

**ASSISTANT DIRECTOR - RESOURCES & PERFORMANCE**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Resources & Performance	683,832	681,666	(2,166)	0.32%	
Grants to Organisations	79,926	79,914	(12)	0.02%	
General Fund Adjustments	(11,095,473)	(10,564,539)	530,934	4.79%	<p>Additional levy payable of £252k due to more business rates collectable and a significant drop in estimated appeals figures, offset by an extra £50k income from the Suffolk Business Rate Pool. The additional growth income will be retained in the Collection Fund to be redistributed in future years.</p> <p>In addition, £337k originally budgeted to be transferred from Business Rate Equalisation Reserve has not taken due to the overall budget position being underspent.</p>
<b>Resources &amp; Performance:</b>	<b>(10,331,715)</b>	<b>(9,802,959)</b>	<b>528,756</b>	<b>5.12%</b>	
Internal Audit	109,896	111,441	1,545	1.41%	
<b>Internal Audit:</b>	<b>109,896</b>	<b>111,441</b>	<b>1,545</b>	<b>1.41%</b>	
ICT	899,911	910,865	10,954	1.22%	
<b>ICT:</b>	<b>899,911</b>	<b>910,865</b>	<b>10,954</b>	<b>1.22%</b>	

**ASSISTANT DIRECTOR - RESOURCES & PERFORMANCE (CONTINUED)**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Anglia Revenues Partnership	1,380,370	1,380,370	0	0.00%	
Council Tax Administration	(221,900)	(291,462)	(69,562)	31.35%	Additional Council Tax Administration Subsidy received due to the merging of New Burdens Grant (£21k), along with anticipated additional court costs recovered above the budgeted level (£41k).
Business Rate Administration	(169,457)	(171,058)	(1,601)	0.94%	
Housing Benefits	(420,862)	(455,166)	(34,304)	8.15%	£129k net benefit of rent allowances paid out and subsidy received. Offset by an £82k shortfall in the recovery of overpayments and £13k overspend on External Audit fees.
<b>Anglia Revenues Partnership:</b>	<b>568,151</b>	<b>462,684</b>	<b>(105,467)</b>	<b>18.56%</b>	
Corporate Expenditure	990,465	974,773	(15,692)	1.58%	
Non-Distributed Costs	166,979	139,351	(27,628)	16.55%	Pension Retirement costs lower than budgeted
Non-Distributed Costs - Cost of Unused Assets	42,980	46,980	4,000	9.31%	
<b>Corporate Expenditure:</b>	<b>1,200,424</b>	<b>1,161,104</b>	<b>(39,320)</b>	<b>3.28%</b>	
Emergency Planning	30,727	31,290	563	1.83%	
<b>Emergency Planning:</b>	<b>30,727</b>	<b>31,290</b>	<b>563</b>	<b>1.83%</b>	
<b>TOTALS: RESOURCES &amp; PERFORMANCE</b>	<b>(7,522,606)</b>	<b>(7,125,575)</b>	<b>397,031</b>	<b>5.28%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - HR , LEGAL & DEMOCRATIC**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Human Resources & Payroll	372,938	386,959	14,021	3.76%	
<b>Human Resources:</b>	<b>372,938</b>	<b>386,959</b>	<b>14,021</b>	<b>3.76%</b>	
Health & Safety	96,865	100,538	3,673	3.79%	
<b>Health &amp; Safety:</b>	<b>96,865</b>	<b>100,538</b>	<b>3,673</b>	<b>3.79%</b>	
Central Training Services	151,768	142,166	(9,602)	6.33%	
<b>Learning &amp; Development:</b>	<b>151,768</b>	<b>142,166</b>	<b>(9,602)</b>	<b>6.33%</b>	
Legal Services	260,376	283,858	23,482	9.02%	Shared Legal Service commenced November. One-off Agency & recruitment costs expected to result in overspend for 2016/17. Will be savings from 17/18 onwards.
<b>Legal Services:</b>	<b>260,376</b>	<b>283,858</b>	<b>23,482</b>	<b>9.02%</b>	
Democratic Services	137,345	153,585	16,240	11.82%	
Members Allowances & Expenses	363,260	361,460	(1,800)	0.50%	
Mayoralty & Civic Functions	95,433	79,513	(15,920)	16.68%	
<b>Democratic Services:</b>	<b>596,038</b>	<b>594,558</b>	<b>(1,480)</b>	<b>0.25%</b>	
Electoral Registration	160,092	174,787	14,695	9.18%	
Election Expenses	32,716	46,631	13,915	42.53%	
<b>Elections:</b>	<b>192,808</b>	<b>221,418</b>	<b>28,610</b>	<b>14.84%</b>	
<b>TOTALS: HR &amp; DEMOCRATIC SERVICES</b>	<b>1,670,793</b>	<b>1,729,497</b>	<b>58,704</b>	<b>3.51%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - FAMILIES & COMMUNITIES**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Policy	160,661	154,036	(6,625)	4.12%	
<b>Policy:</b>	<b>160,661</b>	<b>154,036</b>	<b>(6,625)</b>	<b>4.12%</b>	
Communications	120,895	120,499	(396)	0.33%	
Website and Intranet	34,254	29,264	(4,990)	14.57%	
<b>Communications:</b>	<b>155,149</b>	<b>149,763</b>	<b>(5,386)</b>	<b>3.47%</b>	
Customer Services	533,340	552,413	19,073	3.58%	
<b>Customer Services:</b>	<b>533,340</b>	<b>552,413</b>	<b>19,073</b>	<b>3.58%</b>	
Families & Communities	299,565	261,659	(37,906)	12.65%	One-off 2016/17 saving on salary and pension costs as a result of staff changes during the year.
Community Chest - Families & Communities	216,483	216,483	0	0.00%	
Community Centres	28,311	44,784	16,473	58.19%	£13k agreed additional costs to ensure the replacement of Newbury Community Centre project is managed, maintained and transferred appropriately. £3k business rates for the Chalkstone Community Centre - last year of funding.
<b>Families &amp; Communities:</b>	<b>544,359</b>	<b>522,926</b>	<b>(21,433)</b>	<b>3.94%</b>	
Homelessness	115,171	124,701	9,530	8.27%	
Housing Advice & Choice Based Lettings	238,818	241,901	3,083	1.29%	
Non-HRA Housing Properties	960	1,889	929	96.77%	
<b>Housing Options:</b>	<b>354,949</b>	<b>368,491</b>	<b>13,542</b>	<b>3.82%</b>	
<b>TOTALS: FAMILIES &amp; COMMUNITIES</b>	<b>1,748,458</b>	<b>1,747,629</b>	<b>-829</b>	<b>0</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - PLANNING & REGULATORY**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Development Control	(78,370)	(119,706)	(41,336)	52.74%	Application Income higher than expected (£199k), offset by £80k additional Staff and agency costs in the year, £38k of additional Professional Fees and legal costs over what was budgeted.
<b>Development Control:</b>	<b>(78,370)</b>	<b>(119,706)</b>	<b>(41,336)</b>	<b>52.74%</b>	
Land Charges	(143,054)	(111,471)	31,583	22.08%	Decreased demand for the service resulting in reduction of fees due to competition from personal search agencies.
Building Control	(39,218)	25,567	64,785	165.19%	Underachievement of fee income, mainly arising from loss of market share.
Planning & Regulatory Support	314,960	319,966	5,006	1.59%	
<b>Business (BC &amp; Support):</b>	<b>132,688</b>	<b>234,062</b>	<b>101,374</b>	<b>76.40%</b>	
Prevention of Pollution	65,062	59,608	(5,454)	8.38%	
Environmental Management	21,381	19,749	(1,632)	7.63%	
Drinking Water Quality	19,944	18,671	(1,273)	6.38%	
Climate Change	69,414	74,048	4,634	6.68%	
Home Energy Conservation	4,850	1,085	(3,765)	77.63%	
<b>Environment:</b>	<b>180,651</b>	<b>173,161</b>	<b>(7,490)</b>	<b>4.15%</b>	
Licensing	(29,737)	(19,628)	10,109	33.99%	
Hackney Carriage & Private Hire Licensing	(62,416)	(31,566)	30,850	49.43%	Licence Income down as we are now doing 2 and three year licences.
Food Safety	83,355	63,657	(19,698)	23.63%	
Health & Safety at Work Act/Enforcement	84,664	67,023	(17,641)	20.84%	
<b>Business Reg &amp; Licensing:</b>	<b>75,866</b>	<b>79,486</b>	<b>3,620</b>	<b>4.77%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - PLANNING & REGULATORY (CONTINUED)**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Housing Renewals	127,636	131,017	3,381	2.65%	
Burial of the Dead	16,299	19,572	3,273	20.08%	
Other Public Health Services	210,001	210,050	49	0.02%	
<b>Public Health &amp; Housing:</b>	<b>353,936</b>	<b>360,639</b>	<b>6,703</b>	<b>1.89%</b>	
<b>TOTALS: PLANNING &amp; REGULATORY</b>	<b>664,771</b>	<b>727,642</b>	<b>62,871</b>	<b>139.96%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - OPERATIONS**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Vehicle Workshop	(64,730)	(79,291)	(14,561)	22.49%	
Pool Cars	20,340	4,292	(16,048)	78.90%	Vehicle costs lower than budgeted, primarily fuel and repairs.
Vehicle Workshop Trading Account - FHDC	1,160	1,160	0	0.00%	
<b>Fleet Management:</b>	<b>(43,230)</b>	<b>(73,839)</b>	<b>(30,609)</b>	<b>70.80%</b>	
Depots	(159,670)	(137,414)	22,256	13.94%	
Grounds Maintenance Operatives	(162,510)	(193,881)	(31,371)	19.30%	Income from landscaping works and grasscutting exceeding expectations
Tree Maintenance Operatives	(1,120)	(65,707)	(64,587)	5766.70%	Underspend on salary costs, plus some additional income from tree works.
Waste & Cleansing Operatives	(427,050)	(525,293)	(98,243)	23.01%	Underspend mainly arising from lower than anticipated vehicle costs.
Markets	(66,946)	(56,801)	10,145	15.15%	
<b>Operational:</b>	<b>(817,296)</b>	<b>(979,096)</b>	<b>(161,800)</b>	<b>19.80%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Street Cleansing	1,445,737	1,439,548	(6,189)	0.43%	
Refuse Collection (Black Bin)	1,138,807	1,050,820	(87,987)	7.73%	Additional income from refuse collection, combined with a one-off underspend on costs that have been reallocated to reflect the loss of capacity arising from changes in garden waste.
Recycling Collection (Blue Bin)	739,869	806,185	66,316	8.96%	Increased cost due to reduction in worldwide commodity prices for recyclable materials resulting in an increased gate fee at the Material Recovery Facility (MRF). The net recycling credit from Suffolk County Council that was budgeted at £34/tonne has therefore dropped to £27/tonne.
Compostable Collection (Brown Bin)	385,811	385,811	0	0.00%	
Bulky, Fridges, Metal & Scrap Collection	129,099	116,676	(12,423)	9.62%	
Clinical & Hazardous Waste Collection	15,308	15,570	262	1.71%	
Multi-Bank Recycling Sites	(13,321)	(38,589)	(25,268)	189.69%	Underspend on third party payments.
Trade Waste	(41,284)	(247,734)	(206,450)	500.07%	Income £237k higher than budgeted. Income levels are being monitored closely and factored in to the ongoing budget assumptions from 2017/18 onwards. This is partly offset by an overspend on Tools & Equipment £47k.
<b>Waste - Business &amp; Commercial</b>	<b>3,800,026</b>	<b>3,528,287</b>	<b>(271,739)</b>	<b>7.15%</b>	
Property Services	475,128	450,430	(24,698)	5.20%	
<b>Property Maintenance:</b>	<b>475,128</b>	<b>450,430</b>	<b>(24,698)</b>	<b>5.20%</b>	
Industrial & Business Units	(1,454,507)	(1,454,395)	112	0.01%	
Town Centres & Shops	(792,325)	(796,647)	(4,322)	0.55%	
<b>Property Management:</b>	<b>(2,246,832)</b>	<b>(2,251,042)</b>	<b>(4,210)</b>	<b>0.19%</b>	



## Detail by Assistant Director

## Appendix B

## ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Offices: West Suffolk House	(147,975)	(182,862)	(34,887)	23.58%	Savings arising from the facilities maintenance contract, coupled with additional income received from third parties for events and building occupation.
Offices: Haverhill House	(46,950)	(30,888)	16,062	34.21%	
Offices: College Heath Road	0	0	0		
Public Conveniences	131,457	155,094	23,637	17.98%	
CCTV	203,052	193,743	(9,309)	4.58%	
Green Travel Plan	(15,030)	(15,030)	0	0.00%	
Street Banners & Displays	103	(959)	(1,062)	1031.07%	
District Highways Services	406,693	406,983	290	0.07%	
Street Furniture	193,813	194,448	635	0.33%	
Land Drainage & Associated Works	7,079	376	(6,703)	94.69%	
Bus Stations	71,656	84,198	12,542	17.50%	
<b>Facilities, CCTV &amp; Highways Services:</b>	<b>803,898</b>	<b>805,103</b>	<b>1,205</b>	<b>0.15%</b>	
Courier & Postal Service	114,410	116,702	2,292	2.00%	
Printing & Copying Service	23,910	35,450	11,540	48.26%	
<b>Central Services:</b>	<b>138,320</b>	<b>152,152</b>	<b>13,832</b>	<b>10.00%</b>	
Off Street Car Parks	(2,897,871)	(2,898,161)	(290)	0.01%	
On Street Car Parking	(128,517)	(128,517)	0	0.00%	
<b>Car Parking:</b>	<b>(3,026,388)</b>	<b>(3,026,678)</b>	<b>(290)</b>	<b>0.01%</b>	

**ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Arboriculture (Tree Maintenance Works)	197,577	195,524	(2,053)	1.04%	
Other Parks and Play Provision	431,873	417,298	(14,575)	3.37%	
Abbey Gardens	305,684	280,576	(25,108)	8.21%	Underspend arising from structural changes in the service during the year, resulting in lower staffing costs than expected, and a corresponding reduction in repairs and material purchases.
Nowton Park	67,776	70,983	3,207	4.73%	
East Town Park	96,931	100,840	3,909	4.03%	
Clare Country Park	1,870	3,439	1,569	83.90%	
Children's Play Areas	100,281	100,335	54	0.05%	
Cemeteries & Closed Churchyards	235,702	231,577	(4,125)	1.75%	
Allotments	(150)	(1,892)	(1,742)	1161.33%	
<b>Parks &amp; Open Spaces:</b>	<b>1,437,544</b>	<b>1,398,680</b>	<b>(38,864)</b>	<b>13</b>	
Leisure Services Management & Support	146,446	141,719	(4,727)	3.23%	
Sports & Leisure Centres	497,020	517,292	20,272	4.08%	
Leisure & Sports	49,900	51,131	1,231	2.47%	
<b>Sports &amp; Leisure Development</b>	<b>693,366</b>	<b>710,142</b>	<b>16,776</b>		
Arts, Heritage & Cultural Services	113,290	86,480	(26,810)	23.66%	One-off Underspend arising from review of the grant payments in this area.
Moyse's Hall Museum	231,399	234,226	2,827	1.22%	
West Stow Country Park	122,356	121,916	(440)	0.36%	
West Stow ASVT Operating Account	0	0	0		
Heritage Outreach Services	3,500	0	(3,500)	100.00%	
Heritage Sites & Monuments	2,923	5,561	2,638	90.25%	
West Front Houses	28,076	34,423	6,347	22.61%	
<b>Heritage</b>	<b>501,544</b>	<b>482,606</b>	<b>(18,938)</b>	<b>238.10%</b>	

**ASSISTANT DIRECTOR - OPERATIONS (CONTINUED)**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Leisure Promotion	103,194	136,056	32,862	31.84%	The increased marketing spend is contributing to the delivery of a new Apex and What's on West Suffolk website and generates additional ticket sales for the Apex.
The Apex	534,067	494,250	(39,817)	7.46%	Additional income from ticket sales and box office commission.
The Athenaeum	58,099	50,508	(7,591)	13.07%	
The Guildhall, Bury St Edmunds	20,966	40,582	19,616	93.56%	Overspend on business rates and income short of budget.
Tourist Information Centres	79,908	57,153	(22,755)	28.48%	Savings on salary costs, plus increased income from sales.
Shopmobility	28,759	28,705	(54)	0.19%	
Bury Festival	44,587	47,784	3,197	7.17%	
Palace House and Stables	0	0	0	0.00%	
<b>Halls &amp; Events</b>	<b>869,580</b>	<b>855,038</b>	<b>(14,542)</b>	<b>181.76%</b>	
<b>TOTALS: OPERATIONS</b>	<b>2,585,660</b>	<b>2,051,783</b>	<b>(533,877)</b>	<b>1811.37%</b>	

## Detail by Assistant Director

## Appendix B

**ASSISTANT DIRECTOR - GROWTH**

Cost Centre Description	Budget for Year £	Actual for Year £	Over/(Under) Spend for Year £	Variance for Year %	Year End Variance Notes over £25,000
Housing Development & Strategy	133,542	99,266	(34,276)	25.67%	Savings made due to vacant Post , there was also a £5k underspend on Contributions and Professional fees
Gypsies & Travellers	24,409	26,752	2,343	9.60%	
<b>Housing Development &amp; Strategy:</b>	<b>157,951</b>	<b>126,018</b>	<b>(31,933)</b>	<b>20.22%</b>	
Housing Business & Partnerships	44,661	57,537	12,876	28.83%	
<b>Housing Business &amp; Partnerships:</b>	<b>44,661</b>	<b>57,537</b>	<b>12,876</b>	<b>28.83%</b>	
Planning Policy	611,590	597,212	(14,378)	2.35%	
Local Plan	0	1,381	1,381		
<b>Place Shaping:</b>	<b>611,590</b>	<b>598,593</b>	<b>(12,997)</b>	<b>2.13%</b>	
Economic Development & Growth	300,277	323,864	23,587	7.86%	One-off additional professional fees incurred to support the delivery of the Eastern Relief Road £3m capital project, partly offset by not spending £25k ICANBEA monies
Strategic Tourism & Markets	27,503	43,102	15,599	56.72%	
Bury Christmas Fayre	(6,023)	(13,266)	(7,243)	120.26%	
Park & Ride	0	4,707	4,707	0.00%	
Vibrant Town Centres	0	(2,588)	(2,588)	0.00%	
<b>Economic Development &amp; Growth:</b>	<b>321,757</b>	<b>355,819</b>	<b>34,062</b>	<b>10.59%</b>	
<b>TOTALS: GROWTH:</b>	<b>1,135,959</b>	<b>1,137,967</b>	<b>2,008</b>	<b>0.18%</b>	