

Month: March 2012	Year to date					
Director	Budget	Actual before reserve transfers	Transfer to Reserves	Transfer from Reserves	Actual after reserve transfers	Variance
	£000	£000	£000	£000	£000	£000
Social Care Health and Housing	55,701	51,739	1,634	513	53,886	-1,814
Children's Services	35,623	32,043	2,670	-411	34,302	-1,320
Sustainable Communities	50,669	49,803	0	-26	49,777	-893
Corporate Services	26,458	26,765	2,051	-969	27,847	1,389
Contingency and Reserves	792	-1,355	4,750	-230	3,165	2,373
Corporate Costs	12,006	11,779	0	0	11,779	-227
Total	181,249	170,775	11,105	-1,123	180,757	-492

Director	Cumulative to Date						Forecast % of Budget	RAG	Report Para Reference
	Budget	Outturn	Proposed transfer to Earmarked reserves	Trfs from Earmarked Reserves	Outturn after transfers to/from reserves	Variance			
	£000	£000	£000	£000	£000	£000			
CHIEF EXECUTIVE									
Chief Executive	293	295	0	0	295	2	1%	amber	
Director of Customer and Shared Services	374	250	0	-79	171	-202	-54%	amber	
AD Strategy and Performance	148	142	0	-74	68	-80	-54%	amber	
Partnership and Community Insight	0	0	0	0	0	0	0%	green	
Director of Corporate Resources	-293	-295	0	0	-295	-2	1%	amber	
TOTAL- CHIEF EXECUTIVE	521	392	0	-153	239	-282	-54%	amber	5
ACE PEOPLE AND ORGANISATION									
ACE People	0	200	150	0	350	350	0%	red	
Sub Total ACE People	0	200	150	0	350	350	0%	red	6
Communications									
Chief Communications Officer	122	106	0	0	106	-15	-13%	amber	
News Central Magazine	40	42	0	0	42	2	5%	amber	
Internal Communications	179	178	0	-10	168	-11	-6%	green	
External Communications	229	220	0	-3	217	-12	-5%	green	
Consultation	212	159	0	0	159	-53	-25%	amber	
Sub Total Communications	782	706	0	-13	693	-89	-11%	amber	7
Customer Services									
Customer Services	2,055	1,881	0	-16	1,865	-190	-9%	green	
Sub Total Customer Services	2,055	1,881	0	-16	1,865	-190	-9%	green	8

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	£000	£000	£000	£000	£000	£000			
Policy and Strategy									
Corporate Policy	537	508	0	-31	477	-59	-11%	amber	
Sub Total Policy and Strategy	537	508	0	-31	477	-59	-11%	amber	9
Customer and Community Insight									
Community Insight and Risk	139	105	0	0	105	-34	-24%	amber	
Sub Total Customer and Community Insight	139	105	0	0	105	-34	-24%	amber	10
People									
HR Strategy	2,343	2,385	0	-17	2,369	26	1%	amber	
HR Operations	-430	-295	0	-50	-345	85	-20%	amber	
Recruitment & Development	171	140	0	0	140	-31	-18%	amber	
Sub Total People	2,084	2,230	0	-67	2,164	80	4%	amber	11
Legal and Democratic Services									
Legal Services	1,191	1,463	0	0	1,463	272	23%	red	
Democratic Services	470	187	0	-188	-2	-472	-100%	amber	
Members' Costs	1,330	1,257	0	0	1,257	-74	-6%	green	
Committee Services	356	230	0	0	230	-126	-35%	amber	
Registration and Coroner Service	347	321	0	-8	313	-33	-10%	green	
Sub Total Legal and Democratic Services	3,693	3,457	0	-196	3,260	-433	-12%	amber	12
TOTAL- ACE PEOPLE & ORG	9,289	9,087	150	-323	8,914	-375	-4%	green	

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	£000	£000	£000	£000	£000	£000			
ACE RESOURCES									
ACE Resources	0	117	0	0	117	117	0%	red	
Sub Total ACE Resources	0	117	0	0	117	117	0%	red	13
Programme and Performance									
Programme and Performance Operations	543	504	0	-28	477	-66	-12%	amber	
Programme and Performance Non-Operational	457	224	289	-69	444	-14	-3%	green	
Sub Total of Programme and Performance	1,000	729	289	-97	920	-79	-8%	green	14
E Procurement & Payments									
E Procurement & Payments	415	410	0	-56	355	-61	-15%	amber	
Sub Total E Procurement & Payments	415	410	0	-56	355	-61	-15%	amber	15
Finance									
Revenues & Benefits	1,002	1,514	0	-54	1,460	458	46%	red	
Chief Finance Officer	63	82	0	-2	80	17	27%	red	
Financial Strategy	1,200	1,700	1,162	-36	2,825	1,625	135%	red	
Financial Management	1,133	1,223	0	-72	1,151	18	2%	amber	
Audit	851	764	0	0	764	-87	-10%	amber	
Sub Total Finance	4,249	5,283	1,162	-165	6,280	2,031	48%	red	16

Director	Cumulative to Date						Forecast % of Budget	RAG	Report Para Reference
	Budget	Outturn	Proposed transfer to Earmarked reserves	Trfs from Earmarked Reserves	Outturn after transfers to/from reserves	Variance			
	£000	£000	£000	£000	£000	£000			
ICT									
ICT Operations	3,226	2,879	450	0	3,329	103	3%	amber	
Chief IT Officer	133	184	0	-48	136	3	2%	amber	
ICT Strategy & Assurance	3,286	3,056	0	0	3,056	-230	-7%	green	
Sub Total ICT	6,646	6,120	450	-48	6,522	-125	-2%	green	17
Assets									
Assets	156	165	0	-16	149	-7	-4%	green	
Chief Assets Officer	27	3	0	0	3	-24	-89%	amber	
Facilities and Maintenance	4,154	4,457	0	-111	4,346	192	5%	amber	
Sub Total Assets	4,337	4,626	0	-127	4,499	161	4%	amber	18
TOTAL- ACE RESOURCES	16,648	17,284	1,900	-492	18,692	2,044	12%	red	
Corporate Costs									
Debt Management	10,617	9,963	0	0	9,963	-654	-6%	green	
Premature Retirement Costs	2,954	2,694	0	0	2,694	-260	-9%	green	
Corporate HRA Recharges	-104	-104	0	0	-104	0	0%	green	
Cross Cutting Efficiencies	-1,461	-774	0	0	-774	687	-47%	amber	
Sub Total Corporate Costs	12,006	11,779	0	0	11,779	-227	-2%	green	19

Director	Cumulative to Date						Forecast % of Budget	RAG	Report Para Reference
	Budget	Outturn	Proposed transfer to Earmarked reserves	Trfs from Earmarked Reserves	Outturn after transfers to/from reserves	Variance			
	£000	£000	£000	£000	£000	£000			
Contingency & Reserves *									
Contingency	792	-1,355	4,750	-230	3,165	2,373	299%	red	
Sub Total Contingency & Reserves	792	-1,355	4,750	-230	3,165	2,373	299%	red	20
Total	39,257	37,188	6,800	-1,198	42,790	3,533	9%	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	Outturn	Reserves	Balance
New Homes Bonus	-1,803	-1,121		682
Contribution to General Fund	1,400	0	1,400	0
Contribution to Redundancy reserve	750	0	750	0
Inflation contingency	145	402		257
General contingency	0	655	2,600	3,255
Adult Community Learning Grant	0	-1,291		-1,291
Release of JTU reserve	0	0	-230	-230
SEPT transfer from ASC	300	0		-300
	792	-1,355	4,520	2,373

Director	Variance Mar	Variance Feb	Change in Variance	COMMENTARY- variances over £20k
	£000	£000	£000	
Chief Executive	2	4	-2	
Director of Customer and Shared Services	-202	-204	2	
AD Strategy and Performance	-80	-82	2	
Partnership and Community Insight	0	0	0	
Director of Corporate Resources	-2	0	-2	
Sub Total Chief Executive	-282	-282	-1	
ACE People and Organisation				
ACE People & Org	350	327	22	Unforecast costs relating to SAP Optimisation consultancy which fall outside scope of the capital scheme.
Chief Communications Officer	-15	-9	-6	
News Central Magazine	2	3	-1	
Internal Communications	-11	-12	1	
External Communications	-12	-9	-3	
Consultation	-53	-48	-4	
Sub Total Communications	-89	-75	-14	
Customer Services	-190	-230	41	£88k Pressure due to CRM aborted capital costs, -£10k due to capitalisation of salaries not previously forecasted, -£22k movement due to rents previously expected but not paid, -£15k movement due to other small forecast variances.
Sub Total Customer Services	-190	-230	41	
Corporate Policy	-59	-46	-13	
Sub Total Policy and Strategy	-59	-46	-13	
Community Insight and Risk	-34	-34	1	
Sub Total Customer and Community Insight	-34	-34	1	
Head of HR Strategy	26	107	-81	The movement of £81k within Head of strategy is largely due HR and Payroll Provision maximising there income; £22k additional income within HR and £24k additional income within Payroll Provision. Other positive variances include Health & Safety Agency cost and HR payroll variance as a result of delayed recruitment to vacancies.
Head of HR Operations	85	85	0	
Head of recruitment and Development	-31	-23	-8	
Sub Total People	80	169	-88	
Head of Legal Services	272	3	269	£214k pressure due to top of Provision needed for outstanding cases. Over movements are mainly within Legal services, there has been a pressure throughout the year on the increase of childcare cases and the pressure to employee Lawyers (agency) in relation to the increased work, and resulting disbursements.
Head of Democratic Services	-472	-421	-51	Local Land Charges increase of income of £20k and positive variances against payroll forecasts throughout Democratic Services of £22k.

Director	Variance Mar	Variance Feb	Change in Variance	COMMENTARY- variances over £20k
	£000	£000	£000	
Members 'costs	-74	-1	-72	Variance of £56k against Members' costs (allowances and expenses) with remaining movement due to various other small differences.
Committee Services	-126	-111	-15	
Registration and Coroner Service	-33	17	-50	Movement mainly due to additional income received for Registration Services over and above previous forecast.
Sub Total Legal and Democratic Services	-433	-514	80	
Total, ACE People	-375	-403	29	
ACE Resources				
ACE Resources	117	115	2	
Programme and Performance Operations	-66	-67	2	
Programme and Performance Non- Operations	-14	-14	0	
Sub Total Programme and Performance	-79	-81	2	
E Procurement & Payments	-61	-1	-59	£25k additional income received in March not previously forecasted, and £30k favourable variance against payroll and agency forecast costs.
Sub Total E Procurement & Payments	-61	-1	-59	
Head of Revenues & Benefit	458	99	359	Variance against Benefit subsidy recovery (actual recovery rate 0.5% lower than forecast)
Chief Finance Officer	17	40	-23	Variance against printing and stationery costs
Head of Financial Strategy	1,625	259	1,366	£1,080k movement due to increased Insurance Reserve to acknowledge future MMI costs. £115k extra pressure due to the balance required to top up the Insurance provision being higher than previously forecast, this had been highlighted previously in the risks and upside reports. £79k pressure due to decreased Insurance Income and £116k variance against HRA insurance premium recharges
Financial Management	18	-3	21	Variance against printing and stationery costs
Head of Audit	-87	-89	2	
Sub Total Finance	2,031	306	1,725	
Head of Systems (Operations)	103	504	-401	Largely due to costs of licenses and maintenance being overestimated (miscalculation of the effect of accruals and prepayments on contracts spanning financial years).
Chief IT Officer	3	1	2	
Head of Systems (Strategy & As	-230	-148	-82	£43k favourable variance against Agency and £36k against Software Licences Prepayments.
Sub Total ICT	-125	356	-481	
Assets	-7	-63	56	Movement due to £79k provision for the late notification of a debt, partly mitigated by £22k additional income from the Estates trading units.
Chief Assets Officer	-24	-25	1	

Director	Variance Mar	Variance Feb	Change in Variance	COMMENTARY- variances over £20k
	£000	£000	£000	
Head of Facilities, Maintenance	192	141	51	Movement primarily due to the electricity bills for Priory House dating back to 2009 that had been omitted by the supplier in error.
Sub Total Assets	161	53	108	
Total ACE Resources	2,044	747	1,297	
Debt Management	-654	-417	-237	£212k favourable variance against a contingency for Interest Payable which was not required and additional £25k Interest received. 60k movement due to lower Premature Retirement Costs than previously forecast.
Premature Retirement Costs	-260	-200	-60	
Corporate HRA Recharges	0	0	0	
Efficiencies	687	670	17	
Sub Total Corporate Costs	-227	53	-280	
Contingency	2,373	1,816	557	Corporate bad debt provision
Sub Total Contingency & Reserves	2,373	1,816	557	
Total	3,533	1,931	1,602	

Earmarked Reserves - Month: March 2012

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
Invest to Save (Customer First)	0	68					68
Invest to Save (Passenger Transport)	0	135					135
Pan Public Sector Working	0	86					86
ICT Stability	0	450					450
SAP Optimisation	0	150					150
Total Earmarked Reserves	69	889	69	0	0	0	889
Corporate Reserves							
Redundancy/Restructure Reserve	2,117	2,742	719		811		3,329
Insurance reserve	3,059	1,162	0				4,221
Elections Fund	180	0	180				0
Total Earmarked Reserves	5,356	3,904	899	0	811	0	7,550
Sustainable Communities Reserves							
JTU Reserve				230			
	0	0	0	230	0	0	0
Directorate use of Earmarked Reserves- TOTAL			968	230			1,198

Total Revenue transfers to reserves:

Transfer to Earmarked Reserves	2,800
Transfer to General Fund	4,000
-Total transfers	6,800

Earmarked Reserves only

Capitalisation Directive (Redundancy Reserve)- Capital	1,992
Transfer to Earmarked Reserves- Revenue	2,800
	4,792

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	581	26%	71	3%	81	4%	86	4%	7	0%	1	0%	826	36%
Bedford Borough	225	10%	57	3%	0	0%	13	1%	0	0%	12	1%	307	14%
Bedfordshire PCT	14	1%	3	0%	0	0%	0	0%	0	0%	0	0%	17	1%
General debts	605	27%	196	9%	19	1%	16	1%	125	5%	156	7%	1,116	49%
TOTAL DEBT	1,426	63%	326	14%	99	4%	115	5%	131	6%	169	7%	2,266	100%

PREVIOUS MONTH	359	25%	322	23%	233	16%	88	6%	140	10%	269	19%	1,412	100%
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