

Month: December 2011	Year to date				Full Year				
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves.
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Social Care Health and Housing	40,646	39,695	-675	-1,516	55,701	56,503	802	-1,055	-253
Children's Services	26,175	23,610	-381	-2,946	35,485	34,531	-954	-408	-1,362
Sustainable Communities	37,991	37,522	-309	-777	50,654	51,048	394	-520	-126
Corporate Services	20,520	20,285	-744	-979	26,610	27,290	679	-743	-64
Contingency and Reserves	-1,406	-1,687	-230	-510	792	2,638	1,846	-230	1,616
Corporate Costs	3,801	4,668	0	867	12,006	12,144	138	0	138
Total	127,725	124,093	-2,339	-5,861	181,249	184,155	2,905	-2,956	-51

Director	Cumulative to Date					Year							RAG	Report Para Reference
	Budget	Actual	Trfs to Reserves	Actuals after transfers to reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance after use of earmarked reserves.	Forecast % of Budget			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
CHIEF EXECUTIVE														
Chief Executive	221	217		217	-3	293	297	4		4	1%	amber		
Director of Customer and Shared Services	280	244	-79	165	-116	374	248	-125	-79	-204	-55%	amber		
AD Strategy and Performance	111	128	-62	66	-45	148	128	-19	-62	-82	-55%	amber		
Partnership and Community Insight	41	0	0	0	-41	0	0	0	0	0	0%	green		
Director of Corporate Resources	-280	62		62	342	-293	-293	0		0	0%	green		
TOTAL- CHIEF EXECUTIVE	374	652	-141	511	137	521	381	-140	-141	-282	-54%	amber	5	
ACE PEOPLE AND ORGANISATION														
ACE People	0	66	0	66	66	0	177	177	0	177	0%	red		
Sub Total ACE People	0	66	0	66	66	0	177	177	0	177	0%	red	6	
Communications														
Chief Communications Officer	118	108		108	-11	122	114	-8		-8	-6%	green		
News Central Magazine	27	21		21	-6	40	42	2		2	6%	amber		
Internal Communications	134	139	-10	129	-5	179	184	5	-10	-6	-3%	green		
External Communications	172	174		174	2	229	225	-4		-4	-2%	green		
Consultation	162	136		136	-26	212	182	-31		-31	-14%	amber		
Sub Total Communications	614	578	-10	568	-46	782	746	-36	-10	-46	-6%	green	7	
Customer Services														
Customer Services	1,650	1,471	-18	1,453	-197	2,055	1,881	-173	-18	-191	-9%	green		
Sub Total Customer Services	1,650	1,471	-18	1,453	-197	2,055	1,881	-173	-18	-191	-9%	green	8	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
Policy and Strategy														
Corporate Policy	396	360	-2	358	-38	537	501	-36	-1	-37	-7%	green		
Sub Total Policy and Strategy	396	360	-2	358	-38	537	501	-36	-1	-37	-7%	green	9	
Customer and Community Insight														
Community Insight and Risk	105	97		97	-8	139	125	-14		-14	-10%	amber		
Sub Total Customer and Community Insight	105	97	0	97	-8	139	125	-14	0	-14	-10%	amber	10	
People														
HR Strategy	1,826	1,881	-7	1,874	47	2,355	2,503	148	-7	141	6%	amber		
HR Operations	-323	-106		-106	217	-430	-368	62		62	-14%	amber		
Recruitment & Development	222	-267		-267	-489	296	288	-8		-8	-3%	green		
Sub Total People	1,726	1,508	-7	1,501	-225	2,221	2,423	202	-7	195	9%	amber	11	
Legal and Democratic Services														
Legal Services	932	704		704	-228	1,191	1,195	5		5	0%	green		
Democratic Services	354	373	-180	193	-162	470	291	-180	-180	-360	-76%	amber		
Members' Costs	998	926		926	-71	1,330	1,329	-1		-1	0%	green		
Committee Services	268	182		182	-86	356	248	-107		-107	-30%	amber		
Registration and Coroner Service	223	225	-8	217	-6	347	390	43	-8	35	10%	red		
Sub Total Legal and Democratic Services	2,774	2,410	-188	2,222	-553	3,693	3,453	-240	-188	-428	-12%	amber	12	
TOTAL- ACE PEOPLE & ORG	7,264	6,488	-225	6,263	-1,001	9,426	9,307	-120	-225	-344	-4%	green		

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
ACE RESOURCES													
ACE Resources	0	83		83	83	0	115	115		115	0%	red	
Sub Total ACE Resources	0	83	0	83	83	0	115	115	0	115	0%	red	13
Programme and Performance													
Programme and Performance Operations	397	379	-28	352	-46	543	505	-38	-28	-65	-12%	amber	
Programme and Performance Non-Operational	481	368	-69	299	-182	622	678	55	-69	-14	-2%	green	
Sub Total of Programme and Performance	878	747	-97	650	-228	1,165	1,183	18	-97	-79	-7%	green	14
E Procurement & Payments													
E Procurement & Payments	331	334	-55	279	-53	415	519	103	-55	48	12%	red	
Sub Total E Procurement & Payments	331	334	-55	279	-53	415	519	103	-55	48	12%	red	15
Finance													
Revenues & Benefits	759	897	-32	865	106	1,002	1,172	171	-32	139	14%	red	
Chief Finance Officer	185	260		260	75	63	102	40		40	63%	red	
Financial Strategy	704	869	-67	802	98	1,200	1,449	249	-67	182	15%	red	
Financial Management	854	772	-22	750	-104	1,133	1,192	59	-22	37	3%	amber	
Audit	657	607		607	-51	851	802	-49		-49	-6%	green	
Sub Total Finance	3,160	3,404	-121	3,283	124	4,249	4,718	469	-121	348	8%	amber	16

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
ICT														
ICT Operations	2,527	2,527		2,527	-0	3,226	3,227	1		1	0%	green		
Chief IT Officer	101	101		101	1	133	134	1		1	1%	amber		
ICT Strategy & Assurance	2,492	2,431		2,431	-61	3,136	3,056	-80		-80	-3%	green		
Sub Total ICT	5,119	5,059	0	5,059	-61	6,496	6,417	-79	0	-79	-1%	green	17	
Assets														
Assets	125	8	-11	-3	-129	156	206	50	-11	39	25%	red		
Chief Assets Officer	151	162		162	11	27	109	81		81	301%	red		
Facilities and Maintenance	3,117	3,348	-94	3,254	137	4,154	4,336	182	-94	88	2%	amber		
Sub Total Assets	3,393	3,518	-105	3,413	20	4,337	4,651	313	-105	208	5%	amber	18	
TOTAL- ACE RESOURCES	12,881	13,145	-378	12,767	-114	16,663	17,602	939	-378	562	3%	amber		
Corporate Costs														
Debt Management	4,144	3,441		3,441	-702	10,617	10,285	-332		-332	-3%	green		
Premature Retirement Costs	927	1,982		1,982	1,055	2,954	2,754	-200		-200	-7%	green		
Corporate HRA Recharges	0	0		0	0	-104	-104	0		0	0%	green		
Cross Cutting Efficiencies	-1,269	-755		-755	515	-1,461	-791	670		670	-46%	amber		
Sub Total Corporate Costs	3,801	4,668	0	4,668	867	12,006	12,144	138	0	138	1%	amber	19	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
Contingency & Reserves *													
Contingency	-1,406	-1,687	-230	-1,917	-510	792	2,638	1,846	-230	1,616	204%	red	
Sub Total Contingency & Reserves	-1,406	-1,687	-230	-1,917	-510	792	2,638	1,846	-230	1,616	204%	red	
Total	22,914	23,267	-974	22,292	-622	39,409	42,072	2,663	-974	1,689	4%	amber	

Key:

- Forecast variance favourable up to 10%
- Forecast variance favourable greater than 10%
- Forecast variance adverse up to 10%
- Forecast variance adverse greater than 10%

green
amber
amber
red

Contingency and reserves*	Budget	Forecast	Reserves	Balance
New Homes Bonus	-1,803	-1,121		682
Contribution to General Fund	1,400	1,400		0
Contribution to Redundancy reserve	750	750		0
Inflation contingency	-257	398		655
General contingency	0	2,100		2,100
Adult Community Learning Grant	0	-1,291		-1,291
Release of JTU reserve	0	0	-230	-230
SEPT transfer from ASC	300	0		-300
	390	2,236	-230	1,616

Director	Variance Dec	Variance Sep	Change in Variance	COMMENTARY on movements greater than £20k
	£000	£000	£000	
Chief Executive	4	-1	5	
Director of Customer and Shared Services	-204	-206	1	
AD Strategy and Performance	-82	-77	-5	
Partnership and Community Insight	0	-4	4	
Director of Corporate Resources	0	0	0	
Sub Total Chief Executive	-282	-287	5	
ACE People and Organisation				
ACE People & Org	177	177	0	
Chief Communications Officer	-8	-7	-1	
News Central Magazine	2	2	0	
Internal Communications	-6	-7	1	
External Communications	-4	-6	2	
Consultation	-31	-21	-10	
Sub Total Communications	-46	-38	-8	
Customer Services	-191	-161	-30	Movement due to slippage of recruitment and vacancy savings
Sub Total Customer Services	-191	-161	-30	
Corporate Policy	-37	-17	-21	Movement due to a £3k reduction against the car mileage budget, an £11k reduction against the payroll budget primarily due to a Corporate Policy Advisor taking voluntary redundancy and a £6k reduction against the Supplies and Services budget following a review of thorough forecast requirement.
Sub Total Policy and Strategy	-37	-17	-21	
Community Insight and Risk	-14	-1	-13	
Sub Total Customer and Community Insight	-14	-1	-13	
Head of HR Strategy	141	57	84	HR new restructure resulting in a increase in forecast of £63k. Ts & Cs actual having a short fall of £32k from original estimate.
Head of HR Operations	62	34	28	Movement includes a £19k increase in the Occupational Health forecast and various minor adjustments.
Head of recruitment and Development	-8	-8	0	
Sub Total People	195	82	113	
Head of Legal Services	5	77	-73	Largely due to costs being awarded in an ongoing legal case that was won by CBC.
Head of Democratic Services	-360	-292	-67	Mainly due higher than expected Local Land Charge income for the year.
Members' costs	-1	4	-5	
Committee Services	-107	-108	1	
Registration and Coroner Service	35	39	-4	
Sub Total Legal and Democratic Services	-428	-284	-148	

Director	Variance Dec	Variance Sep	Change in Variance	COMMENTARY on movements greater than £20k
	£000	£000	£000	
Total, ACE People	-344	-241	-107	
ACE Resources				
ACE Resources	115	149	-34	Movement due to ACE Resources Post vacated January 2012
Programme and Performance Operations	-65	-33	-33	Movement due to a £7k reduction in the car mileage forecast, an £8k reduction in staff costs due to a Senior Business Analyst post being vacant for part of the financial year and a further £15k reduction in forecast resulting from the under utilisation of a £21.5k transfer of Pan Public Sector funding. This purpose of this transfer was to cover staff costs relating to a Finance led project.
Programme and Performance Non- Operations	-14	-10	-4	
Sub Total Programme and Performance	-79	-42	-37	
E Procurement & Payments	48	106	-57	Movement due to Redundancy payment subsequently paid from Reserves & increase in Rebate income following a review.
Sub Total E Procurement & Payments	48	106	-57	
Head of Revenues & Benefit	139	121	17	Mainly due to increased Agency Costs within Financial Strategy.
Chief Finance Officer	40	42	-2	
Head of Financial Strategy	182	128	54	
Financial Management	37	28	9	
Head of Audit	-49	-46	-3	
Sub Total Finance	348	274	74	
Head of Systems (Operations)	1	-11	12	Movement due to extra expected Capitalisation of salaries (£30k) & slippage on recruitment to vacant posts (£61k)
Chief IT Officer	1	1	-0	
Head of Systems (Strategy & Assurance)	-80	10	-91	
Sub Total ICT	-79	-0	-79	
Assets	39	199	-160	Movement of (£160k) due mainly due to £131k of Kingsland income moved from FM to Head of Assets and various other reduction within Capital Development, staffing and saving on Building Repairs and Maint on various buildings.
Chief Assets Officer	81	81	0	
Head of Facilities, Maintenance	88	31	57	Movement of £57k due mainly due to £131k of Kingsland income moved from FM to Head of Assets and double accounting for utilities in Tech house £70k.
Sub Total Assets	208	312	-103	
Total ACE Resources	562	798	-236	
Debt Management	-332	-132	-200	Reduction in MRP as per latest estimate.
Premature Retirement Costs	-200	-200	0	
Corporate HRA Recharges	0	0	0	
Efficiencies	670	415	255	Unachievable cross cutting efficiencies

Movement between Sep forecast variance and Dec forecast variance

Appendix A3

Director	Variance Dec	Variance Sep	Change in Variance	COMMENTARY on movements greater than £20k
	£000	£000	£000	
Sub Total Corporate Costs	138	87	55	
Contingency	1,616	316	1,300	Reflects current risks against forecast
Sub Total Contingency & Reserves	1,616	316	1,300	
Total	1,689	673	1,017	

Earmarked Reserves - Month: December 2011

Description	Opening Balance 2011/12	Increase in reserves	Directorate Spend against reserves	Our spend against other Directorates' reserves	Other Directorate Spend against reserves	Release of reserves	Proposed Closing Balance 2011/12
	£000	£000	£000		£000	£000	£000
Corporate Services							
Invest to Save, Recovery project - Legal	5		5				0
Invest to save, Recovery project HR	43		43				0
Invest to Save, Recovery project - Web development	21		21				0
	69	0	69	0	0	0	0
Corporate Reserves							
Redundancy/Restructure Reserve	2,117	750	464		734		1,669
Insurance reserve	3,059		31				3,028
Elections Fund	180		180				0
Total Earmarked Reserves	5,356	750	675	0	734	0	4,697
Sustainable Communities Reserves							
JTU Reserve				230			
	0	0	0	230	0	0	0
Directorate use of Earmarked Reserves- TOTAL			744	230			974

CUSTOMER GROUP	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	%
Schools	428	29%	76	5%	78	5%	57	4%	75	5%	1	0%	715	49%
Bedford Borough	0	0%	2	0%	0	0%	0	0%	33	2%	131	9%	166	11%
Bedfordshire PCT	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
General debts	95	7%	176	12%	39	3%	6	0%	103	7%	151	10%	570	39%
TOTAL DEBT	523	36%	254	18%	117	8%	63	4%	211	15%	283	20%	1,451	100%

PREVIOUS MONTH	259	22%	279	24%	86	7%	63	5%	211	18%	258	22%	1,156	100%
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