

Appendix **A1**

| Month: June 2013 | 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 | 16,514 | 16,382 | -148 | -280 | 65,901 | 67,044 | 1,143 | -722 | 421 |
| Children's Services | 9,657 | 10,645 | -630 | 358 | 39,178 | 43,241 | 4,063 | -1,901 | 2,162 |
| Community Services | 8,577 | 8,584 | -170 | -163 | 35,596 | 36,308 | 712 | -829 | -117 |
| Regeneration and Business Support | 1,937 | 1,960 | -45 | -22 | 9,339 | 10,099 | 760 | -578 | 182 |
| Public Health | 0 | -180 | 0 | -180 | 0 | -668 | -668 | 0 | -668 |
| Improvement and Corporate Services | 4,139 | 4,271 | -44 | 88 | 16,839 | 17,503 | 664 | -54 | 610 |
| Corporate Resources | 2,970 | 3,021 | 0 | 51 | 11,880 | 11,659 | -221 | 0 | -221 |
| Corporate Costs | 2,147 | 1,868 | 0 | -279 | 10,231 | 9,996 | -235 | 0 | -235 |
| Total (Excl Schools &HRA) | 45,941 | 46,551 | -1,037 | -427 | 188,964 | 195,182 | 6,218 | -4,084 | 2,134 |
| Schools | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HRA | 0 | 99 | 0 | 99 | 0 | 0 | 0 | 0 | 0 |
| Total | 45,941 | 46,650 | -1,037 | -328 | 188,964 | 195,182 | 6,218 | -4,084 | 2,134 |

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|--|--------------|--------------------|--------------------|-------------------------------------|------------|-----------------|------------------|-------------------|---|------------------------------------|--|----------------------|--------------|-----------------------|
| Director | Budget | Actual | Trfs from Reserves | Actuals after transfers to reserves | Variance | Approved Budget | Forecast Outturn | Forecast Variance | Proposed transfer to Earmarked reserves | Proposed use of Earmarked reserves | Forecast Variance after use of earmarked reserves. | Forecast % of Budget | RAG | |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | | |
| CORPORATE RESOURCES | | | | | | | | | | | | | | |
| Chief Executive | 123 | 76 | 0 | 76 | -47 | 493 | 493 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total Chief Executive | 123 | 76 | 0 | 76 | -47 | 493 | 493 | 0 | 0 | 0 | 0 | 0% | green | 35 & 36 |
| Chief Finance Officer | | | | | | | | | | | | | | |
| Revenues & Benefits | 408 | 305 | 0 | 305 | -103 | 1,631 | 1,631 | 0 | 0 | 0 | 0 | 0% | green | |
| Housing Benefit Subsidy | -103 | 136 | 0 | 136 | 239 | -412 | -412 | 0 | 0 | 0 | 0 | 0% | green | |
| Chief Finance Officer | 14 | -0 | 0 | -0 | -14 | 54 | 54 | 0 | 0 | 0 | 0 | 0% | green | |
| Financial Control | 358 | 308 | 0 | 308 | -50 | 1,434 | 1,434 | 0 | 0 | 0 | 0 | 0% | green | |
| Financial Performance & Support | 360 | 358 | 0 | 358 | -1 | 1,439 | 1,439 | 0 | 0 | 0 | 0 | 0% | green | |
| Audit | 168 | 177 | 0 | 177 | 8 | 674 | 674 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total Chief Finance Officer | 1,205 | 1,285 | 0 | 1,285 | 80 | 4,820 | 4,820 | 0 | 0 | 0 | 0 | 0% | green | 37 to 49 |
| Chief Assets Officer | | | | | | | | | | | | | | |
| Corporate Assets | 371 | 467 | 0 | 467 | 96 | 1,385 | 896 | -489 | 0 | 0 | -489 | -35% | amber | |
| Chief Assets Officer | -47 | 49 | 0 | 49 | 96 | -86 | 44 | 131 | 0 | 0 | 131 | -152% | amber | |
| Facilities and Maintenance | 1,317 | 1,144 | 0 | 1,144 | -173 | 5,268 | 5,406 | 138 | 0 | 0 | 138 | 3% | amber | |
| Sub Total Chief Assets Officer | 1,642 | 1,660 | 0 | 1,660 | 19 | 6,567 | 6,346 | -221 | 0 | 0 | -221 | -3% | green | 50 to 53 |
| TOTAL - CORPORATE RESOURCES | 2,970 | 3,021 | 0 | 3,021 | 51 | 11,879 | 11,658 | -221 | 0 | 0 | -221 | -2% | green | |
| IMPROVEMENT & CORPORATE SERVICES | | | | | | | | | | | | | | |
| Improvement & Corporate Services Director | 0 | 100 | -41 | 59 | 59 | 0 | 122 | 122 | 0 | -73 | 49 | 0% | green | |
| Sub Total People & Org Leadership | 0 | 100 | -41 | 59 | 59 | 0 | 122 | 122 | 0 | -73 | 49 | 0% | green | 55 & 56 |
| Communications | | | | | | | | | | | | | | |
| Chief Communications Officer | 23 | 25 | 0 | 25 | 2 | 93 | 99 | 7 | 0 | 0 | 7 | 7% | amber | |
| News Central Magazine | 11 | 11 | 0 | 11 | 1 | 43 | 43 | 0 | 0 | 0 | 0 | 0% | green | |
| Internal Communications | 39 | 40 | 0 | 40 | 1 | 156 | 154 | -2 | 0 | 0 | -2 | -1% | green | |
| External Communications | 45 | 53 | 0 | 53 | 8 | 180 | 185 | 5 | 0 | 0 | 5 | 3% | amber | |
| Consultation | 51 | 48 | 0 | 48 | -3 | 205 | 207 | 2 | 0 | 0 | 2 | 1% | amber | |
| Sub Total Communications | 169 | 176 | 0 | 176 | 7 | 676 | 688 | 12 | 0 | 0 | 12 | 2% | amber | 57 to 59 |
| Customer Services | | | | | | | | | | | | | | |
| Customer Services | 420 | 495 | 0 | 495 | 75 | 1,680 | 1,680 | 0 | 0 | 0 | 0 | 0% | green | |

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| Director | Budget | Actual | Trfs from Reserves | Actuals after transfers to reserves | Variance | Approved Budget | Forecast Outturn | Forecast Variance | Proposed transfer to Earmarked reserves | Proposed use of Earmarked reserves | Forecast Variance after use of earmarked reserves. | Forecast % of Budget | RAG | |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Sub Total Customer Services | 420 | 495 | 0 | 495 | 75 | 1,680 | 1,680 | 0 | 0 | 0 | 0 | 0% | green | 60 & 61 |
| Programme and Performance | | | | | | | | | | | | | | |
| Programme and Performance Operations | 108 | 104 | 0 | 104 | -5 | 433 | 457 | 24 | 0 | 0 | 24 | 6% | amber | |
| Programme and Performance Non-Operational | 25 | 25 | -3 | 22 | -3 | 98 | 175 | 76 | 0 | -76 | 0 | 0% | green | |
| Sub Total of Programme and Performance | 133 | 128 | -3 | 126 | -7 | 532 | 632 | 101 | 0 | -76 | 24 | 5% | amber | 62 to 65 |
| Policy and Strategy | | | | | | | | | | | | | | |
| Corporate Policy | 73 | 66 | 0 | 66 | -7 | 292 | 292 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total Policy and Strategy | 73 | 66 | 0 | 66 | -7 | 292 | 292 | 0 | 0 | 0 | 0 | 0% | green | 66 & 67 |
| Customer and Community Insight | | | | | | | | | | | | | | |
| Community Insight and Risk | 32 | 31 | 0 | 31 | -0 | 127 | 127 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total Customer and Community Insight | 32 | 31 | 0 | 31 | -0 | 127 | 127 | 0 | 0 | 0 | 0 | 0% | green | 68 & 69 |
| Procurement | | | | | | | | | | | | | | |
| Procurement | 93 | 65 | 0 | 65 | -28 | 371 | 389 | 19 | 0 | 0 | 19 | 5% | amber | |
| Sub Total Procurement | 93 | 65 | 0 | 65 | -28 | 371 | 389 | 19 | 0 | 0 | 19 | 5% | amber | 70 & 71 |
| AD People | | | | | | | | | | | | | | |
| HR Strategy | 569 | 549 | 0 | 549 | -20 | 2,274 | 2,248 | -26 | 0 | 0 | -26 | -1% | green | |
| HR Operations | 36 | -6 | 0 | -6 | -42 | 144 | 144 | 0 | 0 | 0 | 0 | 0% | green | |
| Recruitment & Development | 78 | 114 | 0 | 114 | 36 | 313 | 338 | 24 | 0 | 0 | 24 | 8% | amber | |
| Sub Total AD People | 683 | 657 | 0 | 657 | -26 | 2,732 | 2,730 | -2 | 0 | 0 | -2 | 0% | green | 72 to 74 |
| Information Assets (IA) | | | | | | | | | | | | | | |
| IA Operations | 1,632 | 1,632 | 0 | 1,632 | 0 | 6,528 | 6,528 | 0 | 0 | 0 | 0 | 0% | green | |
| Chief IA Officer | 28 | 28 | 0 | 28 | 0 | 111 | 109 | -2 | 0 | 0 | -2 | -2% | green | |
| IA Strategy & Assurance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total IA | 1,660 | 1,660 | 0 | 1,660 | 0 | 6,638 | 6,637 | -2 | 0 | 0 | -2 | 0% | green | 75 & 76 |
| Legal and Democratic Services | | | | | | | | | | | | | | |
| Legal Services | 344 | 451 | 0 | 451 | 107 | 1,378 | 1,971 | 593 | 0 | 0 | 593 | 43% | red | |
| Democratic Services | 93 | -12 | 0 | -12 | -105 | 469 | 324 | -145 | 95 | 0 | -50 | -11% | amber | |
| Members' Costs | 329 | 301 | 0 | 301 | -29 | 1,318 | 1,288 | -30 | 0 | 0 | -30 | -2% | green | |
| Committee Services | 62 | 55 | 0 | 55 | -7 | 249 | 246 | -4 | 0 | 0 | -4 | -1% | green | |
| Registration and Coroner Service | 46 | 98 | 0 | 98 | 52 | 378 | 378 | -0 | 0 | 0 | -0 | 0% | green | |
| Sub Total Legal and Democratic Services | 876 | 893 | 0 | 893 | 17 | 3,791 | 4,205 | 414 | 95 | 0 | 509 | 13% | red | 77 to 79 |

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|--|---------------|--------------------|--------------------|-------------------------------------|-------------|-----------------|------------------|-------------------|---|------------------------------------|--|----------------------|--------------|-----------------------|
| Director | Budget | Actual | Trfs from Reserves | Actuals after transfers to reserves | Variance | Approved Budget | Forecast Outturn | Forecast Variance | Proposed transfer to Earmarked reserves | 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 | | | |
| TOTAL- IMPROVEMENT & CORPORATE SERVICES | 4,138 | 4,272 | -44 | 4,228 | 91 | 16,839 | 17,503 | 664 | 95 | -149 | 610 | 4% | amber | |
| | | | | | | | | | | | | | | |
| COPORATE COSTS | | | | | | | | | | | | | | |
| Corporate Costs | | | | | | | | | | | | | | |
| Debt Management | 2,928 | 2,773 | 0 | 2,773 | -155 | 11,710 | 11,510 | -200 | 0 | 0 | -200 | -2% | green | |
| Premature Retirement Costs | 739 | 715 | 0 | 715 | -23 | 2,954 | 2,954 | 0 | 0 | 0 | 0 | 0% | green | |
| Corporate HRA Recharges | -23 | -23 | 0 | -23 | 0 | -90 | -90 | 0 | 0 | 0 | 0 | 0% | green | |
| Cross Cutting Efficiencies | 75 | -25 | 0 | -25 | -100 | 156 | 121 | -35 | 0 | 0 | -35 | -22% | amber | |
| Sub Total Corporate Costs | 3,719 | 3,441 | 0 | 3,441 | -278 | 14,729 | 14,495 | -235 | 0 | 0 | -235 | -2% | green | 81 & 82 |
| | | | | | | | | | | | | | | |
| Contingency & Reserves * | | | | | | | | | | | | | | |
| Contingency | -1,569 | -1,569 | 0 | -1,569 | 0 | -4,496 | -4,496 | 0 | 0 | 0 | 0 | 0% | green | |
| Sub Total Contingency & Reserves | -1,569 | -1,569 | 0 | -1,569 | 0 | -4,496 | -4,496 | 0 | 0 | 0 | 0 | 0% | green | 83 & 84 |
| | | | | | | | | | | | | | | |
| Total | 9,257 | 9,165 | -44 | 9,121 | -136 | 38,952 | 39,160 | 208 | 95 | -149 | 154 | 0% | green | |

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* | FY Budget | Actual | Forecast | Reserves | Balance |
|--------------------------------|---------------|---------------|---------------|----------|----------|
| New Homes Bonus | -4,985 | -1,246 | -4,985 | 0 | 0 |
| Adult Community Learning Grant | -1,291 | -323 | -1,291 | 0 | 0 |
| In year use of reserves | -358 | 0 | -358 | 0 | 0 |
| Contingency | 2,138 | 0 | 2,138 | 0 | 0 |
| | -4,496 | -1,569 | -4,496 | 0 | 0 |

Appendix A3

Q1 forecast variance explanation

| Director | Variance June | COMMENTARY |
|--|---------------|---|
| | £000 | |
| Chief Executive | 0 | |
| Sub Total Chief Executive | 0 | |
| Revenues & Benefit | 0 | |
| Chief Finance Officer | 0 | |
| Financial Control | 0 | |
| Financial Performance & Support | 0 | |
| Audit | 0 | |
| Sub Total Chief Finance Officer | 0 | |
| Corporate Assets | -489 | Additional income of £692k within farms and £97k from the investment portfolio, partly offset by identified pressures of £200k for consultancy costs and £100k against the Capital Team efficiency. |
| Chief Assets Officer | 131 | Predominantly due to £120k consultancy costs |
| Facilities and Maintenance | 138 | Pressures against property rental costs of £100k and day to day repairs and maintenace costs of £171k, partly offset by higher than budgeted rental income from Office lettings of £133k |
| Sub Total Chief Assets Officer | -221 | |
| Sub Total Chief Executive | -221 | |
| Improvement & Corporate Services | | |
| Improvement & Corporate Services Director | 49 | Revenue costs for SAP Optimisation project expected to be higher than the reserve in place to fund it. |
| Chief Communications Officer | 7 | |
| News Central Magazine | 0 | |
| Internal Communications | -2 | |
| External Communications | 5 | |
| Consultation | 2 | |
| Sub Total Communications | 12 | |
| Customer Services | 0 | |
| Sub Total Customer Services | 0 | |
| Programme and Performance Operations | 24 | Unachievable vacancy factor. |
| Programme and Performance Non- Operations | 0 | |
| Sub Total Programme and Performance | 24 | |
| Corporate Policy | 0 | |
| Sub Total Policy and Strategy | 0 | |
| Community Insight and Risk | 0 | |
| Sub Total Customer and Community Insight | 0 | |
| Procurement | 19 | Unachievable vacancy factor. |

Q1 forecast variance explanation

| Director | Variance June | COMMENTARY |
|--|---------------|--|
| | £000 | |
| Sub Total Procurement | 19 | |
| HR Strategy | -26 | Staff cost savings within TU Facilities. |
| HR Operations | 0 | |
| Recruitment and Development | 24 | Organisational Change Support provided by external consultants |
| Sub Total People | -2 | |
| IA Operations | 0 | |
| Chief IA Officer | -2 | |
| IA Systems (Strategy & Assurance) | 0 | |
| Sub Total Information Assets (IA) | -2 | |
| Legal Services | 593 | £51k pressure due to unachievable vacancy factor, £229k pressure on staffing due to unbudgeted new restructure, £247k continued pressure due to external court fees for child protection cases & £60k pressure on unbudgeted Copyright licence fees. |
| Democratic Services | -50 | Higher than forecast Local Land Charges income |
| Members' costs | -30 | Reduction to members' allowances forecast |
| Committee Services | -4 | |
| Registration and Coroner Service | -0 | |
| Sub Total Legal and Democratic Services | 509 | |
| Total, Improvement & Corporate Services | 610 | |
| Corporate costs | | |
| Debt Management | -200 | Reduction to interest payable forecast as a result of lower than expected borrowing. |
| Premature Retirement Costs | 0 | |
| Corporate HRA Recharges | 0 | |
| Efficiencies | -35 | Unachievable Channel Shift efficiency- from prior year (£345k) and unused superannuation budget provision (-£380k) |
| Sub Total Corporate Costs | -235 | |
| Contingency | 0 | |
| Sub Total Contingency & Reserves | 0 | |
| Total | 154 | |

Appendix B

Earmarked Reserves -

Month: June 2013

| Description | Proposed Opening Balance 2013/14 | Directorate Use of Reserves | Our Use of Other Directorates' Reserves | Other Directorate Use of Our Reserves | Release of Reserves | Proposed Transfer to Reserves | Proposed Closing Balance 2013/14 |
|---------------------------------------|----------------------------------|-----------------------------|---|---------------------------------------|---------------------|-------------------------------|----------------------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Corporate Services Reserves | | | | | | | |
| Pan Public Sector Funding | 43 | -43 | 0 | 0 | 0 | 0 | 0 |
| Customer First | 33 | -33 | 0 | 0 | 0 | 0 | 0 |
| Elections Fund | 12 | 0 | 0 | 0 | 0 | 95 | 107 |
| SAP Optimisation | 73 | -73 | 0 | 0 | 0 | 0 | 0 |
| Housing Benefit Subsidy audit reserve | 500 | 0 | 0 | 0 | 0 | 0 | 500 |
| | 662 | -149 | 0 | 0 | 0 | 95 | 607 |
| Corporate Reserves | | | | | | | |
| Redundancy/Restructure Reserve | 3,168 | 0 | 0 | -15 | 0 | 0 | 3,153 |
| Insurance reserve | 3,338 | 0 | 0 | 0 | 0 | 0 | 3,338 |
| Funding reduction reserve | 1,193 | 0 | 0 | -300 | 0 | 0 | 893 |
| Planning Decisions Legal Challenges | 300 | 0 | 0 | 0 | 0 | 0 | 300 |
| Teachers' Pensions | 186 | 0 | 0 | 0 | 0 | 0 | 186 |
| Threshold Review | 500 | 0 | 0 | -97 | 0 | 0 | 403 |
| Welfare Reform | 500 | 0 | 0 | -40 | 0 | 0 | 460 |
| Funding for Transition | 321 | 0 | 0 | 0 | 0 | 0 | 321 |
| | 9,506 | 0 | 0 | -452 | 0 | 0 | 9,054 |
| GRAND TOTAL | 10,168 | -149 | 0 | -452 | 0 | 95 | 9,662 |

Appendix C

Debtors Report - June 2013

Corporate Services

| CUSTOMER GROUP | Not Yet Due 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 | 3 | 6% | 2 | 4% | 0 | 0% | 52 | 86% | 1 | 1% | 2 | 3% | 61 | 100% |
| Bedford Borough | 0 | 0% | 14 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 14 | 100% |
| Bedfordshire PCT | 0 | 0% | 17 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 17 | 100% |
| General debts | 277 | 44% | 4 | 1% | -10 | -2% | 9 | 1% | 179 | 29% | 165 | 26% | 624 | 100% |
| TOTAL DEBT | 281 | 39% | 38 | 5% | -10 | -1% | 61 | 9% | 180 | 25% | 167 | 23% | 716 | 100% |
| PREVIOUS MONTH | 443 | 47% | 37 | 4% | 92 | 10% | 88 | 9% | 135 | 14% | 153 | 16% | 948 | 100% |