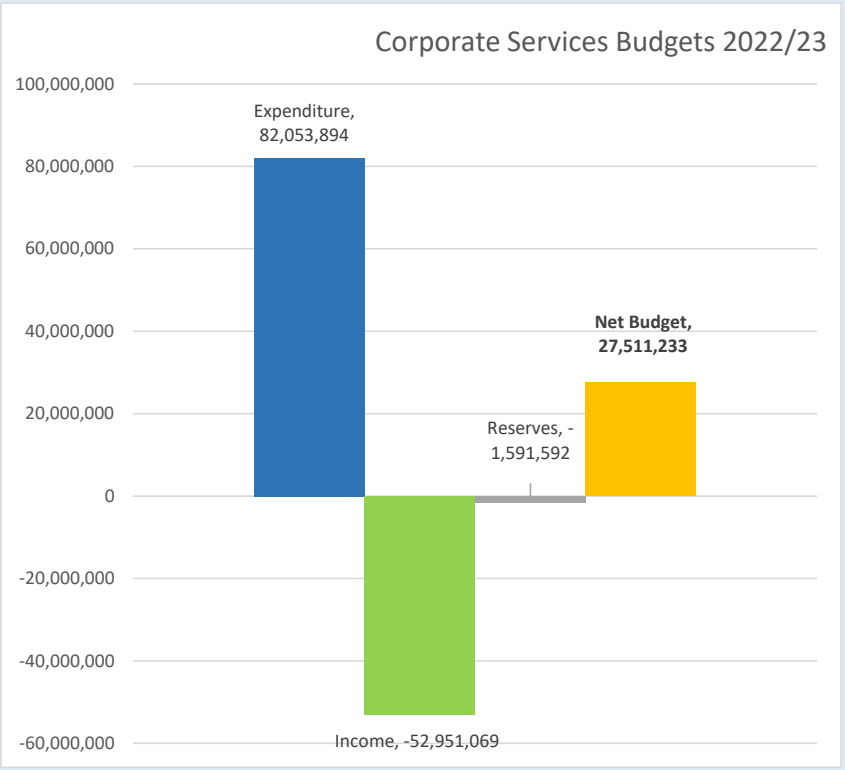
Corporate Services Budgets 2022/23
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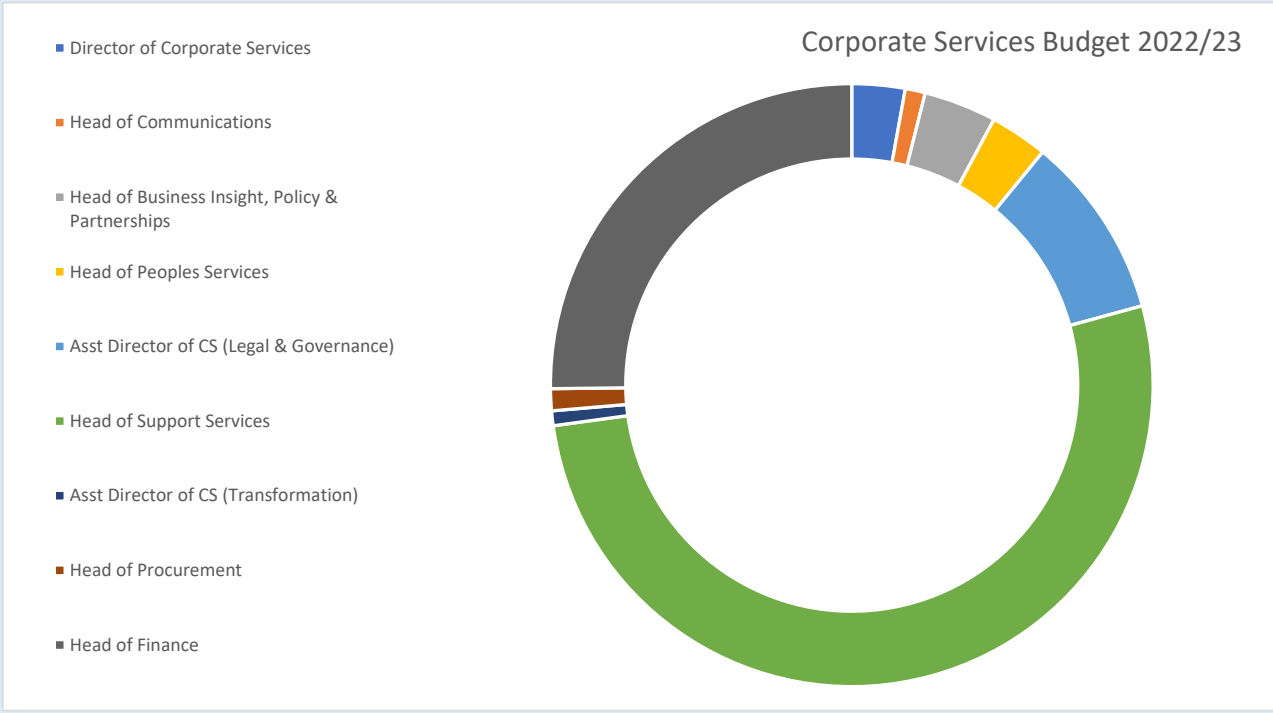
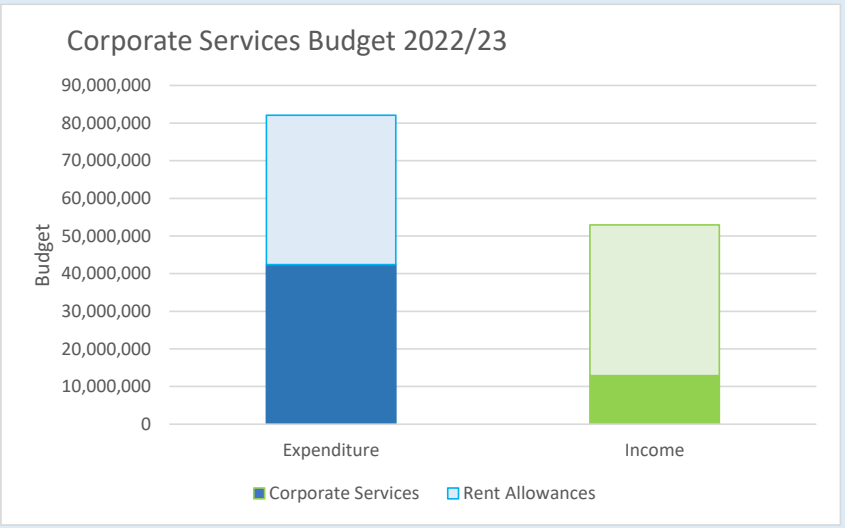
60,000,000
40,000,000
20,000,000
0
-20,000,000
-40,000,000
-60,000,000
Expenditure, 82,053,894
Reserves, -1,591,592
Net Budget, 27,511,233
Income, -52,951,069


Director of Corporate Services
Head of Communications
Head of Business Insight, Policy & Partnerships
Head of Peoples Services
Asst Director of CS (Legal & Governance)
Head of Support Services
Asst Director of CS (Transformation)
Head of Procurement
Head of Finance
Corporate Services Budget 2022/23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50,000,000
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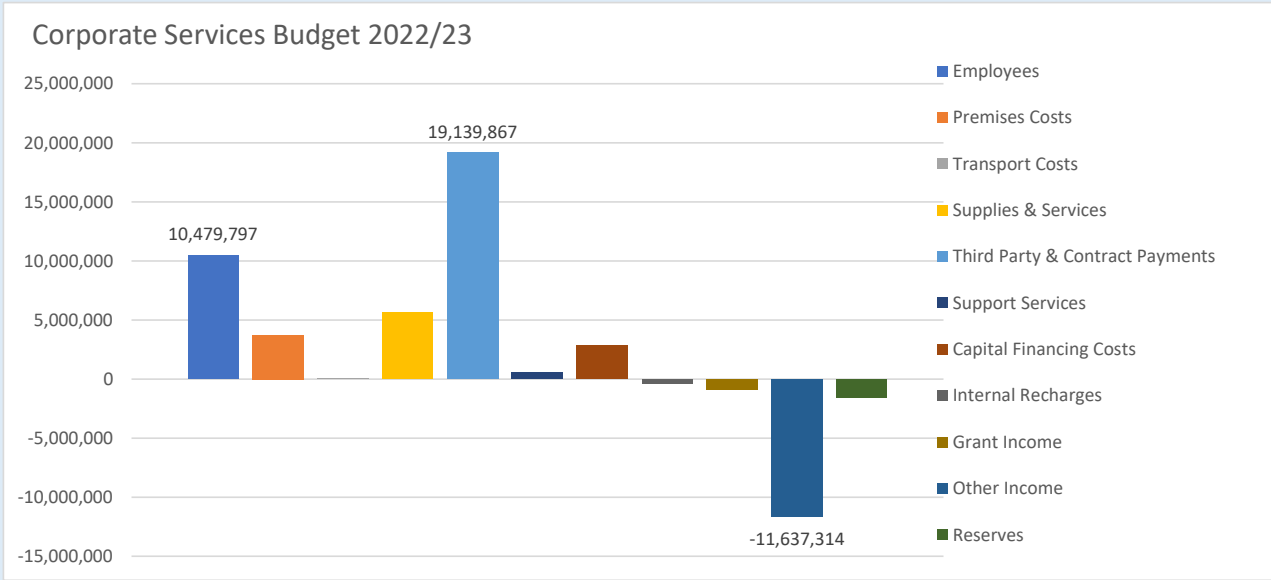
10,000,000
0
Budget
Expenditure
Income
Corporate Services
Rent Allowances


Corporate Services Budget 2022/23
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20,000,000
15,000,000
10,000,000
5,000,000
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-5,000,000
-10,000,000
-15,000,000
10,479,797
19,139,867
-11,637,314
Employees
Premises Costs
Transport Costs
Supplies & Services
Third Party & Contract Payments
Support Services
Capital Financing Costs
Internal Recharges
Grant Income
Other Income
Reserves

CORPORATE SERVICES BUDGET 2022/23 - WHERE WE SPEND OUR MONEY					APPENDIX 1
Service Lead	Service / Budget Area	Expenditure	Income	Reserves	**TOTAL NET BUDGET**
Director of Corporate Services	Director of Corporate Services & CEO	395,075	-10,000	0	**385,075**
	Contract: Archiving Service	90,750	0	0	**90,750**
	Contract: Internal Audit	329,940	-21,000	0	**308,940**
Head of Communications	Marketing & Communications Team	503,299	-147,944	0	**355,355**
	Graphics Team	445,130	-569,400	0	**-124,270**
	North Somerset Life	107,000	-42,520	0	**64,480**
Head of Business Insight, Policy & Partnerships	Business Intelligence Team	1,012,830	-191,195	0	**821,635**
	Policy & Partnerships Team	157,975	0	0	**157,975**
	Corporate Grants	93,620	0	0	**93,620**
	Project - Community Renewal Fund - NS Hubs	116,370	-116,370	0	**0**
	Project - Programme Management Office	114,660	-41,250	-73,410	**0**
Head of Peoples Services	HR, Inclusion & Development, Health & Safety Teams	973,760	-213,419	0	**760,341**
	Contract: I-Trent Contract with Banes	172,240	-130,830	0	**41,410**
	Contract: Occupational Health	31,300	0	0	**31,300**
	Corporate Training Accommodation Recharge	21,593	-1,500	0	**20,093**
Assistant Director of Corporate Services (Legal & Governance)	Members Allowances & Expenses	764,020	0	0	**764,020**
	Legal Services	1,540,349	-212,330	0	**1,328,019**
	Register of Electors	260,114	-87,720	-15,591	**156,803**
	Committee Admin Service	174,282	-55,630	0	**118,652**
	Policy and Scrutiny	97,179	0	0	**97,179**
	Senior Leadership Support Service	329,270	-38,030	0	**291,240**
	Elections Service	0	0	40,910	**40,910**
	Registrars Service	1,400	-50,480	0	**-49,080**
	Schools Appeals Panel	2,660	-46,010	0	**-43,350**
Head of Support Services	Support Services Contract Costs	15,711,393	-497,659	0	**15,213,734**
	Support Services Partnership (SSP) Team	1,083,013	-2,500	-24,500	**1,056,013**
	SSP Trading - WECA, Rainford, Harrow, Sandwell	1,769,684	-1,796,194	0	**-26,510**
	SSP Recharges - MFD Printers & Print Unit	109,040	-11,500	0	**97,540**
	SSP ICT Security & PCN Compliance Checks	61,330	0	0	**61,330**
	Carelink Service Income	9,490	-509,498	0	**-500,008**
	Rent Allowances & Discretionary Housing Payments	39,690,580	-40,047,530	0	**-356,950**
	Council Tax & NNDR Collection	112,000	-912,930	0	**-800,930**
	Housing Benefits Administration	169,830	-658,870	0	**-489,040**
	Welfare Reform Costs	105,000	0	-30,000	**75,000**
	Project - Household Support Grant 2022/23	1,307,848	0	-1,307,848	**0**
Assistant Director of Corporate Services	AD & CS Transformation Team	217,340	0	0	**217,340**
	Project - Accommodation Changes	30,000	0	-30,000	**0**
	Project - Digital & Customer Services	125,225	0	-125,225	**0**
	Project - People's Strategy	187,648	0	-187,648	**0**
Head of Procurement	Procurement Team	584,005	-181,080	-10,000	**392,925**
	Procurement Savings	-70,000	0	0	**-70,000**
Head of Finance	Corporate & Democratic Core & Misc Financial Items	497,507	-10,658	-75,000	**411,849**
	Former Employee Costs	1,059,570	0	0	**1,059,570**
	Severance Costs	305,660	0	0	**305,660**
	Commercial Investments	5,006,076	-5,245,736	300,000	**60,340**
	Central Expenses	494,340	-79,020	0	**415,320**
	Insurance Premiums	1,065,340	-252,810	0	**812,530**
	Office Accommodation Costs & Income	2,030,400	-591,090	0	**1,439,310**
	Contract: Property Compliance Contracts	545,670	-270,320	0	**275,350**
	Finance Service (incl Insurance and Social Care)	2,227,459	-24,416	-53,280	**2,149,763**
GRAND TOTAL		**82,170,264**	**-53,067,439**	**-1,591,592**	**27,511,233**

CORPORATE SERVICES BUDGET 2022/23 - SUBJECTIVE ANALYSIS, HOW WE SPEND OUR MONEY — **APPENDIX 2**

Service Lead	Service / Budget Area	2022/23 Expenditure Budgets								2022/23 Income Budgets			2022/23 Reserve Budgets	TOTAL NET BUDGET 2022/23
		Employees	Premises Costs	Transport Costs	Supplies & Services	Third Party & Contract Payments	Transfer Payments	Support Services	Capital Financing Costs	Internal Recharges	Grant Income	Other Income		
Director of Corporate Services	Director of Corporate Services & CEO	386,495	0	650	7,510	0	0	420	0	-10,000	0	0	0	**385,075**
	Contract: Archiving Service	0	0	0	0	90,750	0	0	0	0	0	0	0	**90,750**
	Contract: Internal Audit	0	0	0	4,000	325,940	0	0	0	-17,000	0	-4,000	0	**308,940**
Head of Communications	Marketing & Communications Team	500,379	0	300	1,520	0	0	1,100	0	-16,320	0	-131,624	0	**355,355**
	Graphics Team	103,080	0	150	326,900	0	0	15,000	0	0	0	-569,400	0	**-124,270**
	North Somerset Life	0	0	0	0	0	0	107,000	0	0	0	-42,520	0	**64,480**
Head of Business Insight, Policy & Partnerships	Business Intelligence Team	942,000	0	450	23,330	32,000	0	15,050	0	-31,600	0	-159,595	0	**821,635**
	Policy & Partnerships Team	153,825	0	400	3,750	0	0	0	0	0	0	0	0	**157,975**
	Corporate Grants	0	0	0	93,620	0	0	0	0	0	0	0	0	**93,620**
	Project - Programme Management Office	114,660	0	0	0	0	0	0	0	0	0	-41,250	-73,410	**0**
Head of Peoples Services	HR, Inclusion & Development, Health & Safety Teams	942,340	600	1,100	19,890	4,350	0	5,480	0	-18,500	0	-194,919	0	**760,341**
	Contract: I-Trent Contract with Banes	0	0	0	0	144,790	0	27,450	0	0	0	-130,830	0	**41,410**
	Contract: Occupational Health	0	0	0	31,300	0	0	0	0	0	0	0	0	**31,300**
	Corporate Training Accommodation Recharge	0	0	0	18,193	0	0	3,400	0	0	0	-1,500	0	**20,093**
Assistant Director of Corporate Services (Legal & Governance)	Members Allowances & Expenses	35,190	0	19,780	709,050	0	0	0	0	0	0	0	0	**764,020**
	Legal Services	1,392,249	0	600	40,410	1,000	0	106,090	0	-12,280	0	-200,050	0	**1,328,019**
	Register of Electors	197,674	20	130	61,660	0	0	630	0	0	0	-87,720	-15,591	**156,803**
	Committee Admin Service	142,842	0	280	5,160	0	0	26,000	0	-5,100	0	-50,530	0	**118,652**
	Policy and Scrutiny	97,179	0	0	0	0	0	0	0	0	0	0	0	**97,179**
	Senior Leadership Support Service	327,020	0	0	2,250	0	0	0	0	0	0	-38,030	0	**291,240**
	Elections Service	0	0	0	0	0	0	0	0	0	0	0	40,910	**40,910**
	Registrars Service	0	1,400	0	0	0	0	0	0	0	0	-50,480	0	**-49,080**
	Schools Appeals Panel	0	1,480	0	1,080	0	0	100	0	0	0	-46,010	0	**-43,350**
Head of Support Services	Support Services Contract Costs	0	0	0	15,000	15,696,393	0	0	0	-34,000	0	-463,659	0	**15,213,734**
	Support Services Partnership (SSP) Team	819,185	0	300	43,461	216,437	0	3,630	0	-2,500	0	0	-24,500	**1,056,013**
	SSP Trading - WECA, Rainford, Harrow, Sandwell	0	0	0	23,240	1,682,484	0	63,960	0	0	0	-1,796,194	0	**-26,510**
	SSP Recharges - MFD Printers & Print Unit	0	0	0	0	109,040	0	0	0	0	0	-11,500	0	**97,540**
	SSP ICT Security & PCN Compliance Checks	0	0	0	61,330	0	0	0	0	0	0	0	0	**61,330**
	Carelink Service Income	0	0	0	9,490	0	0	0	0	0	0	-509,498	0	**-500,008**
	Rent Allowances & Discretionary Housing Payments	0	0	0	0	0	39,690,580	0	0	0	-40,047,530	0	0	**-356,950**
	Council Tax & NNDR Collection	0	0	0	97,000	0	0	15,000	0	0	-222,320	-690,610	0	**-800,930**
	Housing Benefits Administration	0	0	0	4,500	165,330	0	0	0	0	-658,870	0	0	**-489,040**
	Welfare Reform Costs	0	0	0	105,000	0	0	0	0	0	0	0	-30,000	**75,000**
	Project - Household Support Grant 2022/23	0	0	0	1,307,848	0	0	0	0	0	0	0	-1,307,848	**0**
Assistant Director of Corporate Services	AD & CS Transformation Team	127,340	0	0	0	0	0	90,000	0	0	0	0	0	**217,340**
	Project - Accommodation Changes	0	0	0	0	30,000	0	0	0	0	0	0	-30,000	**0**
	Project - Digital & Customer Services	0	0	0	0	125,225	0	0	0	0	0	0	-125,225	**0**
	Project - People's Strategy	0	0	0	0	187,648	0	0	0	0	0	0	-187,648	**0**
Head of Procurement	Procurement Team	557,420	0	0	17,825	8,760	0	0	0	-19,000	0	-162,080	-10,000	**392,925**
	Procurement Savings	0	0	0	-70,000	0	0	0	0	0	0	0	0	**-70,000**
Head of Finance	Corporate & Democratic Core & Misc Financial Items	38,560	0	0	458,947	0	0	0	0	0	0	-10,658	-75,000	**411,849**
	Former Employee Costs	1,037,350	0	0	22,220	0	0	0	0	0	0	0	0	**1,059,570**
	Severance Costs	305,660	0	0	0	0	0	0	0	0	0	0	0	**305,660**
	Commercial Investments	147,220	1,369,537	0	742,459	0	0	0	2,746,860	0	0	-5,245,736	300,000	**60,340**
	Central Expenses	3,430	0	0	222,190	268,720	0	0	0	0	0	-79,020	0	**415,320**
	Insurance Premiums	0	0	0	1,064,340	1,000	0	0	0	-118,735	0	-134,075	0	**812,530**
	Office Accommodation Costs & Income	0	1,855,470	0	20,440	0	0	84,990	69,500	-80,000	0	-511,090	0	**1,439,310**
	Contract: Property Compliance Contracts	0	498,000	0	47,670	0	0	0	0	0	0	-270,320	0	**275,350**
	Finance Service (incl Insurance and Social Care)	2,108,699	0	2,100	64,000	50,000	0	2,660	0	-20,000	0	-4,416	-53,280	**2,149,763**
GRAND TOTAL		**10,479,797**	**3,726,507**	**26,240**	**5,606,583**	**19,139,867**	**39,690,580**	**567,960**	**2,816,360**	**-385,035**	**-40,928,720**	**-11,637,314**	**-1,591,592**	**27,511,233**
		13%	5%	0%	7%	23%	48%	1%	3%	1%	77%	22%		

CORPORATE SERVICES SALARY BUDGETS 2022/23

APPENDIX 3

DLT Lead	Cost Centre	Cost Centre (T)	Budgeted FTE	Actual FTE	Vacant FTE	Gross Salary Cost-before Turnover	Turnover Factor	Revised Budget 2022/23	Actual Apr - May	Forecast June - March	Forecast Pay Award @ 2%	Projected Costs for the Year	Projected (Under) / Overspend
Director of Corporate Services	FRR000	Director of Corporate Services	1.00	1.00	0.00	172,958	6,918	166,040	29,169	145,821	3,500	178,490	12,450
	SCR000	Chief Executive	1.00	1.00	0.00	229,635	9,185	220,450	37,437	187,183	4,492	229,111	8,661
	FRR280	Corporate Transformation Resource	1.60	1.00	0.60	132,968	5,630	127,338	8,466	103,271	2,235	113,972	-13,366
Head of Business Insight, Policy & Partnerships	SCR100	Policy & Partnerships Team	4.40	4.41	-0.01	161,918	8,096	153,822	31,825	165,830	3,806	201,460	47,638
	SCR103	Project - Programme Management	2.00	0.00	2.00	73,410	0	73,410	14,621	45,216	2,022	61,859	-11,551
	SCR220	Business Intelligence	22.53	23.30	-0.77	980,026	59,001	940,201	163,962	793,908	20,108	977,979	37,778
Head of Proc	FRR510	Procurement Team	7.12	6.42	0.70	480,635	27,032	458,603	84,011	372,463	11,106	467,580	8,977
Head of Finance	FRR400	Finance Service	30.10	30.10	0.00	1,645,643	96,602	1,602,321	252,593	1,363,312	32,318	1,648,223	45,902
	FRR401	Insurance Services	2.95	2.95	0.00	139,947	6,997	132,950	22,667	113,337	2,720	138,724	5,774
	FRR404	Financial Assessments & Client Debt Team	10.96	10.86	0.11	392,042	19,602	372,440	61,399	308,155	7,391	376,944	4,504
AD Governance	SCD300	Register of Electors	4.24	4.24	0.00	189,876	7,521	197,144	26,852	184,393	3,463	214,708	17,564
	SCD301	Elections	0.00	0.00	0.00	0	0	0	0	0	0	0	0
	SCR001	Senior Leadership Support Service	8.36	8.31	0.05	344,231	17,211	327,020	54,182	277,329	6,630	338,141	11,121
	SCR300	Democratic and Scrutiny Section	8.00	7.81	0.19	279,306	5,522	136,954	21,742	106,921	2,573	131,236	-5,718
	SCR303	Legal Services	23.96	22.90	1.06	1,226,241	71,201	1,268,048	208,404	1,037,469	24,917	1,270,790	2,742
	SCR304	Democratic and Scrutiny Section	4.00	2.00	2.00	4,328	4,328	97,179	12,420	87,162	1,992	101,573	4,394
Head of Support Services	FRR250	Head of Support Services	1.00	1.00	0.00	97,021	3,881	93,140	15,849	81,481	1,947	99,276	6,136
	FRR255	SSP-Information Management & Security	5.61	4.46	1.15	175,811	3,923	298,337	33,084	243,784	5,816	282,684	-15,653
	FRR260	SSP-Customer Services	2.81	3.49	-0.68	160,605	8,330	152,275	27,216	130,920	3,360	161,496	9,221
	FRR261	SSP-Digital Team	4.00	5.68	-1.68	158,190	7,910	150,280	29,980	134,208	3,481	167,669	17,389
	FRR270	SSP-Contracts & Commercial	6.14	5.20	0.94	265,898	14,295	125,154	14,721	99,367	5,518	119,606	-5,548
	FRD100	Miscellaneous Financial Items	1.00	1.00	0.00	38,560	0	38,560	6,426	32,130	0	38,556	-4
Head of Peoples Services	SCR400	HR	14.81	15.01	-0.19	684,221	40,211	644,010	111,099	556,227	13,347	680,672	36,662
	SCR410	Equality & Diversity	3.78	2.65	1.14	148,894	7,695	141,199	28,859	108,937	3,657	141,453	254
	SCR420	Health & Safety	2.87	2.27	0.60	163,654	8,183	155,471	20,830	136,953	2,836	160,619	5,148
Head of Comms	SCR201	Marketing & Communications	8.84	8.01	0.83	409,981	22,704	420,975	75,866	324,777	9,514	410,158	-10,817
	SCR202	Graphics	2.47	2.47	-0.00	106,189	5,309	100,880	16,892	84,460	2,027	103,379	2,499
			185.55	**177.53**	**8.02**	**8,862,188**	**467,287**	**8,594,201**	**1,410,572**	**7,225,015**	**180,774**	**8,816,361**	**222,160**

MTFP SAVINGS INCLUDED WITHIN THE CORPORATE SERVICES BUDGET							APPENDIX 4
MTFP Approval	Ref	Service Lead	Idea / proposal	Financial Impact 2021/22 £000	**2022/23 £000**	2023/24 £000	2024/25 £000
February 2022	CSD S1	HoSS	Increase in trading income - Inspire opportunities	0	**-20**	0	0
February 2021 & 2022	CSD S2	HoSS	Contracted Support Services - TOM for Customer Services	-75	**-25**	0	0
February 2021 & 2022	CSD S3	HoSS	Contracted Support Services - Business Support	-50	**-50**	0	0
February 2022	CSD S4	HoSS	Contracted Support Services - Review of contracted support cost base provision	0	**-50**	0	0
February 2021		HoSS	Contracted Support Services - Dataspace	-20	**0**	0	0
February 2022	CSD S5	All / HoF	Internal Support Services - Review of operational staffing and support costs	0	**-100**	0	0
February 2022	CSD S6	HoF	Other - Reduction in former employee pension costs	0	**-50**	-10	-10
February 2022	CSD S7	HoF	Other - Review of operational building costs	0	**-50**	0	0
February 2022	CSD S8	HoF	Other - Increase in investment interest following rise in market rates	0	**-162**	0	0
February 2022	CSD S9	HoF	Other - Reduction in debt costs and charges (Avon Loan Debt &RIF)	0	**-119**	-20	-15
February 2022	CSD S10	All / HoF	Other - transformation initiatives relating to contracted support services	0	**-75**	0	0
February 2022	CORP S1c	All / HoF	Annual inflationary increase of 1.25% applied to fees and charges income budgets - Corporate services; carelink services; contract related trading activities	0	**-35**	-36	-37
February 2021	Prior Year	HoP	Procurement savings	-70	**0**	0	0
			TOTALS - MTFP SAVINGS WITHIN THE BUDGET	**-215**	**-736**	**-66**	**-62**

CORPORATE SERVICES RISK ANALYSIS **APPENDIX 5**

Service area / budget	Risk / issue	Likelihood	Budget	Potential Range of Out-turn Variances		Likely Out-turn Position	Potential Variance	Alternative Funding Source?
		H/M/L	£000	£000	£000	£000	£000	
Procurement team	Unachieved MTFP savings, brought forward from 2020/21	H	-70	0	70	-5	65	No
	Temporary staffing - approved on the basis of full cost recovery, but lower recharges being actioned / agreed	H	-100	0	80	-20	80	No
Support services contract	Additional spending - inflation on core contract, linked to the pay award	M	547	0	261	634	87	No
	Additional spending - storage / compute / other ICT costs	H	4,831	0	135	4,878	47	
	Additional spending - due to unachieved MTFP savings	H	-145	0	64	-81	64	
	Unachieved MTFP savings brought forward from 2021/22	H	-145	0	70	-75	70	Yes, Support
	Additional spending - Licences, ICT, Safenet	H	10,260	0	200	10,223	-37	Services Reserve
	Contract reprocurement costs	H	204	-50	50	204	0	
	Additional income - higher than budget	M	-358	-50	50	-369	-11	
Council tax collection	Reduced income - grant income lower than budgeted	H	-222	0	10	-210	10	No
	Reduced income - summons costs income lower than budget	L	-395	-50	50	-400	-5	No
	Additional spending - payments to contractor higher than budgeted	L	165	-25	50	165	0	No
Rent allowances	Spend on rent allowance payments	L	39,317	-1,250	1,250	38,613	-704	Yes, HB Reserve,
	Net subsidy income compared to the budget	L	-37,937	1,250	-1,250	-37,480	457	only £120k bal
	Reduced income - from recovery of overpayments	H	-1,760	0	500	-1,118	642	No
Carelink	Reduced income - lower than budgeted	H	-509	0	60	-472	37	No
Central expenses	Additional spending - phones	H	141	80	120	232	91	No
	Additional spending - postages	H	165	20	40	191	26	No
Corporate and Democratic Core	Additional spending - audit fees	H	155	20	70	210	55	No
	Additional spending - bank contract, web charges and giro fees	M	195	0	75	236	41	No
Office accommodation	Additional spending - increased energy costs	H	814	-100	150	814	0	No
	Spending - maintenance costs	L	166	-100	100	166	0	No
	Income - from tenants in Town Hall and Castlewood	M	-556	-220	100	-556	0	No
Commercial investments	Additional spending - landlords short-falls from vacant units	M	475	0	225	575	100	Yes, Commercial
	Reduced income - from tenants for rents	M	-1,100	0	250	-1,000	100	Investments
	Reduced income - from car parking	L	-900	-25	175	-900	0	Smoothing
	Additional spending - new operating arrangements	M	0	109	109	109	109	Reserve
	Reduced spending - capital financing costs	H	278	-278	0	50	-228	
All services	Salaries - budgeted to have a 5% turnover factor	L	-467	-100	222	-430	37	No
	Sub total - risks and pressures			**-769**	**3,286**		**1,133**	

CORPORATE SERVICES RISK ANALYSIS					APPENDIX 5
Mitigation	Service area / budget		Likely Out-turn Position £000	Potential Variance £000	Notes / comments
Reserve	Commercial investments	Reflect use of reserve to off-set pressures above	-81	-81	
Reserve	Support Services contract	Reflect use of reserve to off-set pressures above	-133	-133	
Income / Costs	Procurement service	Service could recharge for activity being delivered or reduce costs		TBA	
Income	Office accommodation rental income from tenants	Awaiting updated tenancy information from Property Services		TBA	
Activity	MTFP savings	Managers could deliver agreed MTFP savings plans		TBA	
	Sub total - mitigations, opportunities, alternative funding		**-214**	**-214**	
	NET RISKS / PRESSURES - FORECAST AT MONTH 2			**919**	

REVIEW OF DIRECTORATE RESERVES **APPENDIX 6**

CORPORATE SERVICES		Balance Held at; 31-Mar-2021 £	31-Mar-2022 £	Notes / Comments
CS1	Commercial Investments Smoothing Reserve	-1,067,153	-1,406,807	Part of wider financial strategy to smooth impacts from within annual revenue budget
CS2	Covid Emergency Costs Reserve	-478,800	-391,671	Created March 2021, to fund the operational impacts of supporting individuals and businesses (grants)
CS3	Covid Welfare Provision & Hardship Reserve	-90,287	-239,760	To enhance the council's welfare and hardship offer in 2022/23 through additional grant allocations
CS4	Elections Smoothing Reserve	-170,824	-190,242	To fund the costs of NSDC elections every four years
CS5	Housing Benefits Smoothing & Risk Reserve	-160,000	-120,000	To mitigate fluctuations in annual subsidy levels
CS6	Financial Systems Upgrade Reserve	-128,001	-276,628	To fund the annual upgrade and also changes required to the system for HMRC Making Tax Digital
CS7	CS Transformation Programme & Capacity Reserves	-329,696	-720,182	To fund delivery of Action Plans for People's Services, Customer Services, Digital. PMO Office resource
CS8	NS Partnership Reserve	-110,806	-110,757	To fund partnership related projects (programme to be refreshed)
CS9	Support Services Contract Reserve	-171,000	-381,000	To fund one-off projects aimed to delivery MTFP savings; mitigate financial risk; support re-procurement
CS10	Accommodation Strategy Reserve	-283,337	-439,959	To fund revenue related costs associated with the Accommodation Project
CS11	Learning & Development and Training Reserves	-99,807	-97,857	To fund a range of programmes for services, staff and Members
CS12	Communications & Re-branding Reserve	-8,500	-82,740	To fund short-term capacity within the team to deliver core outcomes and fund re-branding costs
CS13	HR Reserves	-62,154	-53,954	To fund potential income short-falls in Health & Safety traded service and increased Occ Health costs
CS14	Clinically Extremely Vulnerable Reserve	0	-436,004	To fund specific costs associated with the approved programme (CS decision sheet)
CS15	Directorate Risk Reserve	0	-187,470	To fund directorate risks such as short-term capacity to provide back-fill
CS16	Balance - all other Corporate Services Reserves	-851,598	-196,434	Wide range of individual reserves, many linked to government grants or specific responsibilities
		-4,011,964	-5,331,466	

EXTRACT OF FINANCIAL DATA - DEEPER INSIGHT			APPENDIX 7A
SUPPORT SERVICES CONTRACT (FRR221)			**2022/23 Budgeted Income**	**2022/23 Budgeted Expenditure**
4401	SFE35	Fees - Licences	0	15,000
5700	HPC01	Private Contractors - General	0	-48,667
5700	HPD01	Private Contractors - Contact Centre - Council	0	506,177
5700	HPD02	Private Contractors - Contact Centre - Carelink	0	542,211
5700	HPD04	Private Contractors - HR / Payroll - Council	0	160,168
5700	HPD05	Private Contractors - HR / Payroll - Schools (Income)	0	49,218
5700	HPD06	Private Contractors - Cash Collection Contract	0	100,413
5700	HPD07	Private Contractors - Finance Support - Schools (Income)	0	37,601
5700	HPD08	Private Contractors - Finance Support - Schools (Non Income)	0	21,131
5700	HPD09	Private Contractors - Finance Support - Travelling Bursar (Income)	0	8,415
5700	HPD10	Private Contractors - Finance - Debtors	0	148,995
5700	HPD11	Private Contractors - Finance - Creditors	0	321,701
5700	HPD12	Private Contractors - Finance - Cashiers	0	28,514
5700	HPD13	Private Contractors - Finance - Creditors - Schools (Income)	0	10,868
5700	HPD14	Private Contractors - ICT	0	4,857,355
5700	HPD15	Private Contractors - Account Management	0	89,856
5700	HPD16	Private Contractors - Trading Income	0	29,823
5700	HPD17	Private Contractors - Pensions	0	-173,667
5700	HPD18	Private Contractors - Revenues & Benefits	0	3,870,233
5700	HPD20	Private Contractors - OAP Dataspace	0	40,000
5700	HPD21	Private Contractors - Development Management	0	29,710
5700	HPD22	Private Contractors - Customer Engagement	0	30,744
5700	HPD27	Private Contractors - Gateway Face-to-Face Services	0	355,547
5700	HPD28	Private Contractors - Business Improvement	0	133,893
5700	HPD30	Private Contractors - Procurement - Base Provision	0	39,799
5700	HPD32	Private Contractors - Facilities Mgmt - Castlewood	0	420,613
5700	HPD33	Private Contractors - Facilities Mgmt - Town Hall	0	260,801
5700	HPD34	Private Contractors - Facilities Mgmt - Other Costs	0	105,816
5700	HPD35	Private Contractors - Gateway - Weekend Cleaning	0	7,278
5700	HPD36	Private Contractors - Cleaning - Town Hall	0	195,531
5700	HPD37	Private Contractors - Cleaning - Extended Contract 19 Buildings	0	42,541
5700	HPD41	Private Contractors - Welfare Provision Change Control	0	21,529
5700	HPD42	Private Contractors - Gateway - Police at Castlewood	0	898
5700	HPD43	Private Contractors - CERS	0	9,602
5700	HPD46	Private Contractors - WAN - Management Fee	0	36,010
5700	HPD49	Private Contractors - Trfrd Service - Customer Services	0	555,198
5700	HPD50	Private Contractors - Trfrd Service - Business Support	0	1,862,754
5700	HPD51	Private Contractors - Trfrd Service - Business Systems Admin	0	142,006
5700	HPD52	Private Contractors - Trfrd Service - Liberata Services	0	495,818
5700	HPD61	Private Contractors - Transformation - Mobile Working	0	34,103
5700	HPD62	Private Contractors - Transformation - Customer Services Platform	0	88,227
5700	HPD63	Private Contractors - Transformation - Website Refresh	0	45,899
5700	HPD64	Private Contractors - Transformation - e-Payments	0	16,451
5700	HPD67	Private Contractors - Transformation - initiatives (CSD013)	0	120,000
5700	HPD69	Private Contractors - Pensions Headroom (CSD013)	0	203,947
5700	HPD72	Private Contractors - CSD S3.1 - TOM for Customer Services	0	-28,667
5700	HPD73	Private Contractors - CSD S3.2 - Contracted Business Support	0	-100,000
5700	HPD74	Private Contractors - CSD S3.3 - Dataspace	0	-20,000
5700	HPD76	Private Contractors - CSD S5.4 - VFM service review - Phase 1 - Debtors	0	-10,000
		Sub total - expenditure	**0**	**15,711,393**
8200	FEE02	Fee Income - Miscellaneous - Standard Rated (Probation Service)	-26,250	0
8200	FEE09	Fee Income - Somerset County Council (Schools Traded Services)	-107,439	0
8304	LSC01	Service Charges - Standard Rated (Sirona)	-62,685	0
8500	REC07	Recharge - Public Health	-34,000	0
8501	RED50	Service Recharges - Adult Social Services (CCG Contbn to SPA, via BCF)	-99,000	0
8501	RED53	Service Recharges - Education Services (Recharge for Connexions, via DSG)	-34,070	0
8501	RED55	Service Recharges - Public Health Services	-60,755	0
8521	NA	Internal Recharge - ICT (Server Recharges)	-65,020	0
8524	NA	Internal Recharge - Professional / Administration Services (CERS, Adults)	-8,440	0
		Sub total - income and recharges	**-497,659**	**0**
		TOTALS - SUPPORT SERVICES CONTRACT	**15,213,734**	

EXTRACT OF FINANCIAL DATA - TREND ANALYSIS — **APPENDIX 7A**

COMMERCIAL INVESTMENT SUMMARY		Acquisition Date	2019/20 Revised Budget	2019/20 Actual Spend	2020/21 Revised Budget	2020/21 Actual Spend	2021/22 Revised Budget	2021/22 Actual Spend	*2022/23 Budgeted Income*	*2022/23 Budgeted Expenditure*	*2022/23 Budgeted Reserves*
FRD500	Commercial Investments		200,000	200,000	200,000	200,000	200,000	200,000	*0*	*200,000*	*0*
FRD501	Commercial Investments - North Worle	March 2018	-586,000	-600,750	-650,000	-638,321	-650,000	-636,501	*-2,400,000*	*1,750,000*	*0*
FRD502	Commercial Investments - Sov Centre	August 2018	169,910	48,697	872,017	646,075	716,170	408,573	*-1,022,820*	*1,653,790*	*300,000*
FRD503	Commercial Investments - Sov Centre Car Park	August 2018	-698,910	-577,697	-698,910	-472,967	-420,500	-340,574	*-900,000*	*479,370*	*0*
FRD504	Commercial Investments - Sov Centre Service Cl	August 2018	0	0	186,180	186,228	0	342,693	*-922,916*	*922,916*	*0*
FRD505	Commercial Investments - Sov Centre Other	August 2018	0	14,750	0	0	0	0	*0*	*0*	*0*
	TOTALS - COMMERCIAL INVESTMENTS		**-915,000**	**-915,000**	**-90,713**	**-78,984**	**-154,330**	**-25,809**	***-5,245,736***	***5,006,076***	***300,000***

CORE OFFICE ACCOMMODATION SITES		2019/20 Revised Budget	2019/20 Actual Spend	2020/21 Revised Budget	2020/21 Actual Spend	2021/22 Revised Budget	2021/22 Actual Spend	*2022/23 Budgeted Income*	*2022/23 Budgeted Expenditure*	*2022/23 Budgeted Reserves*
FRR310	Town Hall	660,650	663,322	657,012	552,035	703,330	622,097	*0*	*728,870*	*0*
FRR311	Castlewood	1,127,757	1,144,030	1,126,052	1,058,351	1,095,977	1,181,170	*0*	*1,228,780*	*0*
FRR322	Office Accommodation Rental Income Account	-1,721,120	-1,598,142	-1,033,040	-821,344	-551,090	-821,478	*-555,790*	*0*	*0*
	TOTALS - OFFICE ACCOMMODATION	**67,287**	**209,210**	**750,024**	**789,042**	**1,248,217**	**981,789**	***-555,790***	***1,957,650***	***0***

CORPORATE TYPE COSTS		2019/20 Revised Budget	2019/20 Actual Spend	2020/21 Revised Budget	2020/21 Actual Spend	2021/22 Revised Budget	2021/22 Actual Spend	*2022/23 Budgeted Income*	*2022/23 Budgeted Expenditure*	*2022/23 Budgeted Reserves*
FRD000	C&DC - External Audit Fees	107,000	128,072	107,000	176,878	127,000	208,071	*0*	*154,500*	*0*
FRD000	C&DC - Bank Charges & Giro Fees	217,920	192,803	194,920	184,855	194,920	239,575	*0*	*194,920*	*0*
FRD000	C&DC - Subscriptions	61,970	61,215	61,970	66,903	61,970	64,514	*0*	*61,970*	*0*
FRD000	C&DC - Other expenditure	0	2,715	0	1,315	20	3,140	*0*	*0*	*0*
FRD000	C&DC - Other income	0	-32,677	0	-12,647	0	-74,104	*0*	*0*	*0*
FRD100	Misc Fin - Unison Costs	36,420	36,420	37,790	37,800	38,730	37,800	*0*	*38,560*	*0*
FRD100	Misc Fin - Subscriptions & Contributions	0	3,863	0	14,127	0	9,410	*0*	*0*	*0*
FRD100	Misc Fin - Other expenditure	20,800	2,300	20,813	-8,356	20,794	20,289	*0*	*20,784*	*0*
FRD100	Misc Fin - Other income	-31,760	-14,265	-34,420	-3,883	-10,658	-8,057	*0*	*-10,658*	*0*
FRR100	Central Expenses - Professional Fees	3,430	2,940	3,430	8,904	3,430	8,478	*0*	*3,430*	*0*
FRR100	Central Expenses - Telephones	141,670	117,025	141,670	123,815	52,530	81,208	*0*	*52,530*	*0*
FRR100	Central Expenses - Postages	184,660	134,977	164,660	127,997	164,660	80,765	*0*	*164,660*	*0*
FRR100	Central Expenses - Network Support	179,580	172,630	179,580	172,932	179,580	173,119	*0*	*179,580*	*0*
FRR100	Central Expenses - Telephone Support	0	0	0	0	89,140	132,018	*0*	*89,140*	*0*
FRR100	Central Expenses - Other expenditure	155,868	126,270	149,600	120,647	0	35,693	*0*	*0*	*0*
FRR100	Central Expenses - Other income	-78,620	-106,674	-78,620	-52,514	-78,980	-102,559	*-79,020*	*0*	*0*
	TOTALS - CORPORATE TYPE COSTS	**998,938**	**827,614**	**948,393**	**958,774**	**843,136**	**909,360**	***-79,020***	***949,416***	***0***

EXTRACT OF FINANCIAL DATA - TREND ANALYSIS **APPENDIX 7A**

REVENUES & BENEFITS INCOME STREAMS			2019/20 Revised Budget	2019/20 Actual Spend	2020/21 Revised Budget	2020/21 Actual Spend	2021/22 Revised Budget	2021/22 Actual Spend	*2022/23 Budgeted Income*	*2022/23 Budgeted Expenditure*	*2022/23 Budgeted Reserves*
FRD210	Reimbursements - Benefits Overpayments	GRE05	-860,140	-970,155	-860,140	-617,941	-860,140	-782,811	*-860,140*	*0*	*0*
FRD210	Recoveries of ongoing benefits from Landlords	GRE06	-900,000	-610,378	-900,000	-406,018	-900,000	-491,714	*-900,000*	*0*	*0*
FRD213	Council Tax Collection - Summons Cost Recover	GDR05	-520,070	-444,528	-520,070	-233,231	-520,070	-546,628	*-395,070*	*0*	*0*
FRD213	Council Tax Collection - CTS Admin Subsidy	GTI42	-244,320	-207,562	-222,320	-211,203	-222,320	-217,638	*-222,320*	*0*	*0*
FRD213	Council Tax Collection - Summons Cost Recover	GDR05	-520,070	-444,528	-520,070	-233,231	-520,070	-546,628	*-395,070*	*0*	*0*
FRD213	Council Tax Collection - Covid Funding	GTO34	0	0	0	-194,309	0	-49,959	*0*	*0*	*0*
FRD214	NNDR Collection - Summons Cost Recoveries	GDR05	-29,500	-25,073	-29,500	-12,994	-29,500	-32,905	*-29,500*	*0*	*0*
FRD214	NNDR Collection - Cost of Collection Allowance	GCO16	-266,040	-269,496	-266,040	-255,492	-266,040	-255,175	*-266,040*	*0*	*0*
FRD217	Hsg Benefits Admin - HB Admin Subsidy	GTI24	-502,290	-537,502	-502,290	-561,663	-502,290	-512,592	*-512,290*	*0*	*0*
FRD217	Hsg Benefits Admin - Other grant income	GTI38	-16,500	-33,810	-16,500	-33,575	-16,500	-35,367	*-31,500*	*0*	*0*
FRD217	Hsg Benefits Admin - Universal Credit Admin Sul	GTI44	-59,920	-25,892	-59,920	-19,175	-59,920	-23,745	*-49,920*	*0*	*0*
FRD217	Hsg Benefits Admin - New Burdens Grants	GTI50	-55,160	-100,229	-55,160	-54,916	-55,160	-69,925	*-65,160*	*0*	*0*
FRD217	Hsg Benefits Admin - Payments to Contractor	HPC01	0	289,081	0	216,441	193,100	202,845	*0*	*165,330*	*0*
	TOTALS - REVENUES INCOME STREAMS		**-3,974,010**	**-3,380,073**	**-3,952,010**	**-2,617,306**	**-3,758,910**	**-3,362,242**	***-3,727,010***	***165,330***	***0***