

General Fund Revenue Budget
Service Budget Outturn Position 2011/12

Key

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		2011/2012 Revised Budget	Outturn	Outturn Variance	Explanation
		£000	£000	£000	
CX01	Chief Executive	200	180	-20	Various savings were achieved on supplies and services budgets.
Division Total - Chief Executives		200	180	-20	
LS01	Director LSP	72	75	4	
Division Total - Director of LSP		72	75	4	
DR04	Assistant Chief Executive	420	344	-76	Savings in a number of budgets across this area, none of which are individually significant.
GC02	Civic and Mayoral Expenses	95	95	-0	
GC05	Overview & Scrutiny	48	46	-2	
GC06	Councillor & Managerial Support	536	511	-25	Savings have been made in members allowances. This was a result of reducing the number of Cabinet members and the boundary review reducing the number of Councillors.
GC08	Communications	189	152	-37	Savings on the advertising and publicity budget.
LD02	Electoral Services	416	349	-67	The Borough Council Election was held in combination with the Referendum on the UK Parliamentary Voting System and costs were shared equally between these two areas, with the Referendum costs being funded by central government. Therefore, the Council's election costs were just under half of the original forecast.
LD08	Democratic Services	151	112	-39	Savings as a result of vacant posts throughout the year
Division Total - Assistant Chief Executive		1,853	1,608	-246	

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PI20	Performance and change	379	326	-53	Savings reflect lower costs incurred in relation to the design and publication of the Corporate Plan (£34k) and employee cost savings as a result of vacant posts (£18k).
Division Total - Head of Performance and Change		379	326	-53	
GC01	Head of Policy & Community Engagement	107	106	-2	
GC04	Policy	9	8	-1	
GC09	Community and Other Grants	1,161	1,137	-25	The underspend is a result of grants awarded not being increased until part way through the year - June, whereas as previous assumptions where that this would happen from April.
GC10	Community Developments	458	499	40	£40k overspend is incurred as part of the Community Centre transfer project.
GC11	Community Centres	349	257	-92	A saving of (£56k) relates to the correction of previous gas bills of a community centre which went back to November 2005. The remaining balance is due to savings achieved through employee related costs and income from Community Centres being higher than budgeted.
GC15	Emergency Planning	45	52	7	
Division Total - Head of Policy and Community Engagement		2,129	2,058	-71	
Directorate Total - Assistant Chief Executive		4,633	4,246	-387	

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DR02	Director of Planning & Regeneration	231	228	-2	
Division Total - Director of Planning and Regeneration		231	228	-2	
FA01	Asset Management	1,850	1,775	-76	Saving primarily reflects NNDR refunds received following appeal.
FA06	Other Buildings & Land	-1,423	-1,685	-262	Increased rental fee income (£232k) due to external rent income (back dated 5 years) being received following a successful outcome from ground rent review arbitration (£332k), offset by loss of income due to vacant properties £100k. Professional fees of £13k were incurred in relation to the rent review arbitration. There have also been various improvements made to reduce energy costs resulting in a saving of (£37k). There has been an overspend due to properties being vacant (which are normally leased out) incurring NNDR costs of £26k. Recovery of insurance premiums (£33k) for 2010/11 were processed in 2011/12.
RG01	Head of Regeneration & Development	90	91	1	
RG02	Regeneration & Investment	601	606	5	
RG05	Development	25	25	0	
RG12	Programme Coordination	5	5	0	
Division Total - Head of Regeneration and Development		1,149	817	-332	

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PE02	Building Control	15	-11	-26	(£16k) of savings were made from various budgets, such as vehicle allowances, professional fees & subscriptions etc due to the reduction of the establishment from previous year. (£8k) saving as a result of the lowered requirements for structural engineering calculations.
PE03	Development Control	293	150	-143	The forecast primarily reflects the increase in fee income received for Development Control services. There were also some savings made due to posts being held vacant.
PE06	Head of Planning	109	109	-0	
PE15	Joint Planning Unit Manager	289	288	-1	
PE17	Planning & Regen Central Support	276	273	-2	
RG04	Planning	787	748	-38	(£28k) of savings have been made through holding posts vacant.
RG09	Bus Shelters	-290	-290	0	
Division Total - Head of Planning		1,480	1,268	-211	
Directorate Total - Director of Planning & Regeneration		2,859	2,314	-545	

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FA04	Non Distributed Costs	4,057	4,011	-46	This saving is due to pension strain payments for 2011/12 leavers less than budgeted.
Division Total - Corporate		4,057	4,011	-46	
DR03	Director of Finance & Support	342	326	-17	
Division Total - Director of Finance & Support		342	326	-17	
HR01	Human Resources	914	964	50	Extra costs were required to undertake systems development work to enable restructuring savings to be delivered.
HR02	Single Status	131	102	-29	Savings in Staff as a result of the HR restructure, offsetting costs above.
HR03	Training & Development	202	200	-2	
Division Total - Head of Human Resources		1,246	1,267	20	
FA02	Financial Services	1,495	1,494	-1	
FA03	Audit	392	308	-84	The saving is because of lower payments to both Internal and External Audit as a result of discounts and refunds being given in 2011/12.
FA05	Investments	92	50	-42	Savings on bank charges are as a result of a new contract for banking services.
FA07	Head of Finance	82	83	0	
FA19	Exchequer Services	495	522	27	Extra resources have been utilised to support the demands placed by front line services. This is being managed with offsetting underspends in other areas of finance.
PR01	Procurement	166	165	-1	
RG07	Concessionary Fares	0	48	48	These are the residual costs arising from closure of the concessionary fares scheme.
Division Total - Head of Finance		2,722	2,670	-52	

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CS01	Administrative Services	471	466	-5	
CS03	Head of Customer Services & ICT	84	90	6	
CS04	Customer Services	1,531	1,625	94	In order to maintain a high level of service to the public in a time of increasing demand, additional agency staff were used in the Contact Centre, with the resultant overspend.
CS05	Print Unit	236	249	12	
FA08	Office Accommodation	1,094	993	-101	There is a (£67k) saving due to an NNDR rebate for the Guildhall whilst works were being carried out. (£44k) savings on cleaning costs due to a restructure of the cleaning service A wide range of other minor savings make up the rest of the variance.
PI02	Information Technology	2,616	2,553	-63	A vacant Customer Excellence Officer post in Business Development Structure has generated savings of (£22k). Changes to the arrangements for leasing of hardware have resulted in savings of (£29k). (£10k) savings on Ordnance Survey mapping service that were not required in 2011/12.
Division Total - Head of Customer Services & ICT		6,031	5,975	-56	
HS01	Benefits	-44	-96	-51	The amount recovered from central government for benefit payments was greater than planned (£98k). £46k additional agency costs was incurred in the Benefits service to manage the increased work flow.
HS02	Head of Revenues & Benefits	81	81	0	
HS03	Revenues	326	315	-12	
Division Total - Head of Revenues and Benefits		363	300	-63	
Directorate Total - Director of Finance & Support		14,761	14,548	-213	

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DR05	Director of Housing	179	169	-10	Mainly attributable to savings made in the training budget
Division Total - Director of Housing		179	169	-10	
CS02	Call Care	-209	-25	185	The overspend was due to loss of external contracts with corresponding loss of income of £237k and a wide range of variances across the service area.
HS05	Home Choice & Resettlement	-84	-90	-7	
HS12	Housing Options	380	350	-30	There were widespread variances across the service the primary one being savings of (£51k) for holding vacant posts in the Housing Strategy Team.
HS13	Head of Housing Needs	95	115	21	
PE09	Travellers Sites	12	4	-8	
PE12	Private Sector Housing Solutions	-173	-202	-29	Savings were due primarily to homeless rent income exceeding expectation by (£68k) together with a wide range of variances across the service. Agency staff used to manage the Houses In Multiple Occupation (HIMO) service resulted an overspend of £47k.
RG03	Housing Strategy	25	-12	-37	There were widespread variances across the service the primary one being savings for holding vacant posts in the Housing Strategy Team.
Division Total - Head of Strategic Housing		46	141	95	
Directorate Total - Housing		225	309	84	
LD03	Land Charges	-44	-76	-32	There was an increase in Land Charge fee income as a result of fluctuations in housing market activity.
LD04	Legal	696	712	16	
Division Total - Borough Solicitor		652	636	-15	
Directorate Total - Borough Solicitor		652	636	-15	

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		£000	£000	£000	
DR01	Director of Environment & Culture	285	186	-99	The savings are due mainly to admin posts being held vacant.
Division Total - Director of Environment and Culture		285	186	-99	
CE04	Leisure Contract	1,134	1,102	-32	CCTV costs were removed from the Leisure Trust management fee resulting in an underspend.
CE06	Museums and Arts	794	807	13	
CE27	Arts and Other Activities	59	48	-11	The value of grants provided has reduced. The budget for 2012/13 reflects this.
CE30	Leisure - NBC	0	-15	-15	The underspend has been caused mainly by unforeseen refunds for water services which relate to prior years.
CE31	Unity Leisure Project Costs	36	36	-0	
Division Total - Leisure and Culture		2,023	1,978	-45	
Division Total - Head of Neighbourhood Environmental Services		7,303	7,218	-85	The variance can be split into: (£370k) additional recycling credits income due to additional tonnages of recyclable materials collected and increases in prices for recycled materials. £460k pre contract and contract mobilisation costs; this is due to repairing vehicles to the required standard for return to the lease company and additional employee costs to cover staff training for the environmental services contract. There were savings of £140k that were achieved through reduced staffing levels in the Client Contract team.

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		£000	£000	£000	
CE02	Community Safety	387	408	21	
LD05	Licensing	-261	-291	-30	There has been an increase in licensing income largely due to an increase in take up of the driver induction facility.
PE07	Pest Control	2	0	-2	
PE10	Commercial Services	358	357	-2	
PE11	Environmental Protection	438	407	-31	This is due to savings from the outsourcing of the animal welfare services.
PE16	Head of Public Protection	69	72	2	
SS01	Neighbourhood Management	746	658	-88	The savings are largely attributable to vacant posts within the service.
Division Total - Head of Public Protection		1,740	1,610	-130	
CE03	Events	341	310	-31	There was an increase in income as a result of the 'Night Lite run' event and other smaller receipts.
CE23	Town Centre Management	-25	-4	21	The increase in expenditure is mainly due to responsive and planned works that had to be carried out.
CE24	Car Parking	-1,970	-1,734	236	The main reason for this variance is that car parking income is less than originally expected. This is attributable to a downward trend in the usage of car parks (both daily and season tickets) and an increase in the VAT rate. There has been a delay in implementing the car park centralisation project due to technological restraints resulting in an unbudgeted spend of £28k in agency staff. There was also a further reduction in car parking income as a result of the new free parking policy £250k, however this was funded from reserves, so no variance is shown here.
CE25	On-Street Parking	0	-0	-0	
CE26	Bus Station	226	226	-0	
FA09	Markets	-39	-49	-10	The underspend was mainly due to over estimating electricity costs in 2010/11 (an over accrual).
Division Total - Head of Town Centre Management		-1,466	-1,251	216	
Directorate Total - Director of Environment & Culture		9,885	9,741	-144	
Total		33,015	31,796	-1,219	

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		Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
		£000	£000	£000	
CX01	Chief Executive	-18	-20	-2	
Division Total - Chief Executives		-18	-20	-2	
LS01	Director LSP	-2	4	6	
Division Total - Director of LSP		-2	4	6	
DR04	Assistant Chief Executive	-65	-76	-12	
GC02	Civic and Mayoral Expenses	7	-0	-7	
GC05	Overview & Scrutiny	-2	-2	0	
GC06	Councillor & Managerial Support	-28	-25	3	
GC08	Communications	-37	-37	0	
LD02	Electoral Services	-91	-67	24	This was due to additional election costs coming through at the end of the year.
LD08	Democratic Services	-40	-39	1	
Division Total - Assistant Chief Executive		-256	-246	10	

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		Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
		£000	£000	£000	
PI20	Performance and change	-58	-53	5	
Division Total - Head of Performance and Change		-58	-53	5	
GC01	Head of Policy & Community Engagement	-1	-2	-0	
GC04	Policy	-1	-1	0	
GC09	Community and Other Grants	-20	-25	-5	
GC10	Community Developments	37	40	3	
GC11	Community Centres	-36	-92	-55	A saving of (£56k) relates to the correction of previous gas bills of a community centre which went back to November 2005.
GC15	Emergency Planning	7	7	0	
Division Total - Head of Policy and Community Engagement		-14	-71	-57	
Directorate Total - Assistant Chief Executive		-348	-387	-39	

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		Period 10 Forecast Variance	Outturn Variance	Forecast Vs Outturn	Explanation
		£000	£000	£000	
DR02	Director of Planning & Regeneration	-3	-2	1	
Division Total - Director of Planning and Regeneration		-3	-2	1	
FA01	Asset Management	-73	-76	-3	
FA06	Other Buildings & Land	-256	-262	-7	
RG01	Head of Regeneration & Development	0	1	1	
RG02	Regeneration & Investment	34	5	-30	(£30k) of grant income was received from Arts Council England in relation to expenditure incurred on the Market Square in previous financial years.
RG05	Development	0	0	0	
RG12	Programme Coordination	0	0	0	
Division Total - Head of Regeneration and Development		-293	-332	-38	

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		£000	£000	£000	
PE02	Building Control	-9	-26	-17	There was a higher recovery of dangerous structure income and recovery of professional costs after a fire incident in January which was not known until the end of the year.
PE03	Development Control	-150	-143	7	
PE06	Head of Planning	-1	-0	1	
PE15	Joint Planning Unit Manager	0	-1	-1	
PE17	Planning & Regen Central Support	-9	-2	6	
RG04	Planning	-27	-38	-12	
RG09	Bus Shelters	0	0	0	
Division Total - Head of Planning		-195	-211	-16	
Directorate Total - Director of Planning & Regeneration		-491	-545	-54	

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FA04	Non Distributed Costs	0	-46	-46	The pension strain costs turned out to be slightly less than estimated.
Division Total - Corporate		0	-46	-46	
DR03	Director of Finance & Support	-8	-17	-9	
Division Total - Director of Finance & Support		-8	-17	-9	
HR01	Human Resources	39	50	11	
HR02	Single Status	-30	-29	1	
HR03	Training & Development	0	-2	-2	
Division Total - Head of Human Resources		10	20	10	
FA02	Financial Services	-9	-1	8	
FA03	Audit	-54	-84	-30	Rebates and discounts on Internal & External audit not forecast as not advised to NBC.
FA05	Investments	-24	-42	-18	Variance on bank charges as new contract for banking services has incurred less costs than anticipated.
FA07	Head of Finance	0	0	0	
FA19	Exchequer Services	31	27	-3	
PR01	Procurement	5	-1	-6	
RG07	Concessionary Fares	48	48	0	
Division Total - Head of Finance		-3	-52	-49	

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CS01	Administrative Services	-1	-5	-4	
CS03	Head of Customer Services & ICT	6	6	-0	
CS04	Customer Services	22	94	72	In order to maintain a high level of service, additional agency staff was used.
CS05	Print Unit	25	12	-12	Additional income (£10k) has resulted from printing work carried out for Leisure Trust and Enterprise such as recycling booklets etc.
FA08	Office Accommodation	-4	-101	-97	Savings achieved on employee costs due to restructuring of cleaning service and holding vacant posts amounted to (£65k). (£25k) was received from hiring of rooms and equipment.
PI02	Information Technology	-63	-63	0	There are savings on leasing of the hardware and pc's due to changes made to ICT leases.
Division Total - Head of Customer Services & ICT		-14	-56	-42	
HS01	Benefits	83	-51	-134	Various changes in subsidy recoverable predominantly in Rent Allowance and the bad debt provision of (£180k). There was an increase in employee costs in the benefit section to deal with the increased work flow.
HS02	Head of Revenues & Benefits	-1	0	1	
HS03	Revenues	-13	-12	1	
Division Total - Head of Revenues and Benefits		69	-63	-132	
Directorate Total - Director of Finance & Support		54	-213	-267	

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DR05	Director of Housing	4	-10	-15	Savings were made in the training budget
Division Total - Director of Housing		4	-10	-15	
CS02	Call Care	136	185	49	The forecast primarily reflects a reduction in income due to the loss of Call Care service contracts to external organisations.
HS05	Home Choice & Resettlement	-5	-7	-1	
HS12	Housing Options	-45	-30	15	The shortfall relates to a wide range of variances. The largest relates to £10k lower than anticipated income from other authorities.
HS13	Head of Housing Needs	11	21	9	
PE09	Travellers Sites	-31	-8	23	Anticipated income was not realised and agency staff costs also exceeded expectation.
PE12	Private Sector Housing Solutions	-11	-29	-18	The savings relate to a wide range of variances. The largest of these relates to higher than anticipated income from accommodation for homeless.
RG03	Housing Strategy	-33	-37	-4	
Division Total - Head of Strategic Housing		22	95	73	
Directorate Total - Housing		26	84	58	
LD03	Land Charges	10	-32	-41	There was an increase in land charge income during February and March.
LD04	Legal	72	16	-55	Recharges were carried out late in the year in relation to work carried out for other services and organisations.
Division Total - Borough Solicitor		81	-15	-96	
Directorate Total - Borough Solicitor		81	-15	-96	

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DR01	Director of Environment & Culture	-92	-99	-7	
Division Total - Director of Environment and Culture		-92	-99	-7	
CE04	Leisure Contract	-0	-32	-32	CCTV costs were removed from the Leisure Trust management fee resulting in an underspend.
CE06	Museums and Arts	1	13	12	
CE27	Arts and Other Activities	-5	-11	-6	
CE30	Leisure - NBC	19	-15	-35	The forecast variation relates primarily to unforeseen changes in the utility costs.
CE31	Unity Leisure Project Costs	8	-0	-8	
Division Total - Leisure and Culture		23	-45	-68	
Division Total - Head of Neighbourhood Environmental Services		307	-85	-392	There was (£280k) of recharges to other organisations and services that were carried out late in the year. There were also utility costs that were less than expected (£30k), and funding was drawn down from reserves for the market testing costs (£30k) incurred early in the year.

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CE02	Community Safety	52	21	-31	There was further grant income received in the year which will be set aside for future years.
LD05	Licensing	-24	-30	-6	
PE07	Pest Control	-2	-2	-0	
PE10	Commercial Services	1	-2	-3	
PE11	Environmental Protection	-16	-31	-15	
PE16	Head of Public Protection	0	2	2	
SS01	Neighbourhood Management	-85	-88	-3	
Division Total - Head of Public Protection		-75	-130	-55	
CE03	Events	-18	-31	-14	
CE23	Town Centre Management	25	21	-4	
CE24	Car Parking	204	236	32	This is mainly attributable to fluctuations in car parking income.
CE25	On-Street Parking	0	-0	-0	
CE26	Bus Station	-17	-0	17	This change was as a result of increased security costs and less rental income
FA09	Markets	24	-10	-35	Changes in market rental assumptions.
Division Total - Head of Town Centre Management		219	216	-4	
Directorate Total - Director of Environment & Culture		383	-144	-527	
Total		-295	-1,219	-925	