

CABINET MEMBER FOR BUSINESS TRANSFORMATION**BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23****SUMMARY**

2016/17 Actual £	Programme Area	2017/18		2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
		Original £	Probable £					
150,740	Support Services	175,220	140,800	176,970	182,130	187,900	194,050	200,660
13,538	Human Resources and Payroll (20,120	6,390	8,460	9,060	9,590	10,140	10,880
45,104	ICT (Arvato)	54,180	41,800	50,540	55,660	57,190	41,110	43,710
28,130	Arvato / Kier Partnership Service	40	(360)	(200)	(50)	70	150	390
278,864	Great Place Great Service	243,290	259,820	268,830	273,640	278,640	283,850	289,140
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
(41)	Procurement and Contract Mana	1,370	60	20	(50)	(30)	40	(30)
0	Project Academy	0	0	0	0	0	0	0
518,499	TOTAL NET EXPENDITURE	496,720	451,030	507,190	523,010	536,030	532,060	547,520
2016/17 Carry Forwards			0					
			451,030					
	Less 2017/18 Original		496,720	496,720				
	Increase/(Decrease)		(45,690)	10,470				
	Increase/(Decrease) %		9.2%	(2.1%)				

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18		2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
		Original £	Probable £					

CONTROLLABLE BUDGETS								
728,781	Support Services	719,680	658,530	667,640	683,830	699,960	716,510	733,420
510,810	Human Resources and Payroll (499,510	510,640	630,450	638,400	647,160	655,930	664,680
1,374,891	ICT (Arvato)	1,392,150	1,407,410	1,416,260	1,417,750	1,431,940	1,455,360	1,479,050
96,460	Arvato / Kier Partnership Service	93,690	74,120	92,870	97,000	98,330	99,660	101,040
254,855	Great Place Great Service	229,700	232,720	222,580	226,950	231,390	235,940	240,590
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
39,000	Procurement and Contract Mana	57,780	51,830	59,100	60,790	62,010	63,260	64,520
0	Project Academy	0	0	0	0	0	0	0
3,006,961	TOTAL NET EXPENDITURE	2,995,010	2,937,770	3,091,470	3,127,340	3,173,460	3,229,380	3,286,070

NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES								
(679,983)	Support Services	(646,390)	(618,080)	(662,100)	(673,110)	(683,470)	(693,870)	(704,170)
(497,272)	Human Resources and Payroll ((479,390)	(504,250)	(621,990)	(629,340)	(637,570)	(645,790)	(653,800)
(1,380,583)	ICT (Arvato)	(1,388,600)	(1,411,520)	(1,408,750)	(1,383,400)	(1,395,190)	(1,416,220)	(1,436,820)
(68,330)	Arvato / Kier Partnership Service	(93,650)	(74,480)	(93,070)	(97,050)	(98,260)	(99,510)	(100,650)
24,009	Great Place Great Service	13,590	27,100	46,250	46,690	47,250	47,910	48,550
0	Lean Foundation	0	0	0	0	0	0	0
(39,041)	Procurement and Contract Mana	(56,410)	(51,770)	(59,080)	(60,840)	(62,040)	(63,220)	(64,550)
0	Project Academy	0	0	0	0	0	0	0
(2,641,200)	TOTAL INTERNAL RECHARGE	(2,650,850)	(2,633,000)	(2,798,740)	(2,797,050)	(2,829,280)	(2,870,700)	(2,911,440)

NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS								
101,942	Support Services	101,930	100,350	171,430	171,410	171,410	171,410	171,410
0	Human Resources and Payroll (0	0	0	0	0	0	0
50,796	ICT (Arvato)	50,630	45,910	43,030	21,310	20,440	1,970	1,480
0	Arvato / Kier Partnership Service	0	0	0	0	0	0	0
0	Great Place Great Service	0	0	0	0	0	0	0
0	Lean Foundation	0	0	0	0	0	0	0
0	Procurement and Contract Mana	0	0	0	0	0	0	0
0	Project Academy	0	0	0	0	0	0	0
152,738	TOTAL ASSET CHARGES	152,560	146,260	214,460	192,720	191,850	173,380	172,890

TOTAL BUDGETS								
150,740	Support Services	175,220	140,800	176,970	182,130	187,900	194,050	200,660
13,538	Human Resources and Payroll (20,120	6,390	8,460	9,060	9,590	10,140	10,880
45,104	ICT (Arvato)	54,180	41,800	50,540	55,660	57,190	41,110	43,710
28,130	Arvato / Kier Partnership Service	40	(360)	(200)	(50)	70	150	390
278,864	Great Place Great Service	243,290	259,820	268,830	273,640	278,640	283,850	289,140
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
(41)	Procurement and Contract Mana	1,370	60	20	(50)	(30)	40	(30)
0	Project Academy	0	0	0	0	0	0	0
518,499	TOTAL BUDGETS	496,720	451,030	507,190	523,010	536,030	532,060	547,520

CABINET MEMBER FOR BUSINESS TRANSFORMATION**SUMMARY SUBJECTIVE ANALYSIS**

2016/17 Actual £		2017/18		2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
		Original £	Probable £					
	<u>Expenditure:</u>							
664,744	Employee Expenses	657,100	656,600	763,880	776,830	789,520	802,500	815,750
299,592	Premises Expenses	306,370	239,320	255,450	260,910	266,140	271,530	277,080
372	Transport Expenses	2,230	2,230	2,230	2,230	2,230	2,230	2,230
1,100,270	Supplies & Services	1,056,470	1,064,130	1,056,260	1,051,480	1,056,100	1,069,980	1,084,150
1,102,567	Agency and Contracts	1,134,350	1,133,120	1,154,690	1,176,930	1,200,510	1,224,180	1,247,900
119	Inter Committee Transfers	0	0	0	0	0	0	0
519,308	Central and Dept. Support	491,060	527,560	631,060	639,690	650,270	661,580	672,070
152,739	Asset Charges	152,560	146,260	214,460	192,720	191,850	173,380	172,890
3,839,711	Total Expenditure	3,800,140	3,769,220	4,078,030	4,100,790	4,156,620	4,205,380	4,272,070
	<u>Income:</u>							
(30,028)	Other Income	(26,780)	(26,780)	0	0	0	0	0
(196)	Sales	0	0	0	0	0	0	0
(70,681)	Fees and Charges	(73,050)	(73,170)	(84,670)	(84,670)	(84,670)	(84,670)	(84,670)
(59,799)	Rents & Service Charges	(61,680)	(57,680)	(56,370)	(56,370)	(56,370)	(56,370)	(56,370)
	Recharges:							
(2,102,364)	General Fund	(2,119,030)	(2,123,500)	(2,305,380)	(2,310,880)	(2,340,020)	(2,375,920)	(2,411,230)
(487,078)	HRA	(498,090)	(498,810)	(525,500)	(526,600)	(533,260)	(541,330)	(549,170)
(571,066)	Other	(524,790)	(538,250)	(598,920)	(599,260)	(606,270)	(615,030)	(623,110)
(3,321,212)	Total Income	(3,303,420)	(3,318,190)	(3,570,840)	(3,577,780)	(3,620,590)	(3,673,320)	(3,724,550)
518,499	NET EXPENDITURE	496,720	451,030	507,190	523,010	536,030	532,060	547,520

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Support Services</u> <u>(underspend £34,420)</u>		
Employees - Reduction in staffing - General increase in staffing costs e.g. apprenticeship levy, pensions	6,400	(4,350)
Premises - Increase in business rates - Saving on utilities - Saving on insurance premiums - Reduction in premises repair fund contribution	9,310	(3,790) (2,740) (70,000)
Supplies & Services - destruction of corporate records	2,000	
Agency & Contracted Services - Payments to Arvato inflationary increase - Building cleaning	70	(2,100)
Asset Charges		(1,580)
Controllable Income - Reduced rental income from New Sq pending sale - Increased rental income from Town Hall	16,210	(12,330)
Non-controllable Income - decrease in rechargeable income	40,470	
Central Support - revised allocations		(12,160)
Other minor variations (Net)	170	
	74,630	(109,050)
<u>Net Spend for Programme Area</u>	<u>(34,420)</u>	
<u>Human Resources and Payroll (Arvato)</u> <u>(Underspend £13,730)</u>		
Employees - Apprenticeship Levy top-up	5,000	
Supplies & Services - additional resource to deliver Apprenticeships	6,250	
Agency & Contracted Services - Payments to Arvato inflationary increase	360	
Non-controllable Income - increase in rechargeable income		(26,160)
Central Support - revised allocations	1,300	
Other minor variations (Net)		(480)
	12,910	(26,640)
<u>Net Spend for Programme Area</u>	<u>(13,730)</u>	
<u>ICT (Arvato)</u> <u>(Underspend £12,380)</u>		
Supplies & Services - increased cost of PSN compliance	15,000	
Agency & Contracted Services - Payments to Arvato inflationary increase	440	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Asset charges		(4,720)
Non-controllable Income - increase in rechargeable income		(14,670)
Central Support - revised allocations		(8,250)
Other minor variations (Net)		(180)
	15,440	(27,820)
<u>Net Spend for Programme Area</u>	<u>(12,380)</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Arvato / Kier Partnership Services</u>		
<u>(Underspend £400)</u>		
Employees - General increase in staffing costs e.g. apprenticeship levy, pensions	570	
Supplies & Services - vire to ensure information assurance compliance (non-recurring) - vire to ensure PSN compliance (non-recurring)		(5,490) (15,000)
Non-controllable Income - decrease in rechargeable income	21,910	
Central Support - revised allocations		(2,740)
Other minor variations (Net)	350	
	22,830	(23,230)
<u>Net Spend for Programme Area</u>	<u>(400)</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Great Place Great Service</u>		
<u>(Overspend £16,530)</u>		
Employees - General increase in staffing costs e.g. apprenticeship levy, pensions	1,920	
Supplies & Services - professional services TOM system planning and design		
Non-controllable Income - increase in rechargeable income		(44,790)
Central Support - revised allocations	58,300	
Other minor variations (Net)	1,100	
	61,320	(44,790)
<u>Net Spend for Programme Area</u>	<u>16,530</u>	
<u>Lean Foundation</u>		
<u>(Overspend £20)</u>		
Other minor variations (Net)	20	
	20	0
<u>Net Spend for Programme Area</u>	<u>20</u>	
<u>Procurement and Contract Management</u>		
<u>(Underspend £1310)</u>		
Employees - Staffing saving		(10,040)
Supplies & Services - professional advice for energy tender	4,090	
Non-controllable Income - decrease in rechargeable income	4,590	
Central Support - revised allocations	50	
	8,730	(10,040)
<u>Net Spend for Programme Area</u>	<u>(1,310)</u>	
<u>TOTAL FOR PORTFOLIO</u>	<u>(45,690)</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Support Services</u> <u>(Overspend £1,750)</u>		
Employees		
- Reduction in staffing		(10,740)
- General increase in staffing costs e.g. apprenticeship levy, pensions	5,230	
- Pay inflation	6,140	
- Pay increments	2,440	
Premises		
- Increase in business rates	12,060	
- Reduction in premises repair fund contribution		(36,640)
- Saving on insurance premiums		(6,400)
- Revenue saving from sale of New Sq		(25,150)
Supplies & Services		
- destruction of corporate records	2,000	
Agency & Contracted Services		
- Payments to Arvato inflationary increase	1,790	
- Building cleaning	2,980	
Asset Charges	69,500	
Controllable Income		
- Reduced rental income from New Sq following sale	47,740	
- Increased rental income from Town Hall		(54,050)
Non-controllable Income		
- increase in rechargeable income		(7,790)
Central Support - revised allocations		(7,920)
Other minor variations (Net)	560	
	150,440	(148,690)
<u>Net Spend for Programme Area</u>	<u>1,750</u>	
<u>Human Resources and Payroll (Arvato)</u> <u>(Underspend £11660)</u>		
Employees		
- Apprenticeship Levy top-up	10,000	
- Centralisation of training budgets	125,700	
Supplies & Services		
- Removal of additional resource to deliver HR projects		(13,500)
Agency & Contracted Services		
- Payments to Arvato inflationary increase	9,230	
Non-controllable Income		
- increase in rechargeable income		(148,850)
Central Support - revised allocations	6,250	
Other minor variations (Net)		(490)
	151,180	(162,840)
<u>Net Spend for Programme Area</u>	<u>(11,660)</u>	
<u>ICT (Arvato)</u> <u>(Underspend £3,640)</u>		
Supplies & Services		
- increase in software licence budget	14,020	

CABINET MEMBER FOR BUSINESS TRANSFORMATION**BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18**

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Agency & Contracted Services - payments to Arvato inflationary increase	10,560	
Asset Charges		(7,600)
Non-controllable Income - increase in rechargeable income		(21,370)
Central Support - revised allocations	1,220	
Other minor variations (Net)		(470)
	25,800	(29,440)
<u>Net Spend for Programme Area</u>	<u>(3,640)</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Arvato / Kier Partnership Services</u>		
<u>(Underspend £240)</u>		
Employees		
- Pay inflation	1,250	
- General increase in staffing costs e.g. apprenticeship levy, pensions	430	
Supplies & Services		
- vire to ensure information assurance compliance (non-recurring)		(2,850)
Non-controllable Income		
- decrease in rechargeable income	2,490	
Central Support - revised allocations		(1,910)
Other minor variations (Net)	350	
	4,520	(4,760)
<u>Net Spend for Programme Area</u>	<u>(240)</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Great Place Great Service</u>		
<u>(Overspend £25,540)</u>		
Employees		
- Reduction in staffing		(38,690)
- Pay inflation	4,200	
- Pay increments	1,130	
- General decrease in staffing costs e.g. apprenticeship levy, pensions		(840)
Controllable Income		
- reduction in charge to HRA	26,780	
Non-controllable Income		
-increase in rechargeable income		(109,740)
Central Support - revised allocations	142,400	
Other minor variations (Net)	300	
	174,810	(149,270)
<u>Net Spend for Programme Area</u>	<u>25,540</u>	
<u>Lean Foundation</u>		
<u>(Overspend £70)</u>		
Other minor variations (Net)	70	
	70	0
<u>Net Spend for Programme Area</u>	<u>70</u>	
<u>Procurement and Contract Management</u>		
<u>(Underspend £1,350)</u>		
Employees		
- Pay inflation	370	
- Pay increments	360	
- General decrease in staffing costs e.g. apprenticeship levy, pensions		(200)
Non-controllable Income		
-increase in rechargeable income		(2,630)
Central Support - revised allocations		(40)
Other minor variations (Net)	790	
	1,520	(2,870)
<u>Net Spend for Programme Area</u>	<u>(1,350)</u>	
<u>TOTAL FOR PORTFOLIO</u>	<u>10,470</u>	