

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2015/16,2016/17,2017/18,2018/19,2019/20,2020/21

SUMMARY

2014/15 Actual £	Programme Area	2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
(1,310)	Customer Services (Arvato)	(1,490)	(170)	250	430	1,030	1,290	1,400
25	Human Resources and Payroll (Arvato)	(6,140)	6,570	3,840	4,070	4,380	4,520	4,780
50,438	ICT (Arvato)	36,330	54,280	68,440	70,360	73,110	76,320	79,020
955,331	Revenues and Benefits (Arvato)	1,049,640	1,194,180	1,305,940	1,351,180	1,396,290	1,439,260	1,477,670
1,550	Arvato / Kier Partnership Services	(8,610)	(30)	(20)	10	20	10	0
255,288	Great Place Great Service	610	173,230	146,760	148,890	151,350	153,150	154,780
36,116	Lean Foundation	8,170	12,970	12,960	13,000	13,070	13,130	13,190
3,503	Procurement and Contract Management	(10)	(20)	(20,310)	(22,670)	(25,080)	(25,310)	(25,570)
46,855	Project Academy	45,960	43,620	0	0	0	0	0
1,347,796	TOTAL NET EXPENDITURE	1,124,460	1,484,630	1,517,860	1,565,270	1,614,170	1,662,370	1,705,270
	2014/15 Carry Forward & Funding from Reserves		(8,900)					
			1,475,730					
	Less 2014/15 Original		1,124,460	1,124,460				
	Increase/(Decrease)		351,270	393,400				
	Increase/(Decrease) %		(31.2%)	(35.0%)				

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2015/16,2016/17,2017/18,2018/19,2019/20,2020/21
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2014/15 Actual £	Programme Area	2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
CONTROLLABLE BUDGETS								
436,764	Customer Services (Arvato)	429,540	428,410	399,940	404,580	409,240	413,890	418,550
537,609	Human Resources and Payroll (Arvato)	515,130	523,400	486,220	491,200	496,160	501,150	506,130
797,571	ICT (Arvato)	777,040	793,690	1,372,670	1,397,780	1,423,480	1,449,750	1,476,640
756,681	Revenues and Benefits (Arvato)	849,530	1,042,740	1,025,070	1,070,280	1,111,890	1,151,550	1,186,290
69,020	Arvato / Kier Partnership Services	81,660	89,440	92,770	93,390	94,080	94,720	95,380
406,707	Great Place Great Service	171,990	314,580	313,340	316,940	319,920	322,990	326,080
25,953	Lean Foundation	2,780	7,300	7,300	7,300	7,300	7,300	7,300
92,787	Procurement and Contract Management	92,100	59,910	59,000	59,590	60,180	60,790	61,400
39,926	Project Academy	36,320	36,320	0	0	0	0	0
3,163,018	TOTAL NET EXPENDITURE	2,956,090	3,295,790	3,756,310	3,841,060	3,922,250	4,002,140	4,077,770
NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES								
(440,325)	Customer Services (Arvato)	(433,280)	(430,830)	(401,940)	(406,400)	(410,460)	(414,850)	(419,400)
(537,584)	Human Resources and Payroll (Arvato)	(521,270)	(516,830)	(482,380)	(487,130)	(491,780)	(496,630)	(501,350)
(782,333)	ICT (Arvato)	(777,010)	(772,440)	(1,349,790)	(1,373,170)	(1,392,960)	(1,416,020)	(1,440,210)
171,579	Revenues and Benefits (Arvato)	172,340	123,670	253,100	253,130	256,630	259,940	263,610
(67,470)	Arvato / Kier Partnership Services	(90,270)	(89,470)	(92,790)	(93,380)	(94,060)	(94,710)	(95,380)
(151,419)	Great Place Great Service	(171,380)	(141,350)	(166,580)	(168,050)	(168,570)	(169,840)	(171,300)
10,163	Lean Foundation	5,390	5,670	5,660	5,700	5,770	5,830	5,890
(89,284)	Procurement and Contract Management	(92,110)	(59,930)	(79,310)	(82,260)	(85,260)	(86,100)	(86,970)
6,929	Project Academy	9,640	7,300	0	0	0	0	0
(1,879,744)	TOTAL INTERNAL RECHARGES	(1,897,950)	(1,874,210)	(2,314,030)	(2,351,560)	(2,380,690)	(2,412,380)	(2,445,110)
NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS								
2,251	Customer Services (Arvato)	2,250	2,250	2,250	2,250	2,250	2,250	2,250
0	Human Resources and Payroll (Arvato)	0	0	0	0	0	0	0
35,200	ICT (Arvato)	36,300	33,030	45,560	45,750	42,590	42,590	42,590
27,071	Revenues and Benefits (Arvato)	27,770	27,770	27,770	27,770	27,770	27,770	27,770
0	Arvato / Kier Partnership Services	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 Management	0	0	0	0	0	0	0
0	Project Academy	0	0	0	0	0	0	0
64,522	TOTAL ASSET CHARGES	66,320	63,050	75,580	75,770	72,610	72,610	72,610
TOTAL BUDGETS								
(1,310)	Customer Services (Arvato)	(1,490)	(170)	250	430	1,030	1,290	1,400
25	Human Resources and Payroll (Arvato)	(6,140)	6,570	3,840	4,070	4,380	4,520	4,780
50,438	ICT (Arvato)	36,330	54,280	68,440	70,360	73,110	76,320	79,020
955,331	Revenues and Benefits (Arvato)	1,049,640	1,194,180	1,305,940	1,351,180	1,396,290	1,439,260	1,477,670
1,550	Arvato / Kier Partnership Services	(8,610)	(30)	(20)	10	20	10	0
255,288	Great Place Great Service	610	173,230	146,760	148,890	151,350	153,150	154,780
36,116	Lean Foundation	8,170	12,970	12,960	13,000	13,070	13,130	13,190
3,503	Procurement and Contract Management	(10)	(20)	(20,310)	(22,670)	(25,080)	(25,310)	(25,570)
46,855	Project Academy	45,960	43,620	0	0	0	0	0
1,347,796	TOTAL BUDGETS	1,124,460	1,484,630	1,517,860	1,565,270	1,614,170	1,662,370	1,705,270

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2015/16,2016/17,2017/18,2018/19,2019/20,2020/21**

2014/15 Actual £	2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	
	Original £	Probable £						
	PROGRAMME AREA CUSTOMER SERVICES (ARVATO)							
	Customer Service Centre - Cost Centre 0402							
8,711	Premises Related Expenses	9,310	9,310	9,410	9,600	9,790	9,990	10,190
16,663	Supplies and Services	17,170	16,740	0	0	0	0	0
323,830	Agency and Contract Services	314,220	313,680	300,560	303,990	307,430	310,850	314,280
349,204	Net Controllable	340,700	339,730	309,970	313,590	317,220	320,840	324,470
43,962	Central and Departmental Support	45,770	45,420	63,700	64,660	65,900	66,980	68,010
(396,443)	Recharged Income	(390,070)	(387,550)	(375,710)	(380,110)	(384,410)	(388,880)	(393,390)
2,251	Asset Charges	2,250	2,250	2,250	2,250	2,250	2,250	2,250
(1,026)	Net	(1,350)	(150)	210	390	960	1,190	1,340
	Head of Customer Services - Cost Centre 0435							
87,560	Agency and Contract Services	88,840	88,680	89,970	90,990	92,020	93,050	94,080
87,560	Net Controllable	88,840	88,680	89,970	90,990	92,020	93,050	94,080
2,866	Central and Departmental Support	3,420	3,380	3,460	3,480	3,510	3,550	3,570
(90,710)	Recharged Income	(92,400)	(92,080)	(93,390)	(94,430)	(95,460)	(96,500)	(97,590)
(284)	Net	(140)	(20)	40	40	70	100	60
(1,310)	TOTAL CUSTOMER SERVICES (ARVATO)	(1,490)	(170)	250	430	1,030	1,290	1,400

2014/15 Actual £	2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	
	Original £	Probable £						
	PROGRAMME AREA HUMAN RESOURCES AND PAYROLL (ARVATO)							
	Human Resources - Cost Centre 0408/0436							
37,091	Supplies and Services	52,690	52,860	39,720	39,720	39,720	39,720	39,720
267,150	Agency and Contracted Services	268,030	267,550	270,670	273,760	276,840	279,930	283,030
(116)	Income	0	0	0	0	0	0	0
304,125	Net Controllable	320,720	320,410	310,390	313,480	316,560	319,650	322,750
59,401	Central and Departmental Support	58,590	57,040	75,000	75,640	77,830	79,280	80,560
(363,940)	Recharged Income	(381,410)	(378,030)	(385,460)	(389,070)	(393,950)	(398,300)	(402,480)
(414)	Net	(2,100)	(580)	(70)	50	440	630	830
	Training - Cost Centre 0438							
29,432	Supplies and Services	6,570	12,220	6,570	6,570	6,570	6,570	6,570
57,860	Agency and Contracted Services	61,490	61,380	62,090	62,800	63,510	64,220	64,930
87,292	Net Controllable	68,060	73,600	68,660	69,370	70,080	70,790	71,500
17,583	Central and Departmental Support	18,410	18,390	18,840	19,030	19,610	19,930	20,200
(105,020)	Recharged Income	(96,140)	(92,080)	(87,610)	(88,410)	(89,790)	(90,870)	(91,800)
(145)	Net	(9,670)	(90)	(110)	(10)	(100)	(150)	(100)
	Members Training - Cost Centre 0477							
750	Supplies and Services	4,000	7,250	4,000	4,000	4,000	4,000	4,000
750	Net Controllable	4,000	7,250	4,000	4,000	4,000	4,000	4,000
0	Central and Departmental Support	0	0	0	0	0	0	0
750	Net	4,000	7,250	4,000	4,000	4,000	4,000	4,000
	Accounts Payable - Cost Centre 0401/0451							
6,862	Supplies and Services	7,320	7,320	10	10	10	10	10
138,580	Agency and Contracted Services	115,030	114,820	103,160	104,340	105,510	106,700	107,870
145,442	Net Controllable	122,350	122,140	103,170	104,350	105,520	106,710	107,880
44,352	Central and Departmental Support	55,320	55,340	61,060	61,520	63,290	64,400	65,360
(189,960)	Recharged Income	(176,040)	(177,490)	(164,210)	(165,840)	(168,770)	(171,070)	(173,190)
(166)	Net	1,630	(10)	20	30	40	40	50
25	TOTAL HUMAN RESOURCES AND PAYROLL (A)	(6,140)	6,570	3,840	4,070	4,380	4,520	4,780

2014/15 Actual £	2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	
	Original £	Probable £						
	PROGRAMME AREA ICT (ARVATO)							
	Reprographics - Cost Centre 0442							
73,830	Agency and Contracted Services	75,080	74,950	75,020	75,880	76,740	77,590	78,450
(54,290)	Income	(59,000)	(59,000)	(59,000)	(59,000)	(59,000)	(59,000)	(59,000)
19,540	Net Controllable	16,080	15,950	16,020	16,880	17,740	18,590	19,450
17,716	Central and Departmental Support	19,580	19,770	20,410	20,730	22,410	23,110	23,640
223	Asset Charges	3,500	170	3,500	2,630	1,970	1,970	1,970
37,479	Net	39,160	35,890	39,930	40,240	42,120	43,670	45,060
	ICT - Cost Centre 0474							
345,221	Supplies and Services	324,060	341,610	913,110	932,300	952,070	972,430	993,400
432,810	Agency and Contracted Services	436,900	436,130	443,540	448,600	453,670	458,730	463,790
0	Income	0	0	0	0	0	0	0
778,031	Net Controllable	760,960	777,740	1,356,650	1,380,900	1,405,740	1,431,160	1,457,190
61,950	Central and Departmental Support	72,030	72,860	73,780	74,330	77,700	79,360	80,670
(861,999)	Recharged Income	(868,620)	(865,070)	(1,443,980)	(1,468,230)	(1,493,070)	(1,518,490)	(1,544,520)
34,977	Asset Charges	32,800	32,860	42,060	43,120	40,620	40,620	40,620
12,959	Net	(2,830)	18,390	28,510	30,120	30,990	32,650	33,960
50,438	TOTAL ICT (ARVATO)	36,330	54,280	68,440	70,360	73,110	76,320	79,020
2014/15		2015/16		2016/17	2017/18	2018/19	2019/20	2020/21

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2015/16,2016/17,2017/18,2018/19,2019/20,2020/21**

Actual £		Original £	Probable £	Original £	Original £	Original £	Original £	Original £
PROGRAMME AREA								
REVENUES AND BENEFITS (ARVATO)								
Cost of Collection - Cost Centres 0403/0404/0405/0406/0416/0485								
213,719	Supplies and Services	143,490	228,470	146,470	149,520	152,670	155,900	159,230
936,850	Agency and Contracted Services	954,060	952,420	969,880	980,940	992,010	1,003,090	1,014,160
(528,083)	Income	(480,740)	(461,140)	(466,800)	(469,000)	(471,250)	(473,500)	(475,900)
622,486	Net Controllable	616,810	719,750	649,550	661,460	673,430	685,490	697,490
1,482,873	Central and Departmental Support	1,498,080	1,572,470	1,659,520	1,677,540	1,699,180	1,721,820	1,743,980
(1,480,723)	Recharged Income	(1,492,140)	(1,593,270)	(1,601,800)	(1,619,480)	(1,639,250)	(1,659,140)	(1,678,870)
11,719	Asset Charges	12,420	12,420	12,420	12,420	12,420	12,420	12,420
636,355	Net	635,170	711,370	719,690	731,940	745,780	760,590	775,020
Benefits - Cost Centres 0415/0494								
97,983	Supplies and Services	52,000	156,970	0	0	0	0	0
869,099	Agency and Contracted Services	854,920	853,410	869,020	878,940	888,850	898,780	908,700
37,001,542	Transfer Payments	37,929,040	37,235,020	37,600,310	38,337,930	39,088,760	39,853,150	40,630,960
94,574	Inter Committee Transfers	127,340	108,000	110,000	112,200	114,450	116,750	119,100
(38,104,851)	Income	(38,912,240)	(38,211,360)	(38,388,720)	(39,109,070)	(39,846,560)	(40,601,310)	(41,373,470)
(41,653)	Net Controllable	51,060	142,040	190,610	220,000	245,500	267,370	285,290
359,086	Central and Departmental Support	367,440	338,020	392,500	395,860	401,370	407,390	413,190
317,433	Net	418,500	480,060	583,110	615,860	646,870	674,760	698,480
Revenues Hall - Cost Centre 0480								
84,819	Premises Related Expenses	92,820	87,700	90,110	92,970	96,060	100,750	104,520
600	Supplies and Services	950	950	950	950	950	950	950
90,429	Agency and Contracted Services	87,890	92,300	93,850	94,900	95,950	96,990	98,040
175,848	Net Controllable	181,660	180,950	184,910	188,820	192,960	198,690	203,510
30,253	Central and Departmental Support	30,690	29,010	29,560	29,340	29,650	29,960	30,250
(219,910)	Recharged Income	(231,730)	(222,560)	(226,680)	(230,130)	(234,320)	(240,090)	(244,940)
15,352	Asset Charges	15,350	15,350	15,350	15,350	15,350	15,350	15,350
1,543	Net	(4,030)	2,750	3,140	3,380	3,640	3,910	4,170
955,331	TOTAL REVENUES AND BENEFITS (ARVATO)	1,049,640	1,194,180	1,305,940	1,351,180	1,396,290	1,439,260	1,477,670

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
PROGRAMME AREA								
ARVATO / KIER PARTNERSHIP SERVICES								
Shared Services - Cost Centre 0453								
47,738	Employee Expenses	50,860	58,640	61,970	62,590	63,280	63,920	64,580
0	Transport Related Expenses	800	800	800	800	800	800	800
21,282	Supplies and Services	30,000	30,000	30,000	30,000	30,000	30,000	30,000
69,020	Net Controllable	81,660	89,440	92,770	93,390	94,080	94,720	95,380
26,270	Central and Departmental Support	32,520	31,100	32,120	32,360	32,770	33,130	33,460
(93,740)	Recharged Income	(122,790)	(120,570)	(124,910)	(125,740)	(126,830)	(127,840)	(128,840)
1,550	Net	(8,610)	(30)	(20)	10	20	10	0
1,550	TOTAL ARVATO / KIER PARTNERSHIP SERVIC	(8,610)	(30)	(20)	10	20	10	0

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
PROGRAMME AREA								
GREAT PLACE GREAT SERVICE								
Management Services - Cost Centre 0434/2669								
391,568	Employee Expenses	166,670	258,560	302,080	305,680	308,660	311,730	314,820
951	Transports Related Expenses	2,640	3,140	3,140	3,140	3,140	3,140	3,140
84,011	Supplies and Services	2,680	52,880	8,120	8,120	8,120	8,120	8,120
(69,823)	Income	0	0	0	0	0	0	0
406,707	Net Controllable	171,990	314,580	313,340	316,940	319,920	322,990	326,080
44,131	Central and Departmental Support	32,810	32,000	46,830	47,250	49,270	50,260	51,060
(195,550)	Recharged Income	(204,190)	(173,350)	(213,410)	(215,300)	(217,840)	(220,100)	(222,360)
255,288	Net	610	173,230	146,760	148,890	151,350	153,150	154,780
255,288	TOTAL GREAT PLACE GREAT SERVICE	610	173,230	146,760	148,890	151,350	153,150	154,780

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2015/16,2016/17,2017/18,2018/19,2019/20,2020/21**

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
	PROGRAMME AREA LEAN FOUNDATION							
	Best Value - Cost Centre 0496							
8,233	Supplies and Services	8,500	7,300	7,300	7,300	7,300	7,300	7,300
17,720	Income	(5,720)	0	0	0	0	0	0
25,953	Net Controllable	2,780	7,300	7,300	7,300	7,300	7,300	7,300
10,163	Central and Departmental Support	5,390	5,670	5,660	5,700	5,770	5,830	5,890
36,116	Net	8,170	12,970	12,960	13,000	13,070	13,130	13,190
36,116	TOTAL LEAN FOUNDATION	8,170	12,970	12,960	13,000	13,070	13,130	13,190

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
	PROGRAMME AREA PROCUREMENT AND CONTRACT MANAGEMENT							
	Shared Procurement - Cost Centre 0448							
33,831	Employee Expenses	92,100	810	20,000	20,200	20,400	20,610	20,820
250	Transport Related Expenses	0	0	0	0	0	0	0
58,706	Supplies and Services	0	59,100	39,000	39,390	39,780	40,180	40,580
92,787	Net Controllable	92,100	59,910	59,000	59,590	60,180	60,790	61,400
2,956	Central and Departmental Support	3,000	3,030	3,100	3,100	3,260	3,340	3,400
(92,240)	Income	(95,110)	(62,960)	(82,410)	(85,360)	(88,520)	(89,440)	(90,370)
3,503	Net	(10)	(20)	(20,310)	(22,670)	(25,080)	(25,310)	(25,570)
3,503	TOTAL PROCUREMENT AND CONTRACT MAN/	(10)	(20)	(20,310)	(22,670)	(25,080)	(25,310)	(25,570)

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
	PROGRAMME AREA PROJECT ACADEMY							
	Project Academy - Cost Centre 0454							
39,876	Employee Expenses	36,320	36,320	0	0	0	0	0
0	Transport Related Expenses	0	0	0	0	0	0	0
50	Supplies and Services	0	0	0	0	0	0	0
39,926	Net Controllable	36,320	36,320	0	0	0	0	0
6,929	Central and Departmental Support	9,640	7,300	0	0	0	0	0
46,855	Net	45,960	43,620	0	0	0	0	0
46,855	TOTAL PROJECT ACADEMY	45,960	43,620	0	0	0	0	0

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

2014/15 Actual £		2015/16		2016/17 Original £	2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £
		Original £	Probable £					
	<u>Expenditure:</u>							
513,012	Employee Expenses	345,950	354,330	384,050	388,470	392,340	396,260	400,220
93,529	Premises Expenses	102,130	97,010	99,520	102,570	105,850	110,740	114,710
1,202	Transport Expenses	3,440	3,940	3,940	3,940	3,940	3,940	3,940
920,602	Supplies & Services	649,430	973,670	1,195,250	1,217,880	1,241,190	1,265,180	1,289,880
3,277,998	Agency and Contracts	3,256,460	3,255,320	3,277,760	3,315,140	3,352,530	3,389,930	3,427,330
94,574	Inter Committee Transfers	127,340	108,000	110,000	112,200	114,450	116,750	119,100
37,001,542	Transfer Payments	37,929,040	37,235,020	37,600,310	38,337,930	39,088,760	39,853,150	40,630,960
2,210,491	Central and Dept. Support	2,252,690	2,290,800	2,485,540	2,510,540	2,551,520	2,588,340	2,623,240
64,522	Asset Charges	66,320	63,050	75,580	75,770	72,610	72,610	72,610
44,177,472	Total Expenditure	44,732,800	44,381,140	45,231,950	46,064,440	46,923,190	47,796,900	48,681,990
	<u>Income:</u>							
(21,838,655)	Government & Other Grants	(38,881,010)	(38,180,130)	(38,388,720)	(39,109,070)	(39,846,560)	(40,601,310)	(41,373,470)
(16,812,847)	Other Income	(446,730)	(446,730)	(415,500)	(415,500)	(415,500)	(415,500)	(415,500)
(87,939)	Fees and Charges	(129,960)	(104,640)	(110,300)	(112,500)	(114,750)	(117,000)	(119,400)
	Recharges:							
(3,003,988)	General Fund	(3,046,890)	(3,071,790)	(3,461,670)	(3,505,330)	(3,553,680)	(3,602,230)	(3,650,130)
(646,265)	HRA	(645,180)	(659,230)	(781,640)	(791,920)	(803,840)	(815,580)	(827,140)
(439,982)	Other	(458,570)	(433,990)	(556,260)	(564,850)	(574,690)	(582,910)	(591,080)
(42,829,676)	Total Income	(43,608,340)	(42,896,510)	(43,714,090)	(44,499,170)	(45,309,020)	(46,134,530)	(46,976,720)
1,347,796	NET EXPENDITURE	1,124,460	1,484,630	1,517,860	1,565,270	1,614,170	1,662,370	1,705,270

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2015/16

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Customer Services (Arvato)</u>		
<u>(Overspend £1,320)</u>		
Supplies & Services - software maintenance		(430)
Agency & Contracted Services - payments to Arvato		(700)
Central Support - revised allocations	2,450	
Other minor variations (Net)		
	2,450	(1,130)
<u>Net Spend for Programme Area</u>	<u>1,320</u>	
<u>Human Resources and Payroll (Arvato)</u>		
<u>(Overspend £12,710)</u>		
Supplies & Services -approved carry forward re training for officers/members	8,900	
Agency & Contracted Services - payments to Arvato		(800)
Central Support - revised allocations	4,440	
Other minor variations (Net)	170	
	13,510	(800)
<u>Net Spend for Programme Area</u>	<u>12,710</u>	
<u>ICT (Arvato)</u>		
<u>(Overspend £17,950)</u>		
Supplies & Services - GIS/Data Custodian post previously funded from reserves	17,500	
Agency & Contracted Services - payments to Arvato		(900)
Central Support - revised allocations	4,570	
Asset charges		(3,270)
Other minor variations (Net)	50	
	22,120	(4,170)
<u>Net Spend for Programme Area</u>	<u>17,950</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2015/16

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Revenues and Benefits (Arvato)</u>		
<u>(Overspend £144,540)</u>		
Premises - reduction in utility costs		(5,010)
Supplies & Services - increased bank charges from customers using Paypoint/Post Office payment options - HLC kiosk service contract - software maintenance - Mentor system - Business rate appeals analysis - additional staff to manage Council Tax collection rates partly funded by new burdens grant	69,000 2,000 12,050 2,000 47,280	
Agency & Contracted Services - payments to Arvato - building cleaning - correction to base	4,540	(3,280)
Benefit Payments - net of subsidy	64,550	
Inter committee transfers - reduced bad debts provision		(19,340)
Controllable income - commission from Severn Trent Water	19,600	
Central Support - revised allocations		(48,670)
Other minor variations (Net)		(180)
	221,020	(76,480)
<u>Net Spend for Programme Area</u>	<u>144,540</u>	
<u>Arvato / Kier Partnership Services</u>		
<u>(Overspend £8,580)</u>		
Employees - grade of post higher after job evaluation	7,190	
Central Support - revised allocations	800	
Other minor variations (Net)	590	
	8,580	0
<u>Net Spend for Programme Area</u>	<u>8,580</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL TO PROBABLE 2015/16

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Great Place Great Service</u> <u>(Overspend £172,620)</u>		
Employees - Business Transformation staff vacancies - GP:GS staff included in General Fund	110,770	(18,820)
Supplies & Services - GP:GS initiatives to be met from reserves	48,540	
Central Support - revised allocations	30,030	
Other minor variations (Net)	2,100	
	191,440	(18,820)
<u>Net Spend for Programme Area</u>	<u>172,620</u>	
<u>Lean Foundation</u> <u>(Overspend £4,800)</u>		
Supplies & Services - reduced printing requirements		(1,200)
Controllable income - commission from new contracts with Arvato	5,720	
Central Support - revised allocations	280	
Other minor variations (Net)		
	6,000	(1,200)
<u>Net Spend for Programme Area</u>	<u>4,800</u>	
<u>Procurement and Contract Management</u> <u>(Underspend £10)</u>		
Employees - service now delivered by third party		(91,290)
Supplies & Services - service now delivered by third party	59,100	
Central Support - revised allocations	32,180	
Other minor variations (Net)		
	91,280	(91,290)
<u>Net Spend for Programme Area</u>	<u>(10)</u>	
<u>Project Academy</u> <u>(Underspend £2,340)</u>		
Central Support - revised allocations		(2,340)
Other minor variations (Net)		
	0	(2,340)
<u>Net Spend for Programme Area</u>	<u>(2,340)</u>	
TOTAL FOR PORTFOLIO	<u>360,170</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2015/16 TO ORIGINAL 2016/17

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Customer Services (Arvato)</u>		
<u>(Overspend £1,740)</u>		
Supplies & Services -transfer of software budget to central control		(17,170)
Agency & Contracted Services -PPP charge from Arvato		(12,530)
Central Support - revised allocations	31,340	
Other minor variations (Net)	100	
	31,440	(29,700)
<u>Net Spend for Programme Area</u>	<u>1,740</u>	
<u>Human Resources and Payroll (Arvato)</u>		
<u>(Overspend £9,980)</u>		
Supplies & Services -transfer of software budget to central control		(20,280)
Agency & Contracted Services -PPP charge from Arvato		(8,630)
Central Support - revised allocations	38,890	
Other minor variations (Net)		
	38,890	(28,910)
<u>Net Spend for Programme Area</u>	<u>9,980</u>	
<u>ICT (Arvato)</u>		
<u>(Overspend £32,110)</u>		
Supplies & Services -transfer of software budget to ICT - GIS/Data Custodian post previously funded from reserves	571,490 17,500	
Agency & Contracted Services -PPP charge from Arvato	6,580	
Central Support - revised allocations		(572,780)
Asset Charges	9,260	
Other minor variations (Net)	60	
	604,890	(572,780)
<u>Net Spend for Programme Area</u>	<u>32,110</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2015/16 TO ORIGINAL 2016/17

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Revenues and Benefits (Arvato)</u>		
<u>(Overspend £256,300)</u>		
Premises - reduction in utility costs		(2,980)
Supplies & Services - increased bank charges from customers using Paypoint/Post Office payment options	71,320	
- HLC kiosk service contract	1,400	
-transfer of software budget to central control		(123,710)
- Business rate appeals analysis	2,000	
Agency & Contracted Services -PPP charge from Arvato	31,150	
- building cleaning - correction to base	4,730	
Benefit Payments - net of subsidy	88,470	
Inter committee transfers - reduced bad debts provision		(17,340)
Controllable income - commission from Severn Trent Water	13,940	
- reduction in housing benefit admin grant general	18,320	
- reduction in housing benefit admin grant re fraud	72,000	
- reduction in housing benefit admin grant Local Council Tax Support	16,000	
Central Support - revised allocations	80,760	
Other minor variations (Net)	240	
	400,330	(144,030)
<u>Net Spend for Programme Area</u>	<u>256,300</u>	
<u>Arvato / Kier Partnership Services</u>		
<u>(Overspend £8,590)</u>		
Employees - grade of post higher after job evaluation	10,500	
Central Support - revised allocations		(2,520)
Other minor variations (Net)	610	
	11,110	(2,520)
<u>Net Spend for Programme Area</u>	<u>8,590</u>	

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGET VARIANCES - ORIGINAL 2015/16 TO ORIGINAL 2016/17

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Great Place Great Service		
(Overspend £146,150)		
Employees		
- Business Transformation staff vacancies fall out	18,050	
- GP:GS staff included in General Fund	117,420	
Supplies & Services		
- GP:GS	5,440	
Central Support - revised allocations	4,800	
Other minor variations (Net)	440	
	146,150	0
Net Spend for Programme Area	146,150	
Lean Foundation		
(Overspend £4,790)		
Supplies & Services		
- reduced printing requirements		(1,200)
Controllable income		
- commission from new contracts with Arvato	5,720	
Central Support - revised allocations	270	
Other minor variations (Net)		
	5,990	(1,200)
Net Spend for Programme Area	4,790	
Procurement and Contract Management		
(Underspend £20,300)		
Employees		
- service now delivered by third party		(72,100)
Supplies & Services		
- service now delivered by third party	39,000	
Central Support - revised allocations	12,800	
Other minor variations (Net)		
	51,800	(72,100)
Net Spend for Programme Area	(20,300)	
Project Academy		
(Underspend £45,960)		
Employees		
- no project academy from 16/17 onwards		(36,320)
Central Support - allocation ceased		(9,640)
	0	(45,960)
Net Spend for Programme Area	(45,960)	
TOTAL FOR PORTFOLIO	393,400	