is a pressure due to the cost interims of covering vacancies, partly offset by salary slippage and additional income from commission from Schools buy back and legal insurance cover within Insurance Management.
Control Accounts	0	0	0		0	0	
Head of Audit	456	463	7		0	7	There was a delay in implementing the Senior Management review, resulting in salary cost pressures.
Sub Total AD Finance	3,825	4,936	1,111	0	119	992	
Head of HR Strategy	1,819	2,559	740		139	601	Variance of £531k mainly due to pressures of £475k against the staff cost budget, £5k against the Supplies and Service budget and £98k against the payroll processing budget. These pressures are partly offset by a the receipt of £47k of unbudgeted income. The unbudgeted income relates to charges raised for SAP access, recharges to schools for Mediation Services and income transferred to HR for admin costs relates to Salary Sacrifice Schemes.
Head of HR Operations	(244)	(152)	92		0	92	Variance of £92k due to budget pressures of £43k against the Heart Supply Agency due to the loss of some major customers, £34k against Occupational Health due to actuals costs incurred to date exceeding budget, a pressure of £8k within Schools' HR Service and a pressure of £7k against the CRB trading fund.
Head of Recruitment Development	258	102	(155)		0	(155)	Variance of £155k due to forecast under spends within Corporate Training of £96k and Organisational Development of £59k.
Sub Total AD People	1,833	2,509	677	0	139	538	
Governance & Monitoring Officer	134	160	26		59	(33)	Part year vacancy of the AD Governance post.
Head of Procurement & Contract Management	535	346	(189)		0	(189)	The underspend is due to the unbudgeted procurement rebates income and income due to claiming back overpayments of services.
Head of Legal Services	1,087	1,162	75		0	75	The pressure of £75k is mainly due to the cost of agency staff costs covering specialist posts.
Head of Democratic Services	878	538	(340)	146	37	(231)	Variance 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	2,633	2,206	(428)	146	96	(378)	
AD Assets	6	63	57		33	24	Variance is due to additional cost of interim cover for the AD Assets post.

	Profiled Budget	Actual to Date	Variance	Proposed transfers to earmarked reserves	Proposed transfers from earmarked reserves	Provisional Outturn Variance	Notes
	£000	£000	£000		£000	£000	
Head of Assets	437	1,124	687		11	676	There is a year end outturn pressure of £676k within Head of AD Assets, the key items being £495k of Your Space revenue costs (largely removal services which couldn't be capitalised), £150k within Business Units due to a increase in rent expenditure, £163k pressure on income within Farm Estates and £94k pressure due to expenditure on surplus property costs. This is partly offset by the net savings of £226k within Property contracts and Capital development for bring Mouchel 'in house'.
Maintenance & FM - Staff & Ove	4,140	5,201	1,061		111	950	There is a year end outturn pressure of £950k within Maintenance & Facilities Management, of this there is a pressure of £310k relates to the savings from County Hall, Melbourne House and Vernon Place to support costs of Technology House. A pressure of £229k within Bedford Square is due to pressure of rates charges, cleaning contract and security costs. £196k pressure within the Maintenance and FM salaries budget. Additional pressures exist within school catering contract £152k relating to School Meals, partly due to an unrealisable income target transferred over from Children's Services. Lastly, a income
Sub Total AD Assets	4,583	6,387	1,805	0	155	1,650	
Release of Single Status Provision	0	0	0	0	325	(325)	Release of single status provision- transfer from reserves
Director of Customer & Shared Services - Operational	22,447	25,907	3,460	146	885	2,721	
Corporate Costs							
Debt Management	10,963	9,777	(1,186)		0	(1,186)	A review of debt financing is forecast to yield a £1m underspend against full year budget.
Audit Fees	509	426	(83)		0	(83)	Final review of expected audit fees (carried out in March) shows underspend against budget.
Insurance	676	876	200		0	200	
Members' costs	1,335	1,368	33		0	33	Pressure around Members' ICT allowances and other unbudgeted costs.
Premature Retirement Costs	1,954	2,954	1,000		0	1,000	Pressure around Pension Costs, due to miscalculated budget build.
Corporate HRA Recharges	0	(132)	(132)		0	(132)	Additional HRA recharge, following a review of costs.
Release of GR/IR balances	0	(1,156)	(1,156)	1,300		144	Release of old goods received (c. £1.2M) but not invoiced transactions, offset by a contribution to the redundancy reserve (£1.3M).
Sub Total Corporate Costs	15,437	14,146	(1,323)	1,300	0	(23)	
Director of Customer & Shared Services, before Contingency & Reserves	37,884	40,053	2,137	1,446	885	2,698	
Contingency & Reserves	4,077	0	(4,077)	2,788	0	(1,289)	Revised forecast contribution to reserves due to larger than forecast general fund balances available (£400k) and funding of Appendix E costs (£700k), £189k underutilised contingency.
Director of Customer & Shared Services	41,960	40,053	(1,940)	4,234	885	1,409	

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Director of Customer & Shared Services	-91	-57	-35	Release of £25k Contingency and general underspends £10k.
Service Development	-34	-19	-15	Underspend due to salary costs.
Sub Total Director of Customer & Shared Services	-125	-76	-49	
AD Customer and Systems	-14	-14	0	Movement mainly due to underspend in staff costs £143k due to Harmonisation not taking place and Appendix E costs £37k, net income from Customer Access Point Grant £23k, underspend in Rates £10k, Building Repairs £6k, Contingency £22k and General Expenses £10k within Customer Services. £27k underspend in Registration services due to an increase in forecast income (£59k), underspend in salary costs £14k, offset by an overspend in general expenditure £29k and a reduction in recharges £17k.
Head of Customer Services	-376	-103	-273	
Head of Systems (operations)	235	-59	294	
Head of Systems (strategy & assurance)	523	722	-199	Underspend due to (£270k) underspend ICT Software and Maintenance costs offset by a £57k specific provision for a disputed sales invoice and a £31k over spend in Salaries and general under spends (£17k).

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Sub Total Customer & Systems	368	546	-178	
AD Finance	-40	-20	-20	<p>Customer Accounts - Overspend mainly due to repayment of Mid Beds Benefit 08/09 Subsidy £214k, Housing Benefit payments £67k, and higher than forecast spend on Agency costs £177k, offset by (£56k) Government grant receipts.</p> <p>£15k underspend in staff costs, £8k recharges for centrally funded admin charge, offset by a £13k overspend in Printing & Stationery costs due to MFD recharges. In Bursary Services income higher than anticipated £147k offset by increase in Professional Services £108k, Salary costs £20k and £7k general overspends.</p> <p>Financial Strategy/Debt Management -Overspend due to Agency Staff £36k, Consultancy costs £24k and Bank & Card Charges £16k, offset by a £15k underspend in salaries.</p> <p>Insurance Management income higher than anticipated (£23k) and an underspend Professional Services £17k.</p> <p>£4k underspend salary costs.</p>
Revenues & Benefits	869	486	383	
Financial Management	82	111	-29	
Head of Financial Strategy	75	59	16	
Head of Audit	7	11	-4	
Sub Total AD Finance	992	646	346	
Head of HR Strategy	601	606	-6	

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Head of HR Operations	92	44	48	Movement due to a £8k increase in the actual cost of Occupational Health, a £17k increase in cost for the Heart Trading fund, a £16k income shortfall against forecast for School's HR and a £7k increase against forecast for the CRB Trading Fund. Actual costs for OD were £19k below forecast and for Corporate Training actual costs were £24k below forecast due to underspends in Catering and Printing and Stationery costs.
Head of Recruitment Development	-155	-112	-43	
Sub Total AD People	538	539	-1	
Governance & Monitoring Officer	-33	-29	-4	Various minor movements Movement is a result of recovering overpayment of services in 2009/10. A £10k underspend against forecast in Legal Services and a £6k underspend against forecast in Education Appeals Team. The movement of £67k mainly due to a £14k underspend against forecast in Committee Services, a £28k underspend within Democratic Representation against forecast due to a (£18k) contribution from Beds Borough and an underspend in Postage £10k. In Registration of Electors a £43k underspend mainly due an underspend in Canvass Fees. These are partly offset by a £22k shortfall in LLC income.
Head of Procurement & Contract Management	-189	-151	-38	
Head of Legal Services	75	91	-16	
Head of Democratic Services	-231	-165	-67	
Sub Total AD Governance Monitoring Officer	-378	-253	-124	

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
AD Assets	24	49	-25	Underspend in Interim AD costs.
Head of Assets	676	92	584	The movement of £584k within Head of Assets due to; 1 - £298k pressure on "Your Space" due to inability to capitalise storage facilities costs. 2 - £88k pressure on Farm Estate due to £67k of income overstated on the forecast. 3 - Unexpected rates charge of £17k on Surplus Properties and £25k cost of Baystrait House charge resulting in an £44k pressure for Surplus Properties. 4 - A £63k pressure on Property Contracts due to Mouchel fees. 5 - £34k pressure on Public Convs due to £10k overspend on cleaning supplies and £25k unexpected rates charge. 6 - £29k pressure on Industrial Units and Estates due to £22k rates in dispute and various minor adjustments. 7 - A £32k pressure on Community Leases & Licences due to £27k unexpected rates charges and various minor variances.

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Maintenance & FM - Staff & Over	950	655	295	The movement of £295k within Maintenance and FM is due to; 1 - Technology house being funded by savings from County Hall, Melbourne House and Vernon Place, total savings from these building are £545k and actual spend for Tech Hse was £702k causing a pressure of £157k, partly as a result of a rent rebate not being fully received yet due to outstanding works on the car park. 2 - A pressure of £86k within Kingsland due to £131k Kingsland College income forecasted but will no longer be receiving and £58k underspend on Rates and Gas costs. 3 - R&M wide showing a variance underspend of £101k. 4 - Maintenance and FM staffing payroll pressure of £65k. 5 - Unexpected rates charge of £133k on Bedford Square . These are partly offset by various savings.
Sub Total AD Assets	1,650	796	853	
Release of Single Status Provision	-325	0	-325	Release of single status provision- transfer from reserves
Director of Customer & Shared Services - Operational	2,720	2,197	522	
Corporate Costs				
Debt Management Costs	-1,186	-1,113	-41	Interest Payable, Interest Recievable and Debt management higher than forecast. MRP expected to come on budget.
Audit Fees	-83	-30	-53	Final review of expected audit fees (carried out in March) shows underspend against forecast

Movement on Forecast compared to previous month

Appendix A2

Customer and Shared Services	Full Year Forecast Variance as at March	Full Year Forecast Variance as at December	Forecast Variance Movement	Commentary
	£000	£000	£000	
Insurance	200	0	200	Additional contribution to insurance reserve, following actuarial review. £46k underspend against forecast due to various underspends on salaries, training and conference expenses. Review of HRA recharges. Release of old goods received (c. £1.2M) but not invoiced transactions, offset by a contribution to the redundancy reserve (£1.3M).
Members' costs	33	79	-46	
Premature Retirement Costs	1,000	1,000	0	
Corporate HRA Recharges	-132	0	-132	
Release of GR/IR balances	144	0	144	
Sub Total Corporate Costs	-23	-64	41	
Director of Customer & Shared Services, before Contingency & Reserves	2,697	2,134	563	
Contingency & Reserves	-1,289	-1,100	-189	£189k underutilised contingency.
Director of Customer & Shared Services	1,408	1,034	374	

CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2010/2011

Customer & Shared Service

Title and Description of the Scheme	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance			Over / under spend			Slippage to 2011/12			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.
	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	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	£000s	£000s	£000s	£000s	£000s	£000s	
Pre 2010/11 Starts:																
EDRMS To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive underpinning compliance and regulatory requirements	39	0	39	8		8	(31)	0	(31)	0	0	0	(31)	0	(31)	Project work has been delayed due to ICT resources and the need to coordinate development with core ICT infrastructure work. Development work continued in March (Open Text), but will continue into April - June. Budget will need to be slipped into next year.
ECM To deliver a single Enterprise Content Management (KEY ECM) system for Central Bedfordshire that will: • create a central secure records management storage repository for all business critical electronic (and paper) documents; • act as a central email archive.	36	0	36	8		8	(28)	0	(28)	0	0	0	(28)	0	(28)	Project work has been delayed due to ICT resources and the need to coordinate development with core ICT infrastructure work. Development work continued in March (Open Text), but will continue into April - June. Budget will need to be slipped into next year.
Optical Character Recognition (OCR) To implement OCR payments enabling purchase invoices to be scanned for processing.	84	0	84	0		0	(84)	0	(84)	0	0	0	(84)	0	(84)	Project commenced late in the financial year. Issues raising POs have resulted in no spend being reported. Underspend of £84k will slip into 2011/12
Mid and South Beds T-Government Partnership - Call Recording and Workforce Management To implement call recording, quality monitoring and e learning into customer services To provide real time data feeds between the telephony and workforce management system.	229	0	229	35		35	(194)	0	(194)	0	0	0	(194)	0	(194)	Contract issued recently (later than originally expected). Phase 1 to continue into next year. Combined with Partnership of Beds District Councils (Complaints Management System).
Istop Kiosks To provide access via a self service kiosk to the Councils web site and Job Centre plus website in retail outlets across Central Bedfordshire. To promote digital inclusion and income for local retailers.	5	0	5	0		0	(5)	0	(5)	(5)	0	(5)	0	0	0	Project no longer taking place.
Legal Services Case Management System The acquisition of an integrated case management system, including time recording, for use by all legal staff in Central Bedfordshire. The system would improve the effectiveness of Legal Services including improved standards of customer care and case management, streamlined business processes, time management and the development of common ways of working through out the Legal Services team.	130	0	130	74		74	(56)	0	(56)	(45)	0	(45)	(11)	0	(11)	The Case management implementation happened later in the financial year than was originally anticipated. This meant that the full implementation is not yet complete, therefore slip £11k into 2011/12.
Medium Term Accommodation Programme (Your Space)	3,047	0	3,047	2,717	(26)	2,691	(330)	(26)	(356)	(330)	(26)	(356)	0	0	0	Project is now complete.
Planning IT/ Other Equipment	186	(186)	0	0		0	(186)	186	0	(186)	186	0	0	0	0	
CBC Corporate Property Block Budget To provide a standby generator that would be interlocked to run whenever there is an interruption of electrical power to the ICT servers located at Priory House.	1,000	0	1,000	0		0	(1,000)	0	(1,000)	0	0	0	(1,000)	0	(1,000)	Slippage of £1M to 2011/12. Agreed slippage as part of 2011/12 capital programme.
HAZ Manor Demolition. To demolish this former elderly persons home at Bramingham Lane Streatley.	340	0	340	145		145	(195)	0	(195)	(195)	0	(195)	0	0	0	Project is now complete.
Total pre 2010/11 Starts:	5,096	(186)	4,910	2,987	(26)	2,961	(2,109)	160	(1,949)	(761)	160	(601)	(1,348)	0	(1,348)	

CENTRAL BEDFORDSHIRE CAPITAL REVIEW 2010/2011

Customer & Shared Service

Title and Description of the Scheme	Revised 2010/11 Budget			Actual Spend 2010/11			Full Year Variance			Over / under spend			Slippage to 2011/12			Explanation of significant variances (Actual compared with the budget) and justification for approving slippage.
	Gross Expenditure	External Funding	Net Expenditure	Gross Expenditure	External Funding	Net Expenditure	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	£000s	£000s	£000s	£000s	£000s	£000s	
2010/11 Starts:																
CBC Corporate Property Block Budget	1,000	0	1,000	179		179	(821)	0	(821)	(71)	0	(71)	(750)	0	(750)	Proposed additional slippage of £750k to support various projects within 2011/12.
Additional Construction works-Technology House. (Your Space) Demolition of existing building and construction of car parking and other associated external works	400	0	400	261		261	(139)	0	(139)	0	0	0	(139)	0	(139)	Technology House car park works ongoing, to be completed in 2011/12; therefore slip £139k.
Relocation of Data Centre (Your Space)	566	0	566	0		0	(566)	0	(566)	(566)	0	(566)	0	0	0	Actual costs included in 'Medium Term Accommodation Programme' above
Points of Presence	50	0	50	0		0	(50)	0	(50)	0	0	0	(50)	0	(50)	Work on Biggleswade to continue into next year. Work to commence on Dunstable and Leighton Buzzard next year. Budget will need to be slipped.
ICT Infrastructure	888	(135)	753	1,415	(61)	1,354	527	74	601	591	10	601	(64)	64	0	Overspend is as a result of bringing forward capital from 2011/12 programme. £64k grants unapplied (income) slipped to 2011/12.
<u>Partnership of Beds District Councils (Complaints Management System)</u> To procure a corporate CRM solution for Central Bedfordshire Council.	114	0	114	29		29	(85)	0	(85)	0	0	0	(85)	0	(85)	Incorporated within 'Mid and South Beds T-Government Partnership' above.
Total 2010/11 Starts:	3,018	(135)	2,883	1,884	(61)	1,823	(1,134)	74	(1,060)	(46)	10	(36)	(1,088)	64	(1,024)	
Total Capital 2010/11	8,114	(321)	7,793	4,871	(87)	4,784	(3,243)	234	(3,009)	(807)	170	(637)	(2,436)	64	(2,372)	

Targeted Efficiency Savings Monitoring - Summary

Month:

Mar 2011

Updated on : 6 April 2011

Service Area	2010/11 Budget	Comments (please include here explanations around the current status of the efficiency i.e why it is or is not on target and the full year implications)	Month			Year to date			Full Year		
			Budget £m	Actual £m	Variance	Budget £m	Actual £m	Variance	Budget £m	Forecast £m	Variance
Customer & Shared Services	£m										
Efficiencies											
Updated on :											
Customer Services	0.043	0.000	0.004	0.002	(0.002)	0.043	0.043	0.000	0.043	0.043	0.000
Revenues & Benefits	0.230	0.000	0.027	0.007	(0.020)	0.230	0.085	(0.145)	0.230	0.085	(0.145)
Finance	0.546	0.000	0.047	0.047	(0.000)	0.546	0.531	(0.015)	0.546	0.531	(0.015)
Audit	0.061	0.000	0.005	0.005	0.000	0.061	0.061	0.000	0.061	0.061	0.000
Legal & Democratic	0.133	0.000	0.011	0.025	0.014	0.133	0.254	0.121	0.133	0.254	0.121
Property	0.554	0.000	0.055	0.097	0.042	0.554	0.543	(0.011)	0.554	0.543	(0.011)
HR	0.198	0.000	0.018	0.011	(0.008)	0.199	0.114	(0.085)	0.199	0.114	(0.085)
ICT	0.750	0.000	0.063	0.063	0.000	0.750	0.750	0.000	0.750	0.750	0.000
Corporate Costs	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SMR	0.503	0.000	0.050	0.040	(0.010)	0.503	0.421	(0.082)	0.503	0.421	(0.082)
TOTAL	3.018		0.280	0.296	0.015	3.019	2.802	(0.217)	3.019	2.802	(0.217)

Earmarked Reserves

Appendix D

Reserve	Proposed Balance as at 1/4/10	Increased in year 2010/11	Planned Use 2010/11	Proposed Balance as at 31/3/11	Notes
CORPORATE RESERVES	£000's		£000's	£000's	
Elections Fund	42	146	(8)	180	Equalised annual revenue contributions from service Increase in year includes £1,500k transfer from Sus Comm, £481k from LAA/PRG grant and £431k capitalisation.
Redundancy/Harmonisation Reserve (incl. cross-directorate use)	163	5,000	(3,047)	2,116	
Insurance Reserve CBC	349	1,829		2,178	
Insurance Reserve ex BCC	2,726	(1,481)	(364)	881	
Total	3,280	5,494	(3,419)	5,355	

MEMO:

Customer & Shared Service use of Corporate Reserves

Reserve	Increased in year 2010/11	Planned Use 2010/11
Elections Fund	146	(8)
Redundancy/Harmonisation Reserve	2,588	(523)
Insurance Reserve ex BCC		(29)
General Fund contribution	1,500	
Release of Single Status Provision		(325)
Total	4,234	(885)

Appendix E

Debtor invoices issued, overdue, with a value greater than £10k.

DATE	Customer Number	Amount
25/01/2010	109572	£ 119,095.18
01/06/10	109783	£ 11,720.95
01/09/10	109572	£ 16,226.94
27/10/10	109783	£ 42,043.26
27/01/11	109640	£ 196,299.43
15/03/11	111267	£ 58,536.31
15/03/11	111267	£ 19,512.10
16/03/11	124091	£ 10,573.59
25/03/11	109640	£ 14,250.00
25/03/11	105974	£ 28,392.26
25/03/11	111267	£ 59,356.42
25/03/11	113099	£ 23,749.72
28/03/11	124091	£ 13,347.83
28/03/11	113498	£ 84,682.98
28/03/11	106018	£ 10,947.85
		<u>£ 708,734.82</u>