

Detail by Assistant Director

2018/19 December Budget Monitoring Report

ASSISTANT DIRECTOR - RESOURCES & PERFORMANCE

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Resources & Performance	421,567	350,276	(28,914)	321,362	326,970	(5,789)	321,182	(180)	0.28%	(1,189)	
General Fund Adjustments	(5,685,210)	3,262,623	(8,884,114)	(5,621,491)	2,141,707	(13,111,211)	(10,969,504)	(5,348,013)	0.00%	0	
Resources & Performance:	(5,263,643)	3,612,899	(8,913,028)	(5,300,129)	2,468,677	(13,117,000)	(10,648,322)	(5,348,193)		(1,189)	
Internal Audit	70,740	57,368	(3,676)	53,692	57,290	0	57,290	3,598	0.94%	666	
Internal Audit:	70,740	57,368	(3,676)	53,692	57,290	0	57,290	3,598		666	
ICT	500,843	590,960	(229,079)	361,881	571,696	(123,739)	447,957	86,076	0.69%	3,435	
ICT:	500,843	590,960	(229,079)	361,881	571,696	(123,739)	447,957	86,076		3,435	
Anglia Revenues Partnership	857,651	689,464	(8,622)	680,842	728,015	(67,844)	660,172	(20,670)	0.00%	0	
Council Tax Administration	(188,737)	747	(156,980)	(156,233)	798	(186,929)	(186,130)	(29,897)	3.76%	(7,093)	
Business Rate Administration	(95,222)	747	(72,171)	(71,424)	798	(93,214)	(92,415)	(20,991)	0.50%	472	
Housing Benefits	(247,500)	11,023,413	(11,209,032)	(185,619)	10,791,350	(10,691,957)	99,393	285,012	0.00%	0	
Anglia Revenues Partnership:	326,192	11,714,371	(11,446,805)	267,566	11,520,961	(11,039,944)	481,020	213,454		(6,621)	
Corporate Expenditure	1,016,287	917,578	(96,048)	821,530	752,238	(33,925)	718,314	(103,216)	0.76%	(7,680)	
Non-Distributed Costs	0	0	0	0	1,150	(94)	1,056	1,056	0.00%	1,056	
Corporate Expenditure:	1,016,287	917,578	(96,048)	821,530	753,388	(34,019)	719,370	(102,160)		(6,624)	
Emergency Planning	19,465	19,465	0	19,465	19,802	0	19,802	337	1.73%	337	
Emergency Planning:	19,465	19,465	0	19,465	19,802	0	19,802	337		337	
TOTALS: RESOURCES & PERFORMANCE	(3,330,116)	16,912,641	(20,688,636)	(3,775,995)	15,391,814	(24,314,702)	(8,922,883)	(5,146,888)		(9,996)	

Detail by Assistant Director

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ASSISTANT DIRECTOR - HUMAN RESOURCES , LEGAL & DEMOCRATIC SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Human Resources & Payroll	327,744	286,786	(45,669)	241,117	240,882	(40,738)	200,144	(40,973)	12.21%	(40,008)	Corporate Agency Budget expecting very little expenditure
Human Resources:	327,744	286,786	(45,669)	241,117	240,882	(40,738)	200,144	(40,973)		(40,008)	
Health & Safety	56,025	46,497	(4,005)	42,492	44,592	(891)	43,700	1,208	3.05%	1,707	
Health & Safety:	56,025	46,497	(4,005)	42,492	44,592	(891)	43,700	1,208		1,707	
Central Training Services	81,283	103,963	(43,074)	60,889	41,851	(1,939)	39,911	(20,978)	25.42%	(20,666)	Staffing and training costs likely to be underspent
Learning & Development:	81,283	103,963	(43,074)	60,889	41,851	(1,939)	39,911	(20,978)		(20,666)	
Legal Services	125,931	246,770	(151,272)	95,498	212,154	(109,653)	102,501	7,003	22.53%	(28,369)	Underspend on Staffing Costs, mainly arising from vacant posts and additional BMS income
Legal Services:	125,931	246,770	(151,272)	95,498	212,154	(109,653)	102,501	7,003		(28,369)	
Democratic Services	116,843	108,848	(19,503)	89,345	103,506	(12,801)	90,706	1,361	1.06%	1,241	
Members Allowances & Expenses	219,673	164,881	0	164,881	171,867	0	171,867	6,986	2.90%	6,381	
Mayoralty & Civic Functions	9,839	9,120	0	9,120	7,101	(613)	6,487	(2,633)	25.86%	(2,544)	
Democratic Services:	346,355	282,849	(19,503)	263,346	282,474	(13,414)	269,060	5,714		5,078	
Electoral Registration	90,777	79,308	(10,305)	69,003	100,372	(9,361)	91,011	22,008	26.92%	24,437	Additional costs expected on Postage & Staffing
Election Expenses	12,283	12,268	0	12,268	14,850	0	14,850	2,582	18.59%	(2,283)	
Elections:	103,060	91,576	(10,305)	81,271	115,222	(9,361)	105,861	24,590		22,154	
TOTALS: HR, LEGAL & DEMOCRATIC	1,040,398	1,058,441	(273,828)	784,613	937,175	(175,996)	761,177	(23,436)		(60,104)	

Detail by Assistant Director

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ASSISTANT DIRECTOR - FAMILIES & COMMUNITIES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Policy	125,066	122,759	(24,714)	98,045	137,198	(50,378)	86,820	(11,225)	7.81%	(9,773)	
Policy:	125,066	122,759	(24,714)	98,045	137,198	(50,378)	86,820	(11,225)		(9,773)	
Communications	82,173	80,356	(16,560)	63,796	65,947	(5,861)	60,086	(3,710)	1.22%	(1,001)	
Website and Intranet	22,457	19,018	0	19,018	11,661	0	11,661	(7,357)	0.60%	134	
Communications:	104,630	99,374	(16,560)	82,814	77,608	(5,861)	71,747	(11,067)		(867)	
Customer Services	377,236	303,372	0	303,372	290,812	0	290,812	(12,560)	3.44%	(12,990)	
Bus Stations	48,765	47,698	(7,650)	40,048	20,810	(7,686)	13,125	(26,923)	3.13%	(1,527)	
Customer Services:	426,001	351,070	(7,650)	343,420	311,622	(7,686)	303,937	(39,483)		(14,517)	
Families & Communities	186,060	178,941	(36,135)	142,806	149,850	(20,573)	129,277	(13,529)	0.83%	(1,538)	
Community Chest - Families & Communities	90,250	265,055	(174,805)	90,250	225,210	(125,865)	99,345	9,095	0.00%	0	
Health, Culture & Arts	5,000	3,753	0	3,753	2,937	0	2,937	(816)	0.00%	0	
Community Centres	3,048	3,048	0	3,048	4,647	(1,225)	3,423	375	7.84%	239	
Families & Communities:	284,358	450,797	(210,940)	239,857	382,644	(147,663)	234,982	(4,875)		(1,299)	
Housing Options: Choice Based Lettings	45,296	69,357	(5,202)	64,155	69,386	(3,437)	65,950	1,795	7.34%	(3,323)	
Housing Options: Advice & Prevention	152,694	331,369	(175,957)	155,411	398,034	(235,080)	162,954	7,543	1.77%	(2,709)	
Housing Options: Solutions	58,814	48,076	0	48,076	72,969	0	72,969	24,893	11.72%	6,894	
Housing Options:	256,804	448,802	(181,159)	267,642	540,389	(238,517)	301,873	34,231		862	
TOTALS: FAMILIES & COMMUNITIES	1,196,859	1,472,802	(441,023)	1,031,778	1,449,461	(450,105)	999,359	(32,419)		(25,594)	

Detail by Assistant Director

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ASSISTANT DIRECTOR - PLANNING & REGULATORY SERVICES

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Development Control	(226,237)	406,511	(570,177)	(163,666)	329,982	(418,636)	(88,654)	75,012	49.59%	112,200	Planning Fee income currently predicted to be significantly lower than budget, partly offset by underspends in Staffing costs.
Development Control:	(226,237)	406,511	(570,177)	(163,666)	329,982	(418,636)	(88,654)	75,012		112,200	
Land Charges	(51,483)	35,410	(73,440)	(38,030)	26,234	(71,268)	(45,034)	(7,004)	11.59%	(5,965)	
Building Control	19,777	104,035	(87,606)	16,429	107,629	(90,575)	17,054	625	31.28%	6,186	
Planning & Regulatory Support	189,154	144,907	0	144,907	148,232	0	148,232	3,325	1.42%	2,678	
Business (BC & Support):	157,448	284,352	(161,046)	123,306	282,095	(161,843)	120,252	(3,054)		2,899	
Prevention of Pollution	25,260	23,654	(4,734)	18,920	14,835	(8,079)	6,756	(12,164)	29.74%	(7,512)	
Environmental Management	(26,264)	41,584	(66,347)	(24,763)	27,297	(18,028)	9,269	34,032	66.99%	17,593	Loss of Solar for Business income due to lower capital spend than anticipated in previous years
Drinking Water Quality	22,377	22,568	(5,247)	17,321	19,653	(3,305)	16,348	(973)	20.84%	(4,664)	
Climate Change	24,454	21,551	0	21,551	20,913	0	20,913	(638)	0.04%	(9)	
Solar Farm	(986,662)	298,522	(1,157,000)	(858,478)	193,406	(1,188,584)	(995,178)	(136,700)	10.01%	(98,788)	Exceeding income generation targets as well as lower Business Rates , Insurance & O&M costs.
Home Energy Conservation	3,430	2,574	0	2,574	0	0	0	(2,574)	98.28%	(3,371)	
Environment:	(937,405)	410,453	(1,233,328)	(822,875)	276,104	(1,217,996)	(941,892)	(119,017)		(96,751)	
Licensing	(5,205)	79,124	(90,927)	(11,803)	70,373	(68,188)	2,185	13,988	277.12%	14,424	
Hackney Carriage & Private Hire Licensing	(51,960)	720	(47,541)	(46,821)	1,107	(63,124)	(62,017)	(15,196)	5.42%	(2,815)	
Food Safety	70,035	57,368	(387)	56,981	48,864	(869)	47,995	(8,986)	3.75%	(2,629)	
Health & Safety at Work Act/Enforcement	50,430	38,314	0	38,314	40,297	0	40,297	1,983	5.96%	3,004	
Business Reg & Licensing:	63,300	175,526	(138,855)	36,671	160,641	(132,181)	28,460	(8,211)		11,984	
Housing Renewals	77,048	58,798	(144)	58,654	60,340	(208)	60,131	1,477	0.53%	408	
Burial of the Dead	8,918	6,698	(27)	6,671	6,285	(35)	6,250	(421)	5.29%	(472)	
Other Public Health Services	122,449	97,578	(3,843)	93,735	100,882	(14,818)	86,064	(7,671)	6.72%	(8,234)	
Public Health & Housing:	208,415	163,074	(4,014)	159,060	167,507	(15,061)	152,445	(6,615)		(8,298)	
TOTALS: PLANNING	(734,479)	1,439,916	(2,107,420)	(667,504)	1,216,329	(1,945,717)	(729,389)	(61,885)		22,034	

Detail by Assistant Director

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ASSISTANT DIRECTOR - OPERATIONS

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Pool Cars	559	559	0	559	513	0	513	(46)	8.23%	(46)	
Fleet Management:	559	559	0	559	513	0	513	(46)		(46)	
Depots	(38,065)	67,550	(113,865)	(46,315)	75,422	(121,041)	(45,620)	695	14.02%	(5,335)	
Grounds Maintenance Operatives	669	172,411	(202,849)	(30,438)	234,720	(162,437)	72,283	102,721	2559.94%	17,126	
Tree Maintenance Operatives	0	0	0	0	0	(9,295)	(9,295)	(9,295)	0	0	
Waste & Cleansing Operatives	(33,926)	1,279,590	(1,618,330)	(338,740)	1,412,824	(1,645,089)	(232,264)	106,476	141.50%	48,005	
Markets	93,537	107,597	(17,622)	89,975	198,286	(20,499)	177,788	87,813	55.55%	51,963	
Operational:	22,215	1,627,148	(1,952,666)	(325,518)	1,921,252	(1,958,361)	(37,108)	288,410	5	111,759	
Street Cleansing	593,296	539,052	(5,130)	533,922	643,558	(97,310)	546,248	12,326	3.06%	18,144	Forecast overspend mainly from Operational Staffing costs.
Refuse Collection (Black Bin)	463,781	431,887	0	431,887	437,395	(444)	436,951	5,064	1.41%	6,529	
Recycling Collection (Blue Bin)	284,289	422,517	(112,465)	310,052	435,530	(64,633)	370,897	60,845	26.25%	74,619	Recycling credits currently expected to fall short of budget. To be monitored closely in the coming months.
Compostable Collection (Brown Bin)	(3,894)	433,143	(498,030)	(64,887)	260,992	(506,557)	(245,565)	(180,678)	1360.22%	(52,967)	Anticipated brown bin income is up by 2.8%. Assumed payments to SCC and other costs are currently forecast to be down at present. The service is currently on track to achieve the budgeted break-even position by 2019/20.
Bulky, Fridges, Metal & Scrap Collection	44,254	58,778	(15,003)	43,775	58,719	(24,606)	34,113	(9,662)	18.77%	(8,306)	
Clinical & Hazardous Waste Collection	12,721	10,047	(486)	9,561	8,575	(269)	8,306	(1,255)	12.65%	(1,609)	
Multi-Bank Recycling Sites	(38,983)	24,927	(43,447)	(18,520)	3,832	(73,166)	(69,333)	(50,813)	77.26%	(30,120)	
Trade Waste	(149,680)	273,761	(487,735)	(213,974)	323,742	(576,821)	(253,078)	(39,104)	33.73%	(50,480)	Income currently expected to be higher than budgeted.
Waste - Business & Commercial	1,205,784	2,194,112	(1,162,296)	1,031,816	2,172,343	(1,343,806)	828,539	(203,277)		(44,190)	
Non-HRA Housing Properties	(23,047)	33,850	(49,739)	(15,889)	29,137	(28,911)	227	16,116	97.08%	22,373	
Property Services	349,343	266,631	(2,457)	264,174	268,777	(1,979)	266,798	2,624	1.31%	4,593	
Property Maintenance:	326,296	300,481	(52,196)	248,285	297,914	(30,890)	267,025	18,740		26,966	

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ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Industrial & Business Units	(692,529)	654,728	(1,079,810)	(425,082)	374,324	(1,023,754)	(649,430)	(224,348)	3.07%	(21,242)	Income currently forecasted to be around £10k higher than budgeted.
Town Centres & Shops	(845,526)	56,802	(616,802)	(559,999)	51,520	(553,631)	(502,112)	57,887	0.10%	847	
Property Management:	(1,538,055)	711,530	(1,696,612)	(985,081)	425,844	(1,577,385)	(1,151,542)	(166,461)		(20,395)	
Offices: College Heath Road	(138,559)	209,920	(371,144)	(161,224)	210,852	(402,925)	(192,073)	(30,849)	8.23%	(11,408)	
Offices: Brandon & Newmarket Guineas	(19,200)	42,270	(66,438)	(24,168)	57,863	(58,302)	(439)	23,729	32.55%	6,250	
Public Conveniences	54,339	51,941	(7,803)	44,138	53,950	(16,785)	37,165	(6,973)	10.89%	(5,916)	
CCTV	90,004	67,694	0	67,694	26,290	0	26,290	(41,404)	19.93%	17,938	
Green Travel Plan	0	0	0	0	0	(305)	(305)	(305)	0.00%	0	
District Highways Services	(8,936)	19,503	(1,449)	18,054	10,927	(30,616)	(19,689)	(37,743)	60.15%	(5,375)	
Land Drainage & Associated Works	79,000	39,460	0	39,460	81,729	0	81,729	42,269	3.45%	2,729	
Facilities, CCTV & Highways Services:	56,648	430,788	(446,834)	(16,046)	441,611	(508,933)	(67,322)	(51,276)		4,218	
Courier & Postal Service	22,471	17,118	0	17,118	109	0	109	(17,009)	7.69%	(1,727)	
Printing & Copying Service	33,833	26,830	0	26,830	18,771	553	19,324	(7,506)	15.29%	(5,173)	
Central Services:	56,304	43,948	0	43,948	18,880	553	19,433	(24,515)		(6,900)	
Off Street Car Parks	(397,924)	253,156	(510,759)	(257,603)	292,598	(519,771)	(227,173)	30,430	10.82%	43,057	Car Parking income below target, Business Rates higher than budgeted by £12k, partly offset by savings in other areas.
Car Parking:	(397,924)	253,156	(510,759)	(257,603)	292,598	(519,771)	(227,173)	30,430		43,057	
Arboriculture (Tree Maintenance Works)	93,441	71,115	0	71,115	78,388	(151)	78,237	7,122	4.88%	(4,563)	
Other Parks and Play Provision	172,969	202,248	(29,133)	173,115	243,754	(93,741)	150,013	(23,102)	2.55%	(4,414)	
Children's Play Areas	67,522	60,659	(3,000)	57,659	48,380	(4,994)	43,386	(14,273)	4.11%	(2,776)	
Brandon Country Park	22,210	22,084	0	22,084	64,954	(62,880)	2,074	(20,010)	0.95%	(210)	Brandon Country Park transferred to FHDC from April 2018. Budgets still being worked on and likely that some costs will move from other areas.
Cemeteries & Closed Churchyards	15,645	11,736	0	11,736	60,837	(57,325)	3,512	(8,224)	15.90%	(2,488)	
Allotments	(214)	0	(214)	(214)	0	(214)	(214)	0	0.00%	0	
Parks & Open Spaces	371,573	367,842	(32,347)	335,495	496,313	(219,305)	277,008	(58,487)		(14,451)	

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ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Sports & Leisure Centres	423,088	500,499	(75,636)	424,863	464,829	(37,828)	427,001	2,138	1.19%	5,022	
Leisure & Sports	22,000	16,497	0	16,497	14,150	0	14,150	(2,347)	0.00%	0	
Sports & Leisure Development	445,088	516,996	(75,636)	441,360	478,979	(37,828)	441,151	(209)		5,022	
Arts, Heritage & Cultural Services	9,664	8,864	(747)	8,117	8,294	(231)	8,063	(54)	0.59%	(57)	
Heritage	9,664	8,864	(747)	8,117	8,294	(231)	8,063	(54)		(57)	
Shopmobility	8,340	7,502	0	7,502	5,095	0	5,095	(2,407)	0.00%	0	
The Pavilion - Lady Wolverton Playingfield	(7,793)	7,882	(12,375)	(4,493)	5,769	(10,862)	(5,093)	(600)	10.27%	(800)	
Palace House and Stables	48	19	0	19	51,634	(2,574)	49,060	49,041	100.00%	(48)	
Halls & Events	595	15,403	(12,375)	3,028	62,498	(13,436)	49,062	46,034	1	(848)	
TOTALS: OPERATIONS	558,747	6,470,827	(5,942,468)	528,360	6,617,039	(6,209,393)	407,649	(120,711)		104,135	

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2018/19 December Budget Monitoring Report

ASSISTANT DIRECTOR - GROWTH

Cost Centre Description	Full Year Budget £	Expenditure Budget to Date £	Income Budget to Date £	Net Budget to Date £	Expenditure Actual to Date £	Income Actual to Date £	Net Actual to Date £	Over/(Under) Spend to Date £	Year End Forecast Variance %	Year End Forecast Variance £	Forecast Variance Notes (numbers in brackets are underspends or increased income)
Housing Development & Strategy	77,117	103,554	(45,396)	58,158	110,506	(31,080)	79,425	21,267	10.92%	8,421	
Gypsies & Travellers	14,418	10,820	(27)	10,793	6,285	(35)	6,250	(4,543)	3.31%	(477)	
Housing Development & Strategy:	91,535	114,374	(45,423)	68,951	116,791	(31,115)	85,675	16,724		7,944	
Strategic Property	48,534	55,084	(18,747)	36,337	67,749	0	67,749	31,412	74.14%	35,982	Expected pressure due to currently being unable to Capitalise salaries due to timing of Capital Projects. Partly offset by vacancies in the team.
Strategic Property	48,534	55,084	(18,747)	36,337	67,749	0	67,749	31,412	1	35,982	
Housing Business & Partnerships	(1)	0	0	0	0	0	0	0	100.00%	1	
Housing Business & Partnerships:	(1)	0	0	0	0	0	0	0	1	1	
Planning Policy	361,572	354,448	(54,234)	300,214	322,039	(36,458)	285,581	(14,633)	3.51%	(12,686)	
Local Plan	5,000	78,750	(74,997)	3,753	139,596	(137,290)	2,306	(1,447)	53.88%	(2,694)	
Place Shaping:	366,572	433,198	(129,231)	303,967	461,635	(173,748)	287,887	(16,080)		(15,380)	
Economic Development & Growth	159,330	202,223	(77,841)	124,382	141,089	(24,273)	116,816	(7,566)	3.29%	(5,248)	
Strategic Tourism & Markets	30,339	22,761	0	22,761	11,803	0	11,803	(10,958)	7.16%	(2,172)	
Vibrant Town Centres	14,680	11,007	0	11,007	18,972	(5,350)	13,622	2,615	2.73%	401	
Economic Development & Growth:	204,349	235,991	(77,841)	158,150	171,864	(29,623)	142,241	(15,909)		(7,019)	
TOTALS: GROWTH:	710,989	838,647	(271,242)	567,405	818,039	(234,486)	583,552	16,147		21,528	