

CABINET MEMBER FOR BUSINESS TRANSFORMATION**BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22****SUMMARY**

2015/16 Actual £	Programme Area	2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
(1,047)	Customer Services (Arvato)	250	1,060	3,690	2,330	2,020	2,020	2,320
(101)	Human Resources and Payroll (Arvato)	120	32,080	20,120	5,670	5,540	5,620	5,980
40,775	ICT (Arvato)	68,440	50,200	54,180	53,170	54,510	55,220	57,230
1,328,689	Revenues and Benefits (Arvato)	1,304,520	1,522,820	1,590,170	1,636,970	1,673,420	1,722,450	1,770,750
4,164	Arvato / Kier Partnership Services	(20)	50,020	40	10	40	50	70
214,187	Great Place Great Service	81,000	254,960	153,390	195,290	197,390	199,200	201,140
10,835	Lean Foundation	12,960	2,500	2,500	2,500	2,500	2,500	2,500
265	Procurement and Contract Management	(20,310)	(50)	1,370	1,340	1,350	1,390	1,450
47,441	Project Academy	9,960	0	0	0	0	0	0
1,645,208	TOTAL NET EXPENDITURE	1,456,920	1,913,590	1,825,460	1,897,280	1,936,770	1,988,450	2,041,440
2015/16 Carry Forwards			0					
			1,913,590					
Less 2014/15 Original			1,456,920	1,456,920				
Increase/(Decrease)			456,670	368,540				
Increase/(Decrease) %			(31.3%)	(25.3%)				

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2015/16 Actual £	Programme Area	2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
CONTROLLABLE BUDGETS								
427,946	Customer Services (Arvato)	399,940	391,860	396,190	400,400	404,650	409,420	414,190
502,228	Human Resources and Payroll (Arvato)	482,500	533,970	499,510	490,680	495,200	500,530	505,860
800,273	ICT (Arvato)	1,372,670	1,379,440	1,392,150	1,410,160	1,407,520	1,417,580	1,436,890
1,188,713	Revenues and Benefits (Arvato)	1,023,650	1,258,680	1,303,660	1,353,510	1,401,430	1,448,300	1,493,140
72,088	Arvato / Kier Partnership Services	92,770	124,270	93,690	94,320	94,960	95,620	96,280
345,811	Great Place Great Service	257,540	235,490	139,800	180,880	182,660	184,460	186,280
5,475	Lean Foundation	7,300	2,500	2,500	2,500	2,500	2,500	2,500
71,897	Procurement and Contract Management	59,000	39,000	57,780	58,850	59,440	60,030	60,630
39,958	Project Academy	0	0	0	0	0	0	0
3,454,389	TOTAL NET EXPENDITURE	3,695,370	3,965,210	3,885,280	3,991,300	4,048,360	4,118,440	4,195,770
NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES								
(431,244)	Customer Services (Arvato)	(401,940)	(393,050)	(394,750)	(400,320)	(404,880)	(409,650)	(414,120)
(502,329)	Human Resources and Payroll (Arvato)	(482,380)	(501,890)	(479,390)	(485,010)	(489,660)	(494,910)	(499,880)
(792,512)	ICT (Arvato)	(1,349,790)	(1,381,640)	(1,388,600)	(1,404,250)	(1,374,390)	(1,383,740)	(1,401,040)
112,905	Revenues and Benefits (Arvato)	253,100	237,070	259,440	251,790	252,040	254,200	257,660
(67,924)	Arvato / Kier Partnership Services	(92,790)	(74,250)	(93,650)	(94,310)	(94,920)	(95,570)	(96,210)
(131,624)	Great Place Great Service	(176,540)	19,470	13,590	14,410	14,730	14,740	14,860
5,360	Lean Foundation	5,660	0	0	0	0	0	0
(71,632)	Procurement and Contract Management	(79,310)	(39,050)	(56,410)	(57,510)	(58,090)	(58,640)	(59,180)
7,483	Project Academy	9,960	0	0	0	0	0	0
(1,871,517)	TOTAL INTERNAL RECHARGE	(2,314,030)	(2,133,340)	(2,139,770)	(2,175,200)	(2,155,170)	(2,173,570)	(2,197,910)
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
33,014	ICT (Arvato)	45,560	52,400	50,630	47,260	21,380	21,380	21,380
27,071	Revenues and Benefits (Arvato)	27,770	27,070	27,070	31,670	19,950	19,950	19,950
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
62,336	TOTAL ASSET CHARGES	75,580	81,720	79,950	81,180	43,580	43,580	43,580
TOTAL BUDGETS								
(1,047)	Customer Services (Arvato)	250	1,060	3,690	2,330	2,020	2,020	2,320
(101)	Human Resources and Payroll (Arvato)	120	32,080	20,120	5,670	5,540	5,620	5,980
40,775	ICT (Arvato)	68,440	50,200	54,180	53,170	54,510	55,220	57,230
1,328,689	Revenues and Benefits (Arvato)	1,304,520	1,522,820	1,590,170	1,636,970	1,673,420	1,722,450	1,770,750
4,164	Arvato / Kier Partnership Services	(20)	50,020	40	10	40	50	70
214,187	Great Place Great Service	81,000	254,960	153,390	195,290	197,390	199,200	201,140
10,835	Lean Foundation	12,960	2,500	2,500	2,500	2,500	2,500	2,500
265	Procurement and Contract Management	(20,310)	(50)	1,370	1,340	1,350	1,390	1,450
47,441	Project Academy	9,960	0	0	0	0	0	0
1,645,208	TOTAL BUDGETS	1,456,920	1,913,590	1,825,460	1,897,280	1,936,770	1,988,450	2,041,440

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22**

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA CUSTOMER SERVICES (ARVATO)							
	Customer Service Centre - Cost Centre 0402							
9,357	Premises Related Expenses	9,410	2,970	2,970	2,970	2,970	2,970	2,970
16,733	Supplies and Services	0	0	0	0	0	0	0
313,425	Agency and Contract Services	300,560	299,300	302,630	305,770	308,920	312,590	316,260
339,515	Net Controllable	309,970	302,270	305,600	308,740	311,890	315,560	319,230
45,141	Central and Departmental Suppç	63,700	67,300	70,790	70,550	69,560	70,110	70,920
(387,543)	Recharged Income	(375,710)	(370,260)	(374,830)	(379,080)	(381,510)	(385,760)	(389,970)
2,251	Asset Charges	2,250	2,250	2,250	2,250	2,250	2,250	2,250
(636)	Net	210	1,560	3,810	2,460	2,190	2,160	2,430
	Head of Customer Services - Cost Centre 0435							
88,431	Agency and Contract Services	89,970	89,590	90,590	91,660	92,760	93,860	94,960
88,431	Net Controllable	89,970	89,590	90,590	91,660	92,760	93,860	94,960
2,968	Central and Departmental Suppç	3,460	4,390	4,100	4,110	4,060	4,090	4,110
(91,810)	Recharged Income	(93,390)	(94,480)	(94,810)	(95,900)	(96,990)	(98,090)	(99,180)
(411)	Net	40	(500)	(120)	(130)	(170)	(140)	(110)
(1,047)	TOTAL CUSTOMER SERVICES	250	1,060	3,690	2,330	2,020	2,020	2,320

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA HUMAN RESOURCES AND PAYROLL (ARVATO)							
	Human Resources - Cost Centre 0408/0436							
45,060	Supplies and Services	36,000	66,500	50,000	36,000	36,000	36,000	36,000
266,686	Agency and Contracted Services	270,670	269,530	272,540	275,740	278,250	281,550	284,850
(136)	Income	0	0	0	0	0	0	0
311,610	Net Controllable	306,670	336,030	322,540	311,740	314,250	317,550	320,850
56,382	Central and Departmental Suppç	75,000	77,580	80,320	81,060	81,920	82,830	83,800
(369,470)	Recharged Income	(385,460)	(384,850)	(386,660)	(390,870)	(394,400)	(398,480)	(402,530)
(1,478)	Net	(3,790)	28,760	16,200	1,930	1,770	1,900	2,120
	Training - Cost Centre 0438							
0	Employee Expenses	0	22,800	0				
5,726	Supplies and Services	6,570	6,570	6,570	6,570	6,570	6,570	6,570
61,278	Agency and Contracted Services	62,090	61,830	62,520	63,260	64,020	64,780	65,540
67,004	Net Controllable	68,660	91,200	69,090	69,830	70,590	71,350	72,110
18,226	Central and Departmental Suppç	18,840	19,140	19,530	19,770	19,990	20,190	20,390
(85,460)	Recharged Income	(87,610)	(110,710)	(88,650)	(89,780)	(90,750)	(91,700)	(92,590)
(230)	Net	(110)	(370)	(30)	(180)	(170)	(160)	(90)
	Members Training - Cost Centre 0477							
1,880	Supplies and Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000
1,880	Net Controllable	4,000	4,000	4,000	4,000	4,000	4,000	4,000
0	Central and Departmental Suppç	0	0	0	0	0	0	0
1,880	Net	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	Accounts Payable - Cost Centre 0401/0451							
7,016	Supplies and Services	10	10	10	10	10	10	10
114,718	Agency and Contracted Services	103,160	102,730	103,870	105,100	106,350	107,620	108,890
121,734	Net Controllable	103,170	102,740	103,880	105,110	106,360	107,630	108,900
54,703	Central and Departmental Suppç	61,060	66,150	65,070	65,640	66,130	66,780	67,530
(176,710)	Recharged Income	(164,210)	(169,200)	(169,000)	(170,830)	(172,550)	(174,530)	(176,480)
(273)	Net	20	(310)	(50)	(80)	(60)	(120)	(50)
(101)	TOTAL HUMAN RESOURCES	120	32,080	20,120	5,670	5,540	5,620	5,980

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA ICT (ARVATO)							
	Reprographics - Cost Centre 0442							
74,670	Agency and Contracted Services	75,020	74,710	75,540	76,430	77,340	78,260	79,180
(52,574)	Income	(59,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
22,096	Net Controllable	16,020	29,710	30,540	31,430	32,340	33,260	34,180
19,958	Central and Departmental Suppç	20,410	20,720	20,850	21,610	22,430	22,690	22,940
157	Asset Charges	3,500	130	3,500	2,630	1,970	1,970	1,970
42,211	Net	39,930	50,560	54,890	55,670	56,740	57,920	59,090
	ICT - Cost Centre 0474							
344,070	Supplies and Services	913,110	908,060	915,030	927,280	918,770	922,490	935,460
435,041	Agency and Contracted Services	443,540	441,670	446,580	451,450	456,410	461,830	467,250
(934)	Income	0	0	0	0	0	0	0
778,177	Net Controllable	1,356,650	1,349,730	1,361,610	1,378,730	1,375,180	1,384,320	1,402,710
71,120	Central and Departmental Suppç	73,780	73,420	73,620	75,200	77,130	77,970	78,810
(883,590)	Recharged Income	(1,443,980)	(1,475,780)	(1,483,070)	(1,501,060)	(1,473,950)	(1,484,400)	(1,502,790)
32,857	Asset Charges	42,060	52,270	47,130	44,630	19,410	19,410	19,410
(1,436)	Net	28,510	(360)	(710)	(2,500)	(2,230)	(2,700)	(1,860)
40,775	TOTAL ICT (ARVATO)	68,440	50,200	54,180	53,170	54,510	55,220	57,230

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22**

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
	PROGRAMME AREA							
	REVENUES AND BENEFITS (ARVATO)							
	Cost of Collection - Cost Centres 0403/0404/0405/0406/0416/0485							
229,411	Supplies and Services	146,470	158,090	160,020	162,120	164,260	166,440	168,670
950,019	Agency and Contracted Services	969,880	965,790	976,560	988,070	999,940	1,011,810	1,023,680
(505,324)	Income	(466,800)	(500,800)	(502,410)	(504,050)	(505,720)	(507,420)	(509,160)
674,106	Net Controllable	649,550	623,080	634,170	646,140	658,480	670,830	683,190
1,563,046	Central and Departmental Support	1,659,520	1,658,120	1,691,730	1,706,420	1,712,990	1,732,550	1,752,250
(1,590,750)	Recharged Income	(1,601,800)	(1,604,970)	(1,626,940)	(1,648,170)	(1,651,840)	(1,670,690)	(1,688,950)
11,719	Asset Charges	12,420	11,720	11,720	16,320	4,600	4,600	4,600
658,121	Net	719,690	687,950	710,680	720,710	724,230	737,290	751,090
	Benefits - Cost Centres 0415/0494							
144,554	Supplies and Services	0	137,300	47,750	48,230	48,710	49,200	49,690
850,796	Agency and Contracted Services	869,020	865,360	874,060	883,850	894,470	905,090	915,710
37,158,773	Transfer Payments	37,600,310	35,723,280	35,707,190	35,699,190	35,689,990	35,681,690	35,673,290
57,444	Inter Committee Transfers	110,000	10,000	10,000	10,000	10,000	10,000	10,000
(37,876,474)	Income	(38,388,720)	(36,286,910)	(36,158,210)	(36,125,210)	(36,094,210)	(36,065,210)	(36,038,210)
335,093	Net Controllable	190,610	449,030	480,790	516,060	548,960	580,770	610,480
335,389	Central and Departmental Support	392,500	387,040	399,420	400,970	401,030	405,140	409,770
670,482	Net	583,110	836,070	880,210	917,030	949,990	985,910	1,020,250
	Revenues Hall - Cost Centre 0480							
86,613	Premises Related Expenses	88,690	89,560	90,320	91,600	92,910	94,240	95,620
600	Supplies and Services	950	950	950	950	950	950	950
92,301	Agency and Contracted Services	93,850	96,060	97,430	98,760	100,130	101,510	102,900
179,514	Net Controllable	183,490	186,570	188,700	191,310	193,990	196,700	199,470
28,530	Central and Departmental Support	29,560	25,100	25,800	25,990	26,270	26,580	26,830
(223,310)	Recharged Income	(226,680)	(228,220)	(230,570)	(233,420)	(236,410)	(239,380)	(242,240)
15,352	Asset Charges	15,350	15,350	15,350	15,350	15,350	15,350	15,350
86	Net	1,720	(1,200)	(720)	(770)	(800)	(750)	(590)
1,328,689	TOTAL REVENUES AND BENEFITS	1,304,520	1,522,820	1,590,170	1,636,970	1,673,420	1,722,450	1,770,750

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
	PROGRAMME AREA							
	ARVATO / KIER PARTNERSHIP SERVICES							
	Shared Services - Cost Centre 0453							
62,621	Employee Expenses	61,970	66,270	62,890	63,520	64,160	64,820	65,480
284	Transport Related Expenses	800	800	800	800	800	800	800
9,183	Supplies and Services	30,000	57,200	30,000	30,000	30,000	30,000	30,000
72,088	Net Controllable	92,770	124,270	93,690	94,320	94,960	95,620	96,280
29,830	Central and Departmental Support	32,120	22,830	24,440	24,790	25,120	25,410	25,650
(97,754)	Recharged Income	(124,910)	(97,080)	(118,090)	(119,100)	(120,040)	(120,980)	(121,860)
4,164	Net	(20)	50,020	40	10	40	50	70
4,164	TOTAL ARVATO / KIER PARTNERSHIP SERVICES	(20)	50,020	40	10	40	50	70

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
	PROGRAMME AREA							
	GREAT PLACE GREAT SERVICE							
	Management Services - Cost Centre 0434/2669							
289,991	Employee Expenses	287,590	238,080	178,100	177,760	179,540	181,340	183,160
246	Transport Related Expenses	3,140	1,500	1,020	1,000	1,000	1,000	1,000
107,149	Supplies and Services	8,120	37,220	2,580	2,120	2,120	2,120	2,120
(51,575)	Income	(41,310)	(41,310)	(41,900)	0	0	0	0
345,811	Net Controllable	257,540	235,490	139,800	180,880	182,660	184,460	186,280
32,646	Central and Departmental Support	36,870	101,720	70,630	72,600	73,710	74,280	74,990
(164,270)	Recharged Income	(213,410)	(82,250)	(57,040)	(58,190)	(58,980)	(59,540)	(60,130)
214,187	Net	81,000	254,960	153,390	195,290	197,390	199,200	201,140
214,187	TOTAL GREAT PLACE GREAT SERVICE	81,000	254,960	153,390	195,290	197,390	199,200	201,140

**CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22**

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA LEAN FOUNDATION							
	Best Value - Cost Centre 0496							
5,475	Supplies and Services	7,300	2,500	2,500	2,500	2,500	2,500	2,500
5,475	Net Controllable	7,300	2,500	2,500	2,500	2,500	2,500	2,500
5,360	Central and Departmental Suppc	5,660	0	0	0	0	0	0
10,835	Net	12,960	2,500	2,500	2,500	2,500	2,500	2,500
10,835	TOTAL LEAN FOUNDATION	12,960	2,500	2,500	2,500	2,500	2,500	2,500

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA PROCUREMENT AND CONTRACT MANAGEMENT							
	Shared Procurement - Cost Centre 0448							
3,633	Employee Expenses	20,000	0	18,390	19,070	19,260	19,450	19,640
68,264	Supplies and Services	39,000	39,000	39,390	39,780	40,180	40,580	40,990
71,897	Net Controllable	59,000	39,000	57,780	58,850	59,440	60,030	60,630
3,108	Central and Departmental Suppc	3,100	1,650	1,820	1,760	1,680	1,690	1,700
(74,740)	Income	(82,410)	(40,700)	(58,230)	(59,270)	(59,770)	(60,330)	(60,880)
265	Net	(20,310)	(50)	1,370	1,340	1,350	1,390	1,450
265	TOTAL PROCUREMENT AND ((20,310)	(50)	1,370	1,340	1,350	1,390	1,450

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	PROGRAMME AREA PROJECT ACADEMY							
	Project Academy - Cost Centre 0454							
39,918	Employee Expenses	0	0	0	0	0	0	0
40	Transport Related Expenses	0	0	0	0	0	0	0
39,958	Net Controllable	0	0	0	0	0	0	0
7,483	Central and Departmental Suppc	9,960	0	0	0	0	0	0
47,441	Net	9,960	0	0	0	0	0	0
47,441	TOTAL PROJECT ACADEMY	9,960	0	0	0	0	0	0

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

2015/16 Actual £		2016/17		2017/18 Original £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £
		Original £	Probable £					
	<u>Expenditure:</u>							
396,163	Employee Expenses	369,560	327,150	259,380	260,350	262,960	265,610	268,280
95,962	Premises Expenses	98,100	92,530	93,290	94,570	95,880	97,210	98,590
570	Transport Expenses	3,940	2,300	1,820	1,800	1,800	1,800	1,800
985,120	Supplies & Services	1,191,530	1,417,400	1,258,800	1,259,560	1,254,070	1,260,860	1,276,960
3,247,365	Agency and Contracts	3,277,760	3,266,570	3,302,320	3,340,090	3,378,590	3,418,900	3,459,220
57,444	Inter Committee Transfers	110,000	10,000	10,000	10,000	10,000	10,000	10,000
37,158,773	Transfer Payments	37,600,310	35,723,280	35,707,190	35,699,190	35,689,990	35,681,690	35,673,290
2,273,890	Central and Dept. Support	2,485,540	2,525,160	2,548,120	2,570,470	2,582,020	2,610,310	2,639,690
62,347	Asset Charges	75,580	81,720	79,950	81,180	43,580	43,580	43,580
44,277,634	Total Expenditure	45,212,320	43,446,110	43,260,870	43,317,210	43,318,890	43,389,960	43,471,410
	<u>Income:</u>							
(37,791,792)	Government & Other Grants	(38,388,720)	(36,194,110)	(36,158,210)	(36,125,210)	(36,094,210)	(36,065,210)	(36,038,210)
(618,602)	Other Income	(456,810)	(599,610)	(507,400)	(465,500)	(465,500)	(465,500)	(465,500)
(76,625)	Fees and Charges	(110,300)	(80,300)	(81,910)	(83,550)	(85,220)	(86,920)	(88,660)
	Recharges:							
(3,052,568)	General Fund	(3,461,670)	(3,361,140)	(3,407,670)	(3,448,070)	(3,443,040)	(3,476,790)	(3,515,200)
(655,972)	HRA	(781,640)	(731,150)	(745,120)	(755,190)	(753,140)	(761,290)	(770,510)
(436,867)	Other	(556,260)	(566,210)	(535,100)	(542,410)	(541,010)	(545,800)	(551,890)
(42,632,426)	Total Income	(43,755,400)	(41,532,520)	(41,435,410)	(41,419,930)	(41,382,120)	(41,401,510)	(41,429,970)
1,645,208	NET EXPENDITURE	1,456,920	1,913,590	1,825,460	1,897,280	1,936,770	1,988,450	2,041,440

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

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Customer Services (Arvato)</u>		
<u>(Overspend £810)</u>		
Premises - business rates reduction		(6,440)
Agency & Contracted Services - payments to Arvato		(1,640)
Central Support - revised allocations	8,890	
	8,890	(8,080)
<u>Net Spend for Programme Area</u>	<u>810</u>	
<u>Human Resources and Payroll (Arvato)</u>		
<u>(Overspend £31,960)</u>		
Employees - 'Learning Pool' System vired from PPP Client	22,800	
Supplies & Services - additional resource 'Pay and Reward' project	30,500	
Agency & Contracted Services - payments to Arvato		(1,830)
Central Support - revised allocations		(19,510)
	53,300	(21,340)
<u>Net Spend for Programme Area</u>	<u>31,960</u>	
<u>ICT (Arvato)</u>		
<u>(Underspend £18,240)</u>		
Supplies & Services - reduction in software licence budget (£30k Idox project) - contribution to service improvement reserve (see above)	30,000	(35,150)
Agency & Contracted Services - payments to Arvato - central printing recharges	14,000	(2,180)
Central Support - revised allocations		(31,850)
Asset charges	6,840	
Other minor variations (Net)	100	
	50,940	(69,180)
<u>Net Spend for Programme Area</u>	<u>(18,240)</u>	

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

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Revenues and Benefits (Arvato)</u>		
<u>(Overspend £218,300)</u>		
Agency & Contracted Services - payments to Arvato - building cleaning	2,520	(8,090)
Benefit Payments - base budget correction - council tax welfare reform staff until 31/03/2017	261,000 50,000	
Inter committee transfers - reduced bad debts provision		(100,000)
Controllable income - commission from Severn Trent Water	30,000	
Central Support - revised allocations		(16,030)
Asset charges		(700)
Other minor variations (Net)		(400)
	343,520	(125,220)
<u>Net Spend for Programme Area</u>	<u>218,300</u>	
<u>Arvato / Kier Partnership Services</u>		
<u>(Overspend £50,040)</u>		
Employees - PPP client post handover month	4,340	
Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring)	50,000	(22,800)
Central Support - revised allocations	18,540	
Other minor variations (Net)		(40)
	72,880	(22,840)
<u>Net Spend for Programme Area</u>	<u>50,040</u>	

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

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
<u>Great Place Great Service</u> <u>(Overspend £173,960)</u>		
Employees - Business Transformation and GPGS staffing vacancies		(49,310)
Transport - reduction in car allowance payments		(1,640)
Supplies & Services - professional services TOM system planning and design	29,100	
Central Support - revised allocations	196,010	
Other minor variations (Net)		(200)
	225,110	(51,150)
<u>Net Spend for Programme Area</u>	<u>173,960</u>	
<u>Lean Foundation</u> <u>(Underspend £10,460)</u>		
Supplies & Services - professional services		(4,800)
Central Support - revised allocations		(5,660)
	0	(10,460)
<u>Net Spend for Programme Area</u>	<u>(10,460)</u>	
<u>Procurement and Contract Management</u> <u>(Overspend £20,260)</u>		
Employees - service now delivered by third party (CRH FT)		(20,000)
Supplies & Services - service now delivered by third party		
Central Support - revised allocations	40,260	
	40,260	(20,000)
<u>Net Spend for Programme Area</u>	<u>20,260</u>	
<u>Project Academy</u> <u>(Underspend £9,960)</u>		
Central Support - revised allocations programme ceased		(9,960)
	0	(9,960)
<u>Net Spend for Programme Area</u>	<u>(9,960)</u>	
TOTAL FOR PORTFOLIO	<u>456,670</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>Customer Services (Arvato)</u> <u>(Overspend £3,440)</u>		
Premises - business rates reduction		(6,440)
Agency & Contracted Services - payments to Arvato inflationary increase	2,690	
Central Support - revised allocations	7,190	
	9,880	(6,440)
<u>Net Spend for Programme Area</u>	<u>3,440</u>	
<u>Human Resources and Payroll (Arvato)</u> <u>(Overspend £20,000)</u>		
Employees - 'Learning Pool' System vired from PPP Client	14,000	
Agency & Contracted Services - payments to Arvato inflationary increase	3,010	
Central Support - revised allocations	2,990	
	20,000	0
<u>Net Spend for Programme Area</u>	<u>20,000</u>	
<u>ICT (Arvato)</u> <u>(Underspend £14,260)</u>		
Supplies & Services - reduction in software licence budget (£30k Idox project) - contribution to service improvement reserve (see above) - inflationary increase software licences / support contracts	30,000 6,930	(35,150)
Agency & Contracted Services - payments to Arvato inflationary increase - central printing recharges	3,560 14,000	
Central Support - revised allocations		(38,810)
Asset Charges	5,070	
Other minor variations (Net)	140	
	59,700	(73,960)
<u>Net Spend for Programme Area</u>	<u>(14,260)</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>Revenues and Benefits (Arvato)</u>		
<u>(Overspend £285,650)</u>		
Premises - utilities and business rates	1,510	
Supplies & Services - increased court costs - increased bank charges - increased professional services	8,900 3,040 1,500	
Agency & Contracted Services - payments to Arvato inflationary increase - building cleaning	12,240 3,060	
Benefit Payments - base budget correction - CT localisation grants - overpayments rent rebates and rent allowances	261,000 47,750	(24,500)
Inter committee transfers - reduced bad debts provision		(100,000)
Controllable income - HB administration subsidy - commission from Severn Trent Water	35,900 28,390	
Central Support - revised allocations	6,340	
Asset Charges		(700)
Other minor variations (Net)	2,730	
	410,850	(125,200)
<u>Net Spend for Programme Area</u>	<u>285,650</u>	
<u>Arvato / Kier Partnership Services</u>		
<u>(Overspend £60)</u>		
Employees - general salaries - incl pay inflation	920	
Central Support - revised allocations		(860)
	920	(860)
<u>Net Spend for Programme Area</u>	<u>60</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 £72,390)</u>		
Employees - fixed term contracts end - reduction in training costs		(107,420) (2,000)
Transport - reduction in car allowance payments		(2,120)
Supplies & Services - reduction in miscellaneous expenses - reduction in subsistence		(3,660) (910)
Central Support - revised allocations	190,130	
Other minor variations (Net)		(1,630)
	190,130	(117,740)
<u>Net Spend for Programme Area</u>	<u>72,390</u>	
<u>Lean Foundation</u> <u>(Underspend £10,460)</u>		
Supplies & Services - professional services		(4,800)
Central Support - revised allocations		(5,660)
	0	(10,460)
<u>Net Spend for Programme Area</u>	<u>(10,460)</u>	
<u>Procurement and Contract Management</u> <u>(Underspend £21,680)</u>		
Employees - service now delivered by third party (CRH FT)		(1,610)
Supplies & Services - service now delivered by third party		
Central Support - revised allocations	22,900	
Other minor variations (Net)	390	
	23,290	(1,610)
<u>Net Spend for Programme Area</u>	<u>21,680</u>	
<u>Project Academy</u> <u>(Underspend £9,960)</u>		
Central Support - allocation ceased		(9,960)
	0	(9,960)
<u>Net Spend for Programme Area</u>	<u>(9,960)</u>	
TOTAL FOR PORTFOLIO	<u>368,540</u>	