

Appendix A1

Month: September 2013	Appendix A1								
	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	33,015	32,714	-519	-820	65,892	67,487	1,595	-1,161	434
Children's Services	19,356	22,227	-1,643	1,228	39,180	45,450	6,270	-3,637	2,633
Community Services	16,892	17,455	-288	275	35,785	36,428	643	-797	-154
Regeneration and Business Support	3,769	3,294	-322	-797	8,056	8,505	449	-547	-98
Public Health	0	-695	-39	-734	0	-799	-799	168	-631
Improvement and Corporate Services	8,671	8,927	-44	212	17,636	18,118	482	-54	428
Corporate Resources	5,495	5,153	-124	-466	11,405	11,351	-54	-289	-343
Corporate Costs	4,947	4,184	0	-763	11,010	10,498	-512	0	-512
Total (Excl Schools &HRA)	92,145	93,259	-2,979	-1,865	188,964	197,038	8,074	-6,317	1,757
Schools	0	59	0	59	0	119	119	-119	0
HRA	0	-128	0	-128	0	0	0	0	0
Total	92,145	93,190	-2,979	-1,934	188,964	197,157	8,193	-6,436	1,757

Appendix A2

Director	Cumulative to Date					Year								RAG
	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			
CORPORATE RESOURCES														
Chief Executive	149	156	0	156	7	299	299	0	0	0	0	0%	green	
Sub Total Chief Executive	149	156	0	156	7	299	299	0	0	0	0	0%	green	
Chief Finance Officer														
Revenues & Benefits	847	549	0	549	-298	1,695	1,547	-148	0	0	-148	-9%	green	
Housing Benefit Subsidy	-206	-206	0	-206	0	-412	-412	0	0	0	0	0%	green	
Chief Finance Officer	62	25	0	25	-37	124	120	-4	0	0	-4	-3%	green	
Financial Control	509	576	0	576	66	1,434	1,566	132	0	0	132	9%	amber	
Financial Performance & Support	685	659	0	659	-26	1,369	1,319	-50	0	0	-50	-4%	green	
Audit	337	270	0	270	-67	674	640	-34	0	0	-34	-5%	green	
Sub Total Chief Finance Officer	2,235	1,872	0	1,872	-362	4,884	4,780	-104	0	0	-104	-2%	green	
Chief Assets Officer														
Corporate Assets	703	456	-30	426	-277	1,406	993	-413	0	-195	-608	-43%	amber	
Chief Assets Officer	2	147	0	147	145	4	234	231	0	0	231	6388%	red	
Facilities and Maintenance	2,406	2,522	-94	2,428	22	4,812	5,044	232	0	-94	138	3%	amber	
Sub Total Chief Assets Officer	3,111	3,124	-124	3,000	-111	6,222	6,272	50	0	-289	-239	-4%	green	
TOTAL - CORPORATE RESOURCES	5,495	5,153	-124	5,029	-466	11,405	11,351	-54	0	-289	-343	-3%	green	
IMPROVEMENT & CORPORATE SERVICES														
Improvement & Corporate Services Director	97	181	-41	140	42	195	316	121	0	-73	48	25%	red	
Sub Total People & Org Leadership	97	181	-41	140	42	195	316	121	0	-73	48	25%	red	
Communications														
Chief Communications Officer	88	92	0	92	4	176	186	10	0	0	10	5%	amber	
News Central Magazine	21	25	0	25	4	43	43	0	0	0	0	0%	green	
Internal Communications	78	82	0	82	4	156	149	-7	0	0	-7	-5%	green	
External Communications	90	98	0	98	8	180	186	6	0	0	6	3%	amber	
Consultation	103	89	0	89	-13	205	207	2	0	0	2	1%	amber	
Community Insight and Risk	63	65	0	65	1	127	125	-2	0	0	-2	-1%	green	
Sub Total Communications	443	451	0	451	8	887	895	8	0	0	8	1%	amber	

Director	Cumulative to Date					Year								RAG
	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			
Customer Services														
Customer Services	962	995	0	995	33	1,924	1,940	17	0	0	17	1%	amber	
Sub Total Customer Services	962	995	0	995	33	1,924	1,940	17	0	0	17	1%	amber	
Programme and Performance														
Programme and Performance Operations	217	211	0	211	-5	433	440	6	0	0	6	1%	amber	
Programme and Performance Non-Operational	63	86	-3	83	20	125	202	76	0	-76	0	0%	green	
Sub Total of Programme and Performance	279	297	-3	294	15	559	641	83	0	-76	6	1%	amber	
Policy and Strategy														
Corporate Policy	82	74	0	74	-8	165	160	-5	0	0	-5	-3%	green	
Sub Total Policy and Strategy	82	74	0	74	-8	165	160	-5	0	0	-5	-3%	green	
Procurement														
Procurement	185	164	0	164	-21	371	371	0	0	0	0	0%	green	
Sub Total Procurement	185	164	0	164	-21	371	371	0	0	0	0	0%	green	
AD People														
HR Strategy	1,125	1,118	0	1,118	-6	2,250	2,235	-15	0	0	-15	-1%	green	
HR Operations	72	55	0	55	-17	144	130	-14	0	0	-14	-10%	green	
Recruitment & Development	157	212	0	212	55	313	349	35	0	0	35	11%	red	
Sub Total AD People	1,354	1,386	0	1,386	32	2,708	2,714	6	0	0	6	0%	green	
Information Assets (IA)														
IA Operations	3,518	3,590	0	3,590	72	7,036	7,066	30	0	0	30	0%	green	
Chief IA Officer	0	30	0	30	30	0	0	0	0	0	0	0%	green	
IA Strategy & Assurance	0	0	0	0	0	0	0	0	0	0	0	0%	green	
Sub Total IA	3,518	3,621	0	3,621	103	7,036	7,066	30	0	0	30	0%	green	
Legal and Democratic Services														
Legal Services	689	979	0	979	290	1,378	1,827	449	0	0	449	33%	red	
Democratic Services	187	-36	0	-36	-222	469	290	-179	95	0	-84	-18%	amber	
Members' Costs	659	601	0	601	-57	1,318	1,288	-30	0	0	-30	-2%	green	
Committee Services	125	113	0	113	-12	249	233	-16	0	0	-16	-6%	green	
Registration Services	-58	-35	0	-35	23	78	92	14	0	0	14	18%	red	
Coroner Service	150	135	0	135	-15	300	285	-15	0	0	-15	-5%	green	
Sub Total Legal and Democratic Services	1,751	1,758	0	1,758	7	3,791	4,015	223	95	0	318	8%	amber	

Director	Cumulative to Date					Year							RAG
	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	8,673	8,927	-44	8,883	210	17,634	18,117	483	95	-149	429	2%	amber
COPORATE COSTS													
Corporate Costs													
Debt Management	5,855	5,361	0	5,361	-494	11,710	11,093	-617	0	0	-617	-5%	green
Premature Retirement Costs	1,477	1,416	0	1,416	-61	2,954	2,830	-124	0	0	-124	-4%	green
Corporate HRA Recharges	-45	-45	0	-45	0	-90	-90	0	0	0	0	0%	green
Cross Cutting Efficiencies	150	-52	0	-52	-202	-329	-103	226	0	0	226	-69%	amber
Sub Total Corporate Costs	7,437	6,679	0	6,679	-758	14,244	13,730	-515	0	0	-515	-4%	green
Contingency & Reserves *													
Contingency	-2,493	-2,493	0	-2,493	-0	-3,232	-3,232	0	0	0	0	0%	green
Sub Total Contingency & Reserves	-2,493	-2,493	0	-2,493	-0	-3,232	-3,232	0	0	0	0	0%	green
Total	19,113	18,266	-168	18,098	-1,014	40,051	39,966	-86	95	-438	-429	-1%	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	-2,492	-4,985	0	0
In year use of reserves	-358	0	-358	0	0
Contingency	2,111	0	2,111	0	0
	-3,232	-2,492	-3,232	0	0

Appendix A3

Director	Variance September	Variance June	Change in Variance	COMMENTARY
	£000	£000	£000	
Chief Executive	0	0	0	
Sub Total Chief Executive	0	0	0	
Revenues & Benefit	-148	0	-148	Movement due to one-off grant income received from Central Government for New Burdens and staff vacancy savings partly offset by additional agency costs.
Chief Finance Officer	-4	0	-4	
Financial Control	132	0	132	Variance within Insurance, this is made up from savings of £225k as a result of a reduction in Insurance premiums and a pressure of £360k on income as a result of providing services to fewer schools as more become Academies
Financial Performance & Support	-50	0	-50	Movement due to various savings on staff costs partly as a result of vacancies and non membership of the superannuation scheme. This saving has been partly offset by use of agency to cover substantive posts.
Audit	-34	0	-34	Movement due to staff savings caused by long term absence and vacancies.
Sub Total Chief Finance Officer	-104	0	-104	
Corporate Assets	-608	-489	-118	Movement due to transferring additional consultancy cost of £100k for E C Harris to correct area (Chief Assets Officer - See below) & additional £18k rental income.
Chief Assets Officer	231	131	100	Movement due to consultancy cost of £100k for E C Harris Project Pace programme
Facilities and Maintenance	138	138	0	
Sub Total Chief Assets Officer	-239	-221	-18	
Sub Total Chief Executive	-343	-221	-122	
Improvement & Corporate Services				
Improvement & Corporate Services Director	48	49	-1	
Chief Communications Officer	10	7	3	
News Central Magazine	0	0	0	
Internal Communications	-7	-2	-5	
External Communications	6	5	1	
Consultation	2	2	-0	
Community Insight and Risk	-2	0	-2	
Sub Total Communications	8	12	-2	
Customer Services	17	0	17	
Sub Total Customer Services	17	0	17	
Programme and Performance Operations	6	24	-18	
Programme and Performance Non- Operations	0	0	0	
Sub Total Programme and Performance	6	24	-18	
Corporate Policy	-5	0	-5	

Movement between Q2 and Q1 forecast variance

Director	Variance September	Variance June	Change in Variance	COMMENTARY
	£000	£000	£000	
Sub Total Policy and Strategy	-5	0	-5	
Procurement	0	19	-19	
Sub Total Procurement	0	19	-19	
HR Strategy	-15	-26	11	
HR Operations	-14	0	-14	
Recruitment and Development	35	24	11	
Sub Total People	6	-2	8	
IA Operations	30	0	30	Movement due to unachievable training income (unachievable efficiency)
Chief IA Officer	0	-2	2	
IA Systems (Strategy & Assurance)	0	0	0	
Sub Total Information Assets (IA)	30	-2	32	
Legal Services	449	593	-144	£100k funding from Children Services for two unbudgeted posts within Legal Services and £42k savings within Education Appeals due to bring Education Appeals in house and DSG funding to support Education Appeals costs.
Democratic Services	-84	-50	-34	Movement of £34k mainly due to staff vacancies
Members' costs	-30	-30	0	
Committee Services	-16	-4	-12	
Registration Services	14	0	14	
Coroner Service	-15	0	-15	
Sub Total Legal and Democratic Services	318	509	-191	
Total, Improvement & Corporate Services	429	610	-179	
Corporate costs				
Debt Management	-617	-200	-417	Movement due to further expected saving on Interest Payable (-£100k) & reduction in MRP as a result of reduced Capital spend in 2012/13 (-£317k)
Premature Retirement Costs	-124	0	-124	Movement due to expected reduction in costs (-124k)
Corporate HRA Recharges	0	0	0	
Efficiencies	226	-35	261	Movement due to identification of unachievable Customer First Efficiencies.
Sub Total Corporate Costs	-515	-235	-280	
Contingency	0		0	
Sub Total Contingency & Reserves	0	0	0	
Total	-429	154	-581	

Appendix B

Earmarked Reserves -

Month: September 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	-124	0	-223	0	0	2,821
Insurance reserve	3,338	0	0	0	0	0	3,338
Planning Decisions Legal Challenges	300	0	0	0	0	0	300
Teachers' Pensions	186	0	0	0	0	0	186
Welfare Reform	500	0	0	-40	0	0	460
Funding for Transition	321	-165	0	0	0	0	156
	7,813	-289	0	-263	0	0	7,261
GRAND TOTAL	8,475	-438	0	-263	0	95	7,869

Appendix C

Debtors Report - September 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	1	0%	201	77%	4	2%	0	0%	52	20%	4	1%	262	100%
Bedford Borough	0	0%	1	21%	4	70%	0	0%	1	12%	-0	-3%	6	100%
Bedfordshire PCT	0	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	100%
General debts	167	26%	167	26%	27	4%	-1	0%	126	20%	157	24%	644	100%
TOTAL DEBT	168	18%	369	40%	35	4%	-1	0%	180	20%	160	18%	912	100%

TOTAL DEBT AT Q1	281	39%	38	5%	-10	-1%	61	9%	180	25%	167	23%	716	100%
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