

CABINET MEMBER FOR BUSINESS TRANSFORMATION
REVENUE ACCOUNT FOR YEAR ENDED 31ST MARCH 2016

SUMMARY

2014/15 Actual £	Programme Area	2015/16		2015/16 Actual £	Variance Over/(Under)	
		Original £	Probable £		£	%
(1,310)	Customer Services (Arvato)	(1,490)	(170)	(1,056)	(886)	521.2%
25	Human Resources and Payroll (Arvato)	(6,140)	(150)	(100)	50	(33.3%)
50,438	ICT (Arvato)	36,330	54,280	40,784	(13,496)	(24.9%)
955,331	Revenues and Benefits (Arvato)	1,049,640	1,197,130	1,328,689	131,559	11.0%
1,550	Arvato / Kier Partnership Services	(8,610)	(30)	16	46	(153.3%)
255,288	Great Place Great Service	610	132,140	193,324	61,184	46.3%
36,116	Lean Foundation	8,170	12,970	10,835	(2,135)	(16.5%)
3,503	Procurement and Contract Management	(10)	(20)	5	25	(125.0%)
46,855	Project Academy	45,960	43,620	45,995	2,375	5.4%
1,347,796	TOTAL NET EXPENDITURE	1,124,460	1,439,770	1,618,492	178,722	12.4%
	2014/15 Carry Forward & Funding from Reserves		(8,900)			
			1,430,870			
	Less 2015/16 Original		1,124,460	1,124,460		
	Increase/(Decrease)		306,410	494,032		
	Increase/(Decrease) %		27.2%	43.9%		

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
REVENUE ACCOUNT FOR YEAR ENDED 31ST MARCH 2016
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA**

2014/15 Actual £	Programme Area	2015/16		2015/16 Actual £	Variance Over/(Under)	
		Original £	Probable £		£	%
CONTROLLABLE BUDGETS						
436,764	Customer Services (Arvato)	429,540	428,410	427,937	(473)	(0.1%)
537,609	Human Resources and Payroll (Arvato)	515,130	516,680	502,229	(14,451)	(2.8%)
797,571	ICT (Arvato)	777,040	793,690	800,272	6,582	0.8%
756,681	Revenues and Benefits (Arvato)	849,530	1,045,690	1,188,713	143,023	13.7%
69,020	Arvato / Kier Partnership Services	81,660	89,440	67,940	(21,500)	(24.0%)
406,707	Great Place Great Service	132,900	271,270	324,948	53,678	19.8%
25,953	Lean Foundation	2,780	7,300	5,475	(1,825)	(25.0%)
92,787	Procurement and Contract Management	92,100	59,910	71,637	(11,727)	(19.6%)
39,926	Project Academy	36,320	36,320	38,512	2,192	6.0%
3,163,018	TOTAL NET EXPENDITURE	2,917,000	3,248,710	3,427,663	178,953	5.5%
NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES						
(440,325)	Customer Services (Arvato)	(433,280)	(430,830)	(431,244)	(414)	0.1%
(537,584)	Human Resources and Payroll (Arvato)	(521,270)	(516,830)	(502,329)	14,501	(2.8%)
(782,333)	ICT (Arvato)	(777,010)	(772,440)	(792,512)	(20,072)	2.6%
171,579	Revenues and Benefits (Arvato)	172,340	123,670	112,905	(10,765)	(8.7%)
(67,470)	Arvato / Kier Partnership Services	(90,270)	(89,470)	(67,924)	21,546	(24.1%)
(151,419)	Great Place Great Service	(132,290)	(139,130)	(131,624)	7,506	(5.4%)
10,163	Lean Foundation	5,390	5,670	5,360	(310)	(5.5%)
(89,284)	Procurement and Contract Management	(92,110)	(59,930)	(71,632)	(11,702)	19.5%
6,929	Project Academy	9,640	7,300	7,483	183	2.5%
(1,879,744)	TOTAL INTERNAL RECHARGES	(1,858,860)	(1,871,990)	(1,871,517)	473	(0.0%)
NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS						
2,251	Customer Services (Arvato)	2,250	2,250	2,251	1	0.0%
0	Human Resources and Payroll (Arvato)	0	0	0	0	0.0%
35,200	ICT (Arvato)	36,300	33,030	33,024	(6)	(0.0%)
27,071	Revenues and Benefits (Arvato)	27,770	27,770	27,071	(699)	(2.5%)
0	Arvato / Kier Partnership Services	0	0	0	0	0.0%
0	Great Place Great Service	0	0	0	0	0.0%
0	Lean Foundation	0	0	0	0	0.0%
0	Procurement and Contract Management	0	0	0	0	0.0%
0	Project Academy	0	0	0	0	0.0%
64,522	TOTAL ASSET CHARGES	66,320	63,050	62,346	(704)	(1.1%)
TOTAL BUDGETS						
(1,310)	Customer Services (Arvato)	(1,490)	(170)	(1,056)	(886)	521.2%
25	Human Resources and Payroll (Arvato)	(6,140)	(150)	(100)	50	(33.3%)
50,438	ICT (Arvato)	36,330	54,280	40,784	(13,496)	(24.9%)
955,331	Revenues and Benefits (Arvato)	1,049,640	1,197,130	1,328,689	131,559	11.0%
1,550	Arvato / Kier Partnership Services	(8,610)	(30)	16	46	(153.3%)
255,288	Great Place Great Service	610	132,140	193,324	61,184	46.3%
36,116	Lean Foundation	8,170	12,970	10,835	(2,135)	(16.5%)
3,503	Procurement and Contract Management	(10)	(20)	5	25	(125.0%)
46,855	Project Academy	45,960	43,620	45,995	2,375	5.4%
1,347,796	TOTAL BUDGETS	1,124,460	1,439,770	1,618,492	178,722	12.4%

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
REVENUE ACCOUNT FOR YEAR ENDED 31ST MARCH 2016**

2014/15 Actual £	2015/16		2015/16 Actual £	
	Original £	Probable £		
PROGRAMME AREA CUSTOMER SERVICES (ARVATO)				
Customer Service Centre - Cost Centre 0402				
8,711	Premises Related Expenses	9,310	9,310	9,348
16,663	Supplies and Services	17,170	16,740	16,733
323,830	Agency and Contract Services	314,220	313,680	313,425
349,204	Net Controllable	340,700	339,730	339,506
43,962	Central and Departmental Support	45,770	45,420	45,141
(396,443)	Recharged Income	(390,070)	(387,550)	(387,543)
2,251	Asset Charges	2,250	2,250	2,251
(1,026)	Net	(1,350)	(150)	(645)
Head of Customer Services - Cost Centre 0435				
87,560	Agency and Contract Services	88,840	88,680	88,431
87,560	Net Controllable	88,840	88,680	88,431
2,866	Central and Departmental Support	3,420	3,380	2,968
(90,710)	Recharged Income	(92,400)	(92,080)	(91,810)
(284)	Net	(140)	(20)	(411)
(1,310)	TOTAL CUSTOMER SERVICES (ARVATO)	(1,490)	(170)	(1,056)

2014/15 Actual £	2015/16		2015/16 Actual £	
	Original £	Probable £		
PROGRAMME AREA HUMAN RESOURCES AND PAYROLL (ARVATO)				
Human Resources - Cost Centre 0408/0436				
37,091	Supplies and Services	52,690	46,140	45,061
267,150	Agency and Contracted Services	268,030	267,550	266,686
(116)	Income	0	0	(136)
304,125	Net Controllable	320,720	313,690	311,611
59,401	Central and Departmental Support	58,590	57,040	56,382
(363,940)	Recharged Income	(381,410)	(378,030)	(369,470)
(414)	Net	(2,100)	(7,300)	(1,477)
Training - Cost Centre 0438				
29,432	Supplies and Services	6,570	12,220	5,726
57,860	Agency and Contracted Services	61,490	61,380	61,278
87,292	Net Controllable	68,060	73,600	67,004
17,583	Central and Departmental Support	18,410	18,390	18,226
(105,020)	Recharged Income	(96,140)	(92,080)	(85,460)
(145)	Net	(9,670)	(90)	(230)
Members Training - Cost Centre 0477				
750	Supplies and Services	4,000	7,250	1,880
750	Net Controllable	4,000	7,250	1,880
0	Central and Departmental Support	0		
750	Net	4,000	7,250	1,880
Accounts Payable - Cost Centre 0401/0451				
6,862	Supplies and Services	7,320	7,320	7,016
138,580	Agency and Contracted Services	115,030	114,820	114,718
145,442	Net Controllable	122,350	122,140	121,734
44,352	Central and Departmental Support	55,320	55,340	54,703
(189,960)	Recharged Income	(176,040)	(177,490)	(176,710)
(166)	Net	1,630	(10)	(273)
25	TOTAL HUMAN RESOURCES AND PAYROLL	(6,140)	(150)	(100)

2014/15 Actual £	2015/16		2015/16 Actual £	
	Original £	Probable £		
PROGRAMME AREA ICT (ARVATO)				
Reprographics - Cost Centre 0442				
73,830	Agency and Contracted Services	75,080	74,950	74,670
(54,290)	Income	(59,000)	(59,000)	(52,574)
19,540	Net Controllable	16,080	15,950	22,096
17,716	Central and Departmental Support	19,580	19,770	19,958
223	Asset Charges	3,500	170	167
37,479	Net	39,160	35,890	42,221
ICT - Cost Centre 0474				
345,221	Supplies and Services	324,060	341,610	344,069
432,810	Agency and Contracted Services	436,900	436,130	435,041
0	Income	0	0	(934)
778,031	Net Controllable	760,960	777,740	778,176
61,950	Central and Departmental Support	72,030	72,860	71,120
(861,999)	Recharged Income	(868,620)	(865,070)	(883,590)
34,977	Asset Charges	32,800	32,860	32,857
12,959	Net	(2,830)	18,390	(1,437)
50,438	TOTAL ICT (ARVATO)	36,330	54,280	40,784

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
REVENUE ACCOUNT FOR YEAR ENDED 31ST MARCH 2016**

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
PROGRAMME AREA				
REVENUES AND BENEFITS (ARVATO)				
Cost of Collection - Cost Centres 0403/0404/0405/0406/0416/0485				
213,719	Supplies and Services	143,490	231,420	229,411
936,850	Agency and Contracted Services	954,060	952,420	950,019
(528,083)	Income	(480,740)	(461,140)	(505,324)
622,486	Net Controllable	616,810	722,700	674,106
1,482,873	Central and Departmental Support	1,498,080	1,572,470	1,563,046
(1,480,723)	Recharged Income	(1,492,140)	(1,593,270)	(1,590,750)
11,719	Asset Charges	12,420	12,420	11,719
636,355	Net	635,170	714,320	658,121
Benefits - Cost Centres 0415/0494				
97,983	Supplies and Services	52,000	156,970	144,554
869,099	Agency and Contracted Services	854,920	853,410	850,796
37,001,542	Transfer Payments	37,929,040	37,235,020	37,158,773
94,574	Inter Committee Transfers	127,340	108,000	57,444
(38,104,851)	Income	(38,912,240)	(38,211,360)	(37,876,474)
(41,653)	Net Controllable	51,060	142,040	335,093
359,086	Central and Departmental Support	367,440	338,020	335,389
317,433	Net	418,500	480,060	670,482
Revenues Hall - Cost Centre 0480				
84,819	Premises Related Expenses	92,820	87,700	86,613
600	Supplies and Services	950	950	600
90,429	Agency and Contracted Services	87,890	92,300	92,301
175,848	Net Controllable	181,660	180,950	179,514
30,253	Central and Departmental Support	30,690	29,010	28,530
(219,910)	Recharged Income	(231,730)	(222,560)	(223,310)
15,352	Asset Charges	15,350	15,350	15,352
1,543	Net	(4,030)	2,750	86
955,331	TOTAL REVENUES AND BENEFITS (ARVATO)	1,049,640	1,197,130	1,328,689

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
PROGRAMME AREA				
ARVATO / KIER PARTNERSHIP SERVICES				
Shared Services - Cost Centre 0453				
47,738	Employee Expenses	50,860	58,640	58,473
0	Transport Related Expenses	800	800	284
21,282	Supplies and Services	30,000	30,000	9,183
69,020	Net Controllable	81,660	89,440	67,940
26,270	Central and Departmental Support	32,520	31,100	29,830
(93,740)	Recharged Income	(122,790)	(120,570)	(97,754)
1,550	Net	(8,610)	(30)	16
1,550	TOTAL ARVATO / KIER PARTNERSHIP SERVICES	(8,610)	(30)	16

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
PROGRAMME AREA				
GREAT PLACE GREAT SERVICE				
Management Services - Cost Centre 0434/2669				
391,568	Employee Expenses	166,670	258,560	269,128
951	Transport Related Expenses	2,640	1,140	246
84,011	Supplies and Services	2,680	52,880	107,149
(69,823)	Income	(39,090)	(41,310)	(51,575)
406,707	Net Controllable	132,900	271,270	324,948
44,131	Central and Departmental Support	32,810	32,000	32,646
(195,550)	Recharged Income	(165,100)	(171,130)	(164,270)
255,288	Net	610	132,140	193,324
255,288	TOTAL GREAT PLACE GREAT SERVICE	610	132,140	193,324

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
REVENUE ACCOUNT FOR YEAR ENDED 31ST MARCH 2016**

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
	PROGRAMME AREA LEAN FOUNDATION			
	Best Value - Cost Centre 0496			
8,233	Supplies and Services	8,500	7,300	5,475
17,720	Income	(5,720)	0	0
25,953	Net Controllable	2,780	7,300	5,475
10,163	Central and Departmental Support	5,390	5,670	5,360
36,116	Net	8,170	12,970	10,835
36,116	TOTAL LEAN FOUNDATION	8,170	12,970	10,835

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
	PROGRAMME AREA PROCUREMENT AND CONTRACT MANAGEMENT			
	Shared Procurement - Cost Centre 0448			
33,831	Employee Expenses	92,100	810	3,373
250	Transport Related Expenses	0	0	0
58,706	Supplies and Services	0	59,100	68,264
92,787	Net Controllable	92,100	59,910	71,637
2,956	Central and Departmental Support	3,000	3,030	3,108
(92,240)	Income	(95,110)	(62,960)	(74,740)
3,503	Net	(10)	(20)	5
3,503	TOTAL PROCUREMENT AND CONTRACT M	(10)	(20)	5

2014/15 Actual £		2015/16		2015/16 Actual £
		Original £	Probable £	
	PROGRAMME AREA PROJECT ACADEMY			
	Project Academy - Cost Centre 0454			
39,876	Employee Expenses	36,320	36,320	38,472
0	Transport Related Expenses	0	0	40
50	Supplies and Services	0	0	0
39,926	Net Controllable	36,320	36,320	38,512
6,929	Central and Departmental Support	9,640	7,300	7,483
46,855	Net	45,960	43,620	45,995
46,855	TOTAL PROJECT ACADEMY	45,960	43,620	45,995

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

2014/15 Actual £		2015/16		2015/16 Actual £	Variance Over/(Under)	
		Original £	Probable £		£	%
	<u>Expenditure:</u>					
513,012	Employee Expenses	345,950	354,330	369,446	15,116	4.1%
93,529	Premises Expenses	102,130	97,010	95,962	(1,048)	(1.1%)
1,202	Transport Expenses	3,440	1,940	570	(1,370)	(240.4%)
920,602	Supplies & Services	649,430	969,900	985,120	15,220	1.5%
3,277,998	Agency and Contracts	3,256,460	3,255,320	3,247,365	(7,955)	(0.2%)
94,574	Inter Committee Transfers	127,340	108,000	57,444	(50,556)	(88.0%)
37,001,542	Transfer Payments	37,929,040	37,235,020	37,158,773	(76,247)	(0.2%)
2,210,491	Central and Dept. Support	2,252,690	2,290,800	2,273,890	(16,910)	(0.7%)
64,522	Asset Charges	66,320	63,050	62,347	(703)	(1.1%)
44,177,472	Total Expenditure	44,732,800	44,375,370	44,250,917	(124,453)	(326%)
	<u>Income:</u>					
(21,838,655)	Government & Other Grants	(38,881,010)	(38,180,130)	(37,849,480)	330,650	(0.9%)
(16,812,847)	Other Income	(446,730)	(485,820)	(560,913)	(75,093)	13.4%
(87,939)	Fees and Charges	(129,960)	(104,640)	(76,625)	28,015	(36.6%)
	Recharges:					
(3,003,988)	General Fund	(3,046,890)	(3,071,790)	(3,052,568)	19,222	(0.6%)
(646,265)	HRA	(645,180)	(659,230)	(655,972)	3,258	(0.5%)
(439,982)	Other	(458,570)	(433,990)	(436,867)	(2,877)	0.7%
(42,829,676)	Total Income	(43,608,340)	(42,935,600)	(42,632,425)	303,175	(25%)
1,347,796	NET EXPENDITURE	1,124,460	1,439,770	1,618,492	178,722	(351%)

0

0

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0

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(4)

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

Programme Area	Budget Head	Over / (Under) Budget £000	C/fwd Requests £000	Recurring Variance £000
Customer Services (Arvato)				
Sub-total Controllable		0	0	0
Non Controllable	Support Services Recharge	(1)		
Customer Services (Arvato) Total		(1)	0	0
Human Resources & Payroll				
	Occupational Health	(1)		
	PPP Contract payment	(1)		
	External & Members training	(11)	(6)	
Sub-total Controllable		(13)	(6)	0
Non Controllable	Support Services Recharge	13		
Human Resources & Payroll Total		0	(6)	0
ICT (Arvato)				
	Central Printing recharges	6		
	Partnership Expenses	3		
	Software Purchase/licences	(1)		
	PPP Contract payment	(1)		
Sub-total Controllable		7	0	0
Non Controllable	Support Services Recharge	(20)		
ICT (Arvato) Total		(13)	0	0
Revenues & Benefits (Arvato)				
	NNDR analysis work	4		
	Electricity	(1)		
	Software Purchase/licences	(2)		
	Bank Charges	(4)		
	PPP Contract payment	(4)		
	Recovery of Summons costs	(84)		
	Cost of Collection Allowance	10		
	Review of bad debts provision	(38)		
	Reduced HB costs offset by subsidy	229		
	Other income	2		
	Severn Trent commission	28		
	Other variances	3		
Sub-total Controllable		143	0	0
Non Controllable	Support Services Recharge	(11)		
	Asset Charges	(1)		
Revenues & Benefits (Arvato) Total		131	0	0
Arvato/Kier Partnership				
	General Supplies & Services	(21)		
Sub-total Controllable		(21)	0	0
Non Controllable	Support Services Recharge	21		
Arvato/Kier Partnership Total		0	0	0
Great Place Great Service				
	Projects not budgeted for	24		
	Revenue contributions for capital	22		
	Costs for office moves to OSD	8		
Sub-total Controllable		54	0	0
Non Controllable	Support Services Recharge	8		
Great Place Great Service Total		62	0	0
Lean Foundation				
	Professional Services	(3)		
	Hospitality	1		
Sub-total Controllable		(2)	0	0
Non Controllable				
Lean Foundation Total		(2)	0	0
Procurement				
	CBC costs prior to NHS contract	12		
Sub-total Controllable		12	0	0
Non Controllable		(12)		
Procurement Total		0	0	0
Project Academy				
	Employee costs	2		
Sub-total Controllable		2	0	0
Non Controllable				
Project Academy Total		2	0	0
Grand Total		179	(6)	0

**DEPUTY LEADER AND EXECUTIVE MEMBER FOR BUSINESS TRANSFORMATION
CARRY FORWARD REQUESTS
FOR YEAR ENDED 31ST MARCH 2016**

Programme Area/Service	Budget Head	Reason	Amount (£)		C-fwd Request (£)
Training & Development	Supplies & Services	Professional Services	Revised	12,220	6,470
			Actual	5,726	
			Balance	6,494	
	TOTAL CARRY FORWARD REQUESTS FOR APPROVAL.				6,470