BUDGETS 2016/17,2017/18,2018/19,2019/20,2020/21, 2021/22

SUMMARY

2015/16		201	6/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual	Programme Area	Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
(1,047)	Customer Services (Arvato)	250	1,060	3,690	2,330	2,020	2,020	2,320
(101)	Human Resources and Payroll (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 Service	(20)	50,020	40	10	40	50	70
044407	One of Blace One of Gooding	04.000	054.000	450,000	405.000	407.000	400 000	004 440
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
10,633	Lean Foundation	12,900	2,300	2,300	2,300	2,300	2,300	2,300
265	Procurement and Contract Mana	(20,310)	(50)	1,370	1,340	1,350	1,390	1,450
200	Treatment and contract mane	(20,010)	(00)	1,070	1,010	1,000	1,000	1,100
47,441	Project Academy	9,960	0	0	0	0	0	0
, , , , , ,		2,222						
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	John No.	2016		2017/18	2018/19	2019/20	2020/21	2021/22		
Actual	Programme Area	Original	Probable	Original	Original	Original	Original	Original		
£		£	£	£	£	£	£	£		
							•			
	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 (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 Service	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 Mana	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		
	NO			TS - 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 ((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 Service	(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 Mana	(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)		
2,251	NON-CON Customer Services (Arvato)	TROLLABLE 2,250	BUDGETS - A 2,250	SSET CHARGE	S/CAPITAL GR 2,250	ANTS 2,250	2,250	2,250		

	0	Human Resources and Payroll (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 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		
	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		
ll l	(404)	lu 5 15 11/1	400	00 000	00.400	5 070	5 5 40	F 000			

	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 (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 Service	(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 Mana	(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		2016	5/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
			PRC	OGRAMME ARE	Ā			
			CUSTOME	R SERVICES (A	RVATO)			
	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 Suppo	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 Comises Co	nat Camtus 042	. .					
88,431	Head of Customer Services - Co 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 Suppo	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
								·

(1,047)	TOTAL CUSTOMER SERVICES	250	1,060	3,690	2,330	2,020	2,020	2,3
2015/16		2016		2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
		HUM		GRAMME AREA ES AND PAYR	<u>A</u> OLL (ARVATO)			
	Human Resources - Cost Centi	e 0408/0436						
45,060	Supplies and Services	36,000	66,500	50,000	36,000	36,000	36,000	36,0
266,686	Agency and Contracted Services	270,670	269,530	272,540	275,740	278,250	281,550	284,8
(136)	Income	0	0	0	0	0	0	
311,610	Net Controllable	306,670	336,030	322,540	311,740	314,250	317,550	320,8
56,382	Central and Departmental Suppo	75,000	77,580	80,320	81,060	81,920	82,830	83,8
(369,470)	Recharged Income	(385,460)	(384,850)	(386,660)	(390,870)	(394,400)	(398,480)	(402,5
(1,478)		(3,790)	28,760	16,200	1,930	1,770	1,900	2,1
		(, ,	,	•		•	•	·
0	Training - Cost Centre 0438	0	22.000	0				
0	Employee Expenses	0	22,800	0	0.570	0.570	0.570	0.5
5,726	Supplies and Services	6,570	6,570	6,570	6,570	6,570	6,570	6,5
61,278	Agency and Contracted Services	62,090	61,830	62,520	63,260	64,020	64,780	65,5
67,004	Net Controllable	68,660	91,200	69,090	69,830	70,590	71,350	72,1
18,226	Central and Departmental Suppo	18,840	19,140	19,530	19,770	19,990	20,190	20,3
(85,460)	Recharged Income	(87,610)	(110,710)	(88,650)	(89,780)	(90,750)	(91,700)	(92,5
(230)	Net	(110)	(370)	(30)	(180)	(170)	(160)	
	Members Training - Cost Centr	<u>e 0477</u>						
1,880	Supplies and Services	4,000	4,000	4,000	4,000	4,000	4,000	4,0
1,880	Net Controllable	4,000	4,000	4,000	4,000	4,000	4,000	4,0
0	Central and Departmental Suppo		0	0	0	0	0	
1,880	Net	4,000	4,000	4,000	4,000	4,000	4,000	4,0
	Accounts Payable - Cost Centr	o 0401/0451						
7,016	Supplies and Services	10	10	10	10	10	10	
114,718	Agency and Contracted Services		102,730	103,870	105,100	106,350	107,620	108,8
121,734	Net Controllable	103,100	102,740	103,870	105,100	106,360	107,630	108,9
54,703	Central and Departmental Suppo	61,060	66,150	65,070	65,640	66,130	66,780	67,5
(176,710)		(164,210)	(169,200)	(169,000)	(170,830)	(172,550)	(174,530)	(176,4
(273)	Recharged Income Net	20	(310)	(50)	(80)	(60)	(174,330)	(170,4
(273)	INEL	20	(310)	(30)	(80)	(60)	(120)	
(101)	TOTAL HUMAN RESOURCES	120	32,080	20,120	5,670	5,540	5,620	5,
2015/16		2016	6/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Origina
£		£	£	£	£	£	£	£
				GRAMME AREA CT (ARVATO)	<u>A</u>			
	Reprographics - Cost Centre 0							
74,670	Agency and Contracted Services	75,020	74,710	75,540	76,430	77,340	78,260	79,1
(52,574)	Income	(59,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,0
22,096	Net Controllable	16,020	29,710	30,540	31,430	32,340	33,260	34,1
19,958	Central and Departmental Suppo	20,410	20,720	20,850	21,610	22,430	22,690	22,9
157	Asset Charges	3,500	130	3,500	2,630	1,970	1,970	1,9
	Nat	00.000	=0 =00	54,890	55,670	56,740	57,920	59,0
42,211	Net	39,930	50,560	34,030		•		
		39,930	50,560	34,030		·		
42,211	ICT - Cost Centre 0474	·		,		·	922.490	935.4
42,211 344,070	ICT - Cost Centre 0474 Supplies and Services	913,110	908,060	915,030	927,280	918,770	922,490 461.830	935,4 467.2
42,211 344,070 435,041	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services	913,110 443,540	908,060 441,670	915,030 446,580		·	461,830	
42,211 344,070 435,041 (934)	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income	913,110 443,540 0	908,060 441,670 0	915,030 446,580 0	927,280 451,450 0	918,770 456,410 0	461,830 0	467,2
42,211 344,070 435,041 (934) 778,177	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income Net Controllable	913,110 443,540 0 1,356,650	908,060 441,670 0 1,349,730	915,030 446,580 0 1,361,610	927,280 451,450 0 1,378,730	918,770 456,410 0 1,375,180	461,830 0 1,384,320	467,2 1,402,7
344,070 435,041 (934) 778,177 71,120	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income Net Controllable Central and Departmental Suppo	913,110 443,540 0 1,356,650 73,780	908,060 441,670 0 1,349,730 73,420	915,030 446,580 0 1,361,610 73,620	927,280 451,450 0 1,378,730 75,200	918,770 456,410 0 1,375,180 77,130	461,830 0 1,384,320 77,970	467,2 1,402,7 78,8
344,070 435,041 (934) 778,177 71,120 (883,590)	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income Net Controllable Central and Departmental Support Recharged Income	913,110 443,540 0 1,356,650 73,780 (1,443,980)	908,060 441,670 0 1,349,730 73,420 (1,475,780)	915,030 446,580 0 1,361,610 73,620 (1,483,070)	927,280 451,450 0 1,378,730 75,200 (1,501,060)	918,770 456,410 0 1,375,180 77,130 (1,473,950)	461,830 0 1,384,320 77,970 (1,484,400)	467,2 1,402,7 78,8 (1,502,7
344,070 435,041 (934) 778,177 71,120 (883,590) 32,857	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income Net Controllable Central and Departmental Support Recharged Income Asset Charges	913,110 443,540 0 1,356,650 73,780 (1,443,980) 42,060	908,060 441,670 0 1,349,730 73,420 (1,475,780) 52,270	915,030 446,580 0 1,361,610 73,620 (1,483,070) 47,130	927,280 451,450 0 1,378,730 75,200 (1,501,060) 44,630	918,770 456,410 0 1,375,180 77,130 (1,473,950) 19,410	461,830 0 1,384,320 77,970 (1,484,400) 19,410	467,2 1,402,7 78,8 (1,502,7 19,4
42,211 344,070 435,041 (934) 778,177 71,120 (883,590)	ICT - Cost Centre 0474 Supplies and Services Agency and Contracted Services Income Net Controllable Central and Departmental Support Recharged Income Asset Charges	913,110 443,540 0 1,356,650 73,780 (1,443,980)	908,060 441,670 0 1,349,730 73,420 (1,475,780)	915,030 446,580 0 1,361,610 73,620 (1,483,070)	927,280 451,450 0 1,378,730 75,200 (1,501,060)	918,770 456,410 0 1,375,180 77,130 (1,473,950)	461,830 0 1,384,320 77,970 (1,484,400)	467,2 1,402,7 78,8 (1,502,7

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

2015/16		2010	6/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
			PRO	GRAMME ARE	<u>A</u>			
			REVENUES A	ND BENEFITS	(ARVATO)			
	Cost of Collection - Cost Centr	es 0403/0404/	0405/0406/041	<u>6/0485</u>				
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 Suppo	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 0415/0	<u>494</u>						
144,554	Supplies and Services	0	137,300	47,750	48,230	48,710	49,200	49,690
850,796	Agency and Contracted Services	•	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 Suppo	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 04	<u> 180</u>						
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	,	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 Suppo	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 BENE	1,304,520	1,522,820	1,590,170	1,636,970	1,673,420	1,722,450	1,770,750
0045/40	ı	004	0/47	0047/40	1 0040/40	0040/00	0000/04	0004/00
2015/16		2010		2017/18 Original	2018/19 Original	2019/20 Original	2020/21 Original	2021/22 Original
Actual		Original	Probable	2017/18 Original	2018/19 Original	Original	2020/21 Original	2021/22 Original
			Probable £	Original £	Original £			
Actual		Original £	Probable £ PRO	Original £ GRAMME ARE	Original £	Original		
Actual		Original £	Probable £ PRO	Original £	Original £	Original		
Actual	Shared Services - Cost Centre	Original £	Probable £ PRO	Original £ GRAMME ARE	Original £	Original		
Actual £	Shared Services - Cost Centre Employee Expenses	Original £ <u>A</u>	Probable £ PRO RVATO / KIER	Original £ GRAMME ARE PARTNERSHII	Original £ A P SERVICES	Original £	Original £	Original £
Actual £ 62,621	Employee Expenses	Original £ <u>A</u> 0453 61,970	Probable £ PRO RVATO / KIER 66,270	Original £ GRAMME ARE PARTNERSHII	Original £ A P SERVICES 63,520	Original £ 64,160	Original £ 64,820	Original £ 65,480
Actual £ 62,621 284	Employee Expenses Transport Related Expenses	Original £ <u>A</u> 0453 61,970 800	Probable £ PRO RVATO / KIER 66,270 800	Original £ GRAMME ARE PARTNERSHII 62,890 800	Original £ A P SERVICES 63,520 800	Original £ 64,160 800	Original £ 64,820 800	Original £ 65,480 800
Actual £ 62,621 284 9,183	Employee Expenses	Original £ A 0453 61,970 800 30,000	Probable £ PRO RVATO / KIER 66,270 800 57,200	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000	Original £ A P SERVICES 63,520 800 30,000	Original £ 64,160 800 30,000	Original £ 64,820 800 30,000	Original £ 65,480 800 30,000
Actual £ 62,621 284	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable	Original £ 0453 61,970 800 30,000 92,770	Probable £ PRO RVATO / KIER 66,270 800	Original £ GRAMME ARE PARTNERSHII 62,890 800	Original £ A P SERVICES 63,520 800	Original £ 64,160 800	Original £ 64,820 800 30,000 95,620	Original £ 65,480 800 30,000 96,280
Actual £ 62,621 284 9,183 72,088 29,830	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Suppo	Original £ 0453 61,970 800 30,000 92,770 32,120	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790	Original £ 64,160 800 30,000 94,960 25,120	Original £ 64,820 800 30,000 95,620 25,410	Original £ 65,480 800 30,000 96,280 25,650
Actual £ 62,621 284 9,183 72,088 29,830 (97,754)	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080)	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100)	Original £ 64,160 800 30,000 94,960	Original £ 64,820 800 30,000 95,620 25,410 (120,980)	Original £ 65,480 800 30,000 96,280
Actual £ 62,621 284 9,183 72,088 29,830	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Suppo	Original £ 0453 61,970 800 30,000 92,770 32,120	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790	Original £ 64,160 800 30,000 94,960 25,120 (120,040)	Original £ 64,820 800 30,000 95,620 25,410	Original £ 65,480 800 30,000 96,280 25,650 (121,860)
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100)	Original £ 64,160 800 30,000 94,960 25,120 (120,040)	Original £ 64,820 800 30,000 95,620 25,410 (120,980)	Original £ 65,480 800 30,000 96,280 25,650 (121,860)
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO GREAT PL	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Company Control Contr	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) Coriginal £ Sentre 0434/26	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 2017/18 Original £ GRAMME ARE ACE GREAT S	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A ERVICE	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £
62,621 284 9,183 72,088 29,830 (97,754) 4,164 2015/16 Actual £	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE ACE GREAT Si	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A ERVICE	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Company Control Contr	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) Coriginal £ Sentre 0434/26	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 2017/18 Original £ GRAMME ARE ACE GREAT S	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A ERVICE	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £
62,621 284 9,183 72,088 29,830 (97,754) 4,164 2015/16 Actual £	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE ACE GREAT Si	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A ERVICE	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Cost Cost Cost Cost Cost Cost Cost	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 40 2017/18 Original £ GRAMME ARE ACE GREAT SI 178,100 1,020	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 2018/19 Original £ A ERVICE 177,760 1,000	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £ 183,160 1,000
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Cost Cost Cost Cost Cost Cost Cost	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL 238,080 1,500 37,220	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 2017/18 Original £ GRAMME ARE ACE GREAT Si 178,100 1,020 2,580	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 2018/19 Original £ A ERVICE 177,760 1,000 2,120	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 2019/20 Original £ 179,540 1,000 2,120	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £ 183,160 1,000 2,120 0 186,280
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149 (51,575)	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Cost Cost Cost Cost Cost Cost Cost	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120 (41,310) 257,540	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500 37,220 (41,310)	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 2017/18 Original £ GRAMME ARE ACE GREAT SI 178,100 1,020 2,580 (41,900)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 2018/19 Original £ A ERVICE 177,760 1,000 2,120 0	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000 2,120 0	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120 0	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £ 183,160 1,000 2,120 0
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149 (51,575) 345,811 32,646 (164,270)	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses Transports Related Expenses Supplies and Services Income Net Controllable Central and Departmental Support Recharged Income	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120 (41,310) 257,540 36,870 (213,410)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500 37,220 (41,310) 235,490 101,720 (82,250)	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE ACE GREAT S 178,100 1,020 2,580 (41,900) 139,800 70,630 (57,040)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 2018/19 Original £ ERVICE 177,760 1,000 2,120 0 180,880 72,600 (58,190)	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000 2,120 0 182,660 73,710 (58,980)	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120 0 184,460	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 70 2021/22 Original £ 183,160 1,000 2,120 0 186,280 74,990 (60,130)
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149 (51,575) 345,811 32,646	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses Transports Related Expenses Supplies and Services Income Net Controllable Central and Departmental Support Recharged Income	Original £ O453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120 (41,310) 257,540 36,870	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500 37,220 (41,310) 235,490 101,720	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 40 40 2017/18 Original £ GRAMME ARE ACE GREAT SI 178,100 1,020 2,580 (41,900) 139,800 70,630	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 10 2018/19 Original £ A ERVICE 177,760 1,000 2,120 0 180,880 72,600	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000 2,120 0 182,660 73,710	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120 0 184,460 74,280	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 2021/22 Original £ 183,160 1,000 2,120 0 186,280 74,990
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149 (51,575) 345,811 32,646 (164,270)	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses Transports Related Expenses Supplies and Services Income Net Controllable Central and Departmental Support Recharged Income	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120 (41,310) 257,540 36,870 (213,410)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500 37,220 (41,310) 235,490 101,720 (82,250)	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE ACE GREAT S 178,100 1,020 2,580 (41,900) 139,800 70,630 (57,040)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 2018/19 Original £ ERVICE 177,760 1,000 2,120 0 180,880 72,600 (58,190)	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000 2,120 0 182,660 73,710 (58,980)	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120 0 184,460 74,280 (59,540)	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 70 2021/22 Original £ 183,160 1,000 2,120 0 186,280 74,990 (60,130)
Actual £ 62,621 284 9,183 72,088 29,830 (97,754) 4,164 4,164 2015/16 Actual £ 289,991 246 107,149 (51,575) 345,811 32,646 (164,270)	Employee Expenses Transport Related Expenses Supplies and Services Net Controllable Central and Departmental Support Recharged Income Net TOTAL ARVATO / KIER PARTN Management Services - Cost Comployee Expenses Transports Related Expenses Supplies and Services Income Net Controllable Central and Departmental Support Recharged Income	Original £ 0453 61,970 800 30,000 92,770 32,120 (124,910) (20) (20) Coriginal £ Sentre 0434/26 287,590 3,140 8,120 (41,310) 257,540 36,870 (213,410)	Probable £ PRO RVATO / KIER 66,270 800 57,200 124,270 22,830 (97,080) 50,020 50,020 6/17 Probable £ PRO GREAT PL 69 238,080 1,500 37,220 (41,310) 235,490 101,720 (82,250)	Original £ GRAMME ARE PARTNERSHII 62,890 800 30,000 93,690 24,440 (118,090) 40 2017/18 Original £ GRAMME ARE ACE GREAT S 178,100 1,020 2,580 (41,900) 139,800 70,630 (57,040)	Original £ A P SERVICES 63,520 800 30,000 94,320 24,790 (119,100) 10 10 10 2018/19 Original £ ERVICE 177,760 1,000 2,120 0 180,880 72,600 (58,190)	Original £ 64,160 800 30,000 94,960 25,120 (120,040) 40 40 2019/20 Original £ 179,540 1,000 2,120 0 182,660 73,710 (58,980)	Original £ 64,820 800 30,000 95,620 25,410 (120,980) 50 50 2020/21 Original £ 181,340 1,000 2,120 0 184,460 74,280 (59,540)	Original £ 65,480 800 30,000 96,280 25,650 (121,860) 70 70 70 2021/22 Original £ 183,160 1,000 2,120 0 186,280 74,990 (60,130)

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

2015/16		2010	6/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
			PRO	GRAMME ARE	<u>A</u>			
			<u>LEA</u>	<u>N FOUNDATION</u>	<u>N</u>			
	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 Suppo	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		2010	6/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Actual		Original	Probable	Original	Original	Original	Original	Original	
£		£	£	£	£	£	£	£	
			PRO	GRAMME ARE	<u>A</u>				
	PROCUREMENT AND CONTRACT MANAGEMENT								
	Shared Procurement - Cost Cer	ntre 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 Suppo	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		2016/17			2018/19	2019/20	2020/21	2021/22
Actual		Original Probable		Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
			PRC	GRAMME ARE	<u>A</u>			
	PROJECT ACADEMY							
	Project Academy - Cost Centre	<u>0454</u>						
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 Suppo	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

SUMMARY SUBJECTIVE ANALYSIS

			T.					1
2015/16		201	6/17	2017/18	2018/19	2019/20	2020/21	2021/22
Actual		Original	Probable	Original	Original	Original	Original	Original
£		£	£	£	£	£	£	£
	Expenditure:							
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
	Income:							
(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 £
Customer Services (Arvato)		
(Overspend £810)		
Premises - business rates reduction		(6,440)
Agency & Contracted Services - payments to Arvato		(1,640)
Central Support - revised allocations	8,890	
	8,890	(8,080)
Net Spend for Programme Area	<u>81</u>	. ,
Human Resources and Payroll (Arvato) (Overspend £31,960)		
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)
Net Spend for Programme Area	31,9	9 <u>60</u>
ICT (Arvato)		
(Underspend £18,240)		
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)
Net Spend for Programme Area	(18,2	<u>240)</u>

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

Controllable income	Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Agency & Contracted Services			
Agency & Contracted Services - payments to Arvato - building cleaning Benefit Payments - base budget correction - council tax welfare reform staff until 31/03/2017 Inter committee transfers - reduced bad debts provision Controllable income - commission from Severn Trent Water Central Support - revised allocations Asset charges Other minor variations (Net) Met Spend for Programme Area Arvato / Kier Partnership Services (Overspend £50,040) Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (40) 72,880 (22,840)			
- payments to Arvato - building cleaning 2,520 (8,090) - base budget correction - council tax welfare reform staff until 31/03/2017 (100,000) - council tax welfare reform staff until 31/03/2017 (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) - Avato / Kier Partnership Services (Overspend £50,040) - PPP client post handover month 4,340 - Supplies & Services - PPP contract review (non-recurring) - Professional Services - PPP contract review (non-recurring) - PPP contract review (non-re	(Overspend £218,300)		
- payments to Arvato - building cleaning 2,520 (8,090) - base budget correction - council tax welfare reform staff until 31/03/2017 (100,000) - council tax welfare reform staff until 31/03/2017 (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) - Avato / Kier Partnership Services (Overspend £50,040) - PPP client post handover month 4,340 - Supplies & Services - PPP contract review (non-recurring) - Professional Services - PPP contract review (non-recurring) - PPP contract review (non-re			
Benefit Payments			(8.090)
Benefit Payments		2,520	(8,090)
Description		·	
- council tax welfare reform staff until 31/03/2017 Inter committee transfers - reduced bad debts provision Controllable income - commission from Severn Trent Water Central Support - revised allocations Asset charges Other minor variations (Net) Inter commission from Severn Trent Water Central Support - revised allocations Asset charges (700) Other minor variations (Net) Arvato / Kier Partnership Services (Overspend £50,040) Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (40) 72,880 (22,840)		261.000	
Controllable income		· ·	
Controllable income	Inter committee transfers - reduced bad debts provision		(100,000)
- commission from Severn Trent Water Central Support - revised allocations Asset charges Other minor variations (Net) Net Spend for Programme Area Arvato / Kier Partnership Services (Overspend £50,040) Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (40) 72,880 (22,840)	O and the Health I is a company		,
Central Support - revised allocations (16,030) Asset charges (700) Other minor variations (Net) (400) 343,520 (125,220) Net Spend for Programme Area 218,300 Arvato / Kier Partnership Services (Overspend £50,040) Employees - PPP client post handover month 4,340 Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) 50,000 - Professional Services - PPP contract review (non-recurring) 50,000 Central Support - revised allocations 18,540 Other minor variations (Net) (40) 72,880 (22,840)		30.000	
Asset charges (700) Other minor variations (Net) (400) 343,520 (125,220)		33,333	
Other minor variations (Net) (400) 343,520 (125,220) Net Spend for Programme Area 218,300 Arvato / Kier Partnership Services (Overspend £50,040) 4,340 Employees	Central Support - revised allocations		(16,030)
Net Spend for Programme Area 218,300 (125,220)	Asset charges		(700)
Net Spend for Programme Area 218,300 Arvato / Kier Partnership Services (Overspend £50,040) 4,340 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 Central Support - revised allocations 18,540 Other minor variations (Net) (40) 72,880 (22,840)	Other minor variations (Net)		(400)
Net Spend for Programme Area 218,300 Arvato / Kier Partnership Services (Overspend £50,040) 4,340 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 Central Support - revised allocations 18,540 Other minor variations (Net) (40) 72,880 (22,840)		343 520	(125 220)
Arvato / Kier Partnership Services (Overspend £50,040) Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 72,880 (22,840)	Not Spand for Programme Area		
(Overspend £50,040) Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 72,880 (22,840)	Net Spend for Frogramme Area	210,	300
Employees - PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 18,540 (40) 72,880			
- PPP client post handover month Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 50,000 (40) 72,880	(Overspend £50,040)		
Supplies & Services - 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 50,000 18,540 (40)			
- 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 50,000 (82,800) 70,880 (92,800) 72,880	- PPP client post handover month	4,340	
- 'Learning Pool' System vired to HR Training (non-recurring) - Professional Services - PPP contract review (non-recurring) Central Support - revised allocations Other minor variations (Net) (22,800) 50,000 (82,800) 70,880 (92,800) 72,880	Supplies & Services		
Central Support - revised allocations 18,540 Other minor variations (Net) (40) 72,880 (22,840)	- 'Learning Pool' System vired to HR Training (non-recurring)	70.00	(22,800)
Other minor variations (Net) (40) 72,880 (22,840)	- Professional Services - PPP contract review (non-recurring)	50,000	
72,880 (22,840)	Central Support - revised allocations	18,540	
	Other minor variations (Net)		(40)
		72,880	(22,840)
Net Spend for Programme Area 50.040	Net Spend for Programme Area	50,040	

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

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £	
Great Place Great Service			
(Overspend £173,960)			
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)	
Net Spend for Programme Area	173,	960	
Lean Foundation			
(Underspend £10,460)			
Supplies & Services - professional services		(4,800)	
Central Support - revised allocations		(5,660)	
	0	(10,460)	
Net Spend for Programme Area	(10,4	<u>460)</u>	
Procurement and Contract Management (Overspend £20,260)			
Employees - service now delivered by third party (CRH FT) Supplies & Services		(20,000)	
 service now delivered by third party 			
Central Support - revised allocations	40,260		
	40,260	(20,000)	
Net Spend for Programme Area	20,2	20,260	
Project Academy (Underspend £9,960)			
Central Support - revised allocations programme ceased		(9,960)	
	0	(9,960)	
Net Spend for Programme Area	(9,9	<u>(9,960)</u>	
TOTAL FOR PORTFOLIO	456,	<u>456,670</u>	

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Customer Services (Arvato) (Overspend £3,440)		
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)
Net Spend for Programme Area	<u>3,4</u>	<u>40</u>
Human Resources and Payroll (Arvato) (Overspend £20,000)		
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
Net Spend for Programme Area	<u>20,000</u>	
ICT (Arvato)		
(Underspend £14,260)		
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)
Net Spend for Programme Area	(14,260)	

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Revenues and Benefits (Arvato)		
(Overspend £285,650)		
Premises		
- utilities and business rates	1,510	
Supplies & Somices		
Supplies & Services - increased court costs	8,900	
- incresaed bank charges	3,040	
- incresaed professional services	1,500	
Agency & Contracted Services		
- payments to Arvato inflationary increase	12,240	
- building cleaning	3,060	
Benefit Payments		
- base budget correction	261,000	
- CT localisation grants	47,750	(-, -, -, -,
 overpayments rent rebates and rent allowances 		(24,500)
Inter committee transfers - reduced bad debts provision		(100,000)
Controllable income		
- HB administration subsidy	35,900	
- commission from Severn Trent Water	28,390	
Central Support - revised allocations	6,340	
Accet Charges		(700)
Asset Charges		(700)
Other minor variations (Net)	2,730	
	410,850	(125,200)
Net Spend for Programme Area	<u>285,</u>	<u>650</u>
Arvato / Kier Partnership Services (Overspend £60)		
(Overspend 200)		
Employees	202	
- general salaries - incl pay inflation	920	
Central Support - revised allocations		(860)
	920	(860)
Net Spend for Programme Area	<u>60</u>	<u>) </u>

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Great Place Great Service		
(Overspend £72,390)		
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)
Net Spend for Programme Area	<u>72,3</u>	390_
<u>Lean Foundation</u>		
(Unerspend £10,460)		
Supplies & Services - professional services		(4,800)
Central Support - revised allocations		(5,660)
	0	(10,460)
Net Spend for Programme Area	<u>(10,4</u>	<u>460)</u>
Procurement and Contract Management		
(Underspend £21,680)		
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)
Net Spend for Programme Area	<u>21,680</u>	
Project Academy		
(Underspend £9,960)		
Central Support - allocation ceased		(9,960)
	0	(9,960)
Net Spend for Programme Area	<u>(9,960)</u>	
TOTAL FOR PORTFOLIO	<u>368,540</u>	