

2021/22 General Fund Revenue Significant Variance Analysis

| Commercial & Operations | | | | | | |
|------------------------------------|--|----------------------------|--|--|---------------------------------|-------------------------------|
| Service Area | Current Expenditure Budget (less Budget Carry Forwards) £ | Current Income Budget £ | Current Budget (less Budget Carry Forwards) £ | 2021/22 Provisional Outturn (less Accounting Adjustments) £ | Variance to Current Budget £ | 2021/22 Outturn Variance % |
| Building Control | 937,201 | (833,885) | 103,316 | 55,568 | (47,748) | (46.2%) |
| Commercial & Operations | 286,765 | 0 | 286,765 | 284,121 | (2,644) | (0.9%) |
| Community Resilience | 103,959 | 0 | 103,959 | 103,752 | (207) | (0.2%) |
| Corporate Operations | 4,098,748 | (2,118,743) | 1,980,005 | 2,039,511 | 59,506 | 3.0% |
| Public Protection | 1,513,326 | (641,350) | 871,976 | 652,905 | (219,071) | (25.1%) |
| Street Scene | 6,407,010 | (2,094,395) | 4,312,615 | 4,146,195 | (166,420) | (3.9%) |
| Total | 13,347,009 | (5,688,373) | 7,658,636 | 7,282,052 | (376,584) | (4.9%) |

| Explanation of Significant Variances (>£20,000 only) | £'000 |
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| <p>Corporate Operations</p> <p>Car parking – Current income levels compared to 2019/20 (pre COVID) are 60% for Grantham and 90% for Stamford car parks, with occupancy rates still being impacted, resulting in a total loss of income of £257k in year.</p> <p>Markets -The use of casual staff at both Grantham and Stamford market has been reviewed and resources have been realigned to create efficiency savings of (£34k), this is partly offset by a reduction in income of £24k for Stamford Market which is due to ongoing trading restrictions.</p> <p>Public Conveniences – Business Rates Relief has been awarded resulting in an underspend of (£19k). The staffing of public conveniences has been reduced and resources have been realigned to create efficiency savings of (£14k).</p> <p>Community Fund – The prior year carry forward budget of £125k was not fully spent due to a number of applications exceeding the time period</p> <p>Utilities – Reduction in costs due to reduced usage at the Council Offices as staff continue to work on a hybrid model of work and home (£25k)</p> | 60 |
| <p>Public Protection</p> <p>A reduction in taxi licensing income of £10k has occurred. Licence applications for hackney licences have reduced by 20% for drivers and 10% for vehicles as there has</p> | (219) |

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| <p>been less demand for this service during restrictions.</p> <p>Various in year vacancies have resulted in an underspend of (£41k).</p> <p>An in-year grant award of (£20k) for mandatory licensing changes has contributed towards existing establishment costs in year.</p> <p>A further grant award of (£100k) for outbreak management will be utilised to fund additional costs in 2022/23.</p> | |
| <p>Street Scene</p> <p>Green Waste Collection – Additional income of (£61k) has been received for new customers for 2021/22. 30,481 households renewing their subscription for 2021/22 (29,641 in 2020/21) and 1,304 new households joining the service. 95.5% of these households made their payment online with 70.5% paying by direct debit.</p> <p>Refuse & Recycling/Street Cleansing – Mild weather conditions have reduced the requirement for catch up rounds resulting in an underspend of (£30k).</p> <p>Bulky Waste – Additional income of (£48k) has been received with the service continuing to be used at a high level even after the reopening of household waste recycling sites.</p> <p>Workshop – A combination of increase in price and quantity of consumables, external and specialist repair work in particular on end-of-life vehicles, in particular the food waste vehicles for £74k, has resulted in additional spend of £160k. This has been funded in year by the Waste reserve.</p> | <p>(166)</p> |

| Corporate | | | | | | |
|--------------------------------|--|----------------------------|--|--|---------------------------------|-------------------------------|
| Service Area | Current Expenditure Budget (less Budget Carry Forwards) £ | Current Income Budget £ | Current Budget (less Budget Carry Forwards) £ | 2021/22 Provisional Outturn (less Accounting Adjustments) £ | Variance to Current Budget £ | 2021/22 Outturn Variance % |
| Centralised & Business Support | 488,800 | (3,200) | 485,600 | 431,975 | (53,625) | (11.0%) |
| Communications | 256,100 | (4,300) | 251,800 | 283,264 | 31,464 | 12.5% |
| Corporate | 1,609,462 | (67,500) | 1,541,962 | 1,825,291 | 283,329 | 18.4% |
| Finance | 1,310,500 | (93,550) | 1,216,950 | 1,570,582 | 353,632 | 29.1% |
| Human Resources | 290,600 | (5,800) | 284,800 | 207,933 | (76,867) | (27.0%) |
| ICT Services | 2,005,558 | (93,350) | 1,912,208 | 1,545,126 | (367,082) | (19.2%) |
| Legal & Democratic | 1,929,950 | (549,200) | 1,380,750 | 1,336,572 | (44,178) | (3.2%) |
| OD & Change | 534,224 | (33,000) | 501,224 | 551,479 | 50,255 | 10.0% |
| Revenues & Benefits | 20,330,674 | (20,417,200) | (86,526) | (225,227) | (138,701) | (160.3%) |
| TOTAL | 28,755,868 | (21,267,100) | 7,488,768 | 7,526,995 | 38,227 | 0.5% |

| Explanation of Significant Variances | £'000 |
|---|--------------|
| Centralised & Business Support Continuing reductions in postage, printing and advertising requirements during the year has resulted in a forecast under spend of (£48k). New ways of working have been incorporated into the budget for 2022/23. | (54) |
| Corporate Procurement savings not able to be achieved for the financial year is £188k. A new dedicated staffing resource has been employed to ensure there is focus on this important area. Service review efficiencies of £300k were not achieved but this has been offset unanticipated grant of £194k received during the year. | 283 |
| Finance In-year associated restructure costs of £298k, as a result of the implementation of the corporate restructure, are to be funded by the Invest to Save reserve. Additional audit requirements in respect of asset revaluations have increased valuation fees by £20k. | 354 |

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| <p>HR</p> <p>In year vacancies has resulted in a forecast underspend of (£63k).</p> | (77) |
| <p>ICT</p> <p>As hybrid working arrangements and restrictions on working from home continued throughout 2021/22, additional hardware requirements in the offices have been postponed so reducing the ICT reserve funding by £110k. A reduction in use of landline phones has also resulted in an underspend of (£22k).</p> <p>In year vacancies have resulted in a forecast underspend of (£67k).</p> <p>In year grant award of (£150k) for cyber security was received which will be utilised in 2022/23.</p> | (367) |
| <p>Legal & Democratic</p> <p>Land Charges – The total of local searches has now reached pre pandemic levels although the split between chargeable full searches and non- chargeable personal searches has increased by 5% to 62% resulting in a reduction in income of £40k. This has partially been offset by a reduction in expected agency costs (£20k) which ceased once service levels of 10 working days had been achieved.</p> <p>In year Elections COVID grant award of (£27k) has been utilised to fund costs in 2021/22.</p> | (44) |
| <p>Organisational Development & Change</p> <p>Process automation projects are currently being reviewed resulting in budgeted savings of £170k not being achieved in 2021/22 which is partially offset with the reserve funded reduction in contract fee payable.</p> | 52 |
| <p>Revenues & Benefits</p> <p>In year vacancies of Revenues and Benefits officers has resulted in an underspend of (£76k). Permanent recruitment has been undertaken.</p> <p>As recovery processes have now commenced following restrictions, court costs of (£29k) above budgeted levels have been received.</p> <p>In year single person discount review has resulted in penalty income of (£25k).</p> | (139) |

| Growth & Culture | | | | | | |
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| Service Area | Current Expenditure Budget (less Budget Carry Forwards) £ | Current Income Budget £ | Current Budget (less Budget Carry Forwards) £ | 2021/22 Provisional Outturn (less Accounting Adjustments) £ | Variance to Current Budget £ | 2021/22 Outturn Variance % |
| Arts & Culture | 2,905,220 | (1,266,050) | 1,639,170 | 1,448,339 | (190,831) | (11.6%) |
| Development & Policy | 1,464,748 | (1,408,100) | 56,648 | 90,511 | 33,863 | 59.8% |
| Growth Management | 804,780 | (546,572) | 258,208 | 269,422 | 11,214 | 4.3% |
| Invest SK | 370,000 | 0 | 370,000 | 370,000 | 0 | 0.0% |
| Leisure | 3,393,800 | (210,350) | 3,183,450 | 3,215,114 | 31,664 | 1.0% |
| Total | 8,938,548 | (3,431,072) | 5,507,476 | 5,393,386 | (114,090) | (2.1%) |

| Explanation of Significant Variances | £'000 |
|---|--------------|
| <p>Arts Centres</p> <p>An additional successful Cultural Recovery grant application award of (£100k) has been utilised to partially support the phased reopening of the venues as they offered a reduced programme during 2021/22.</p> <p>In year vacancies across a number of posts (£60k) and job retention scheme claims of (£49k) to the end of September when the scheme ceased.</p> <p>Due to the then ongoing social restrictions, there were no festivals held during 2021/22 (£146k).</p> | (191) |
| <p>Development & Policy</p> <p>There has been a reduced number of major planning application throughout the year which typically have significant planning application fees, resulting in a reduction in income of £133k. The number of non-major applications have remained consistent with previous years.</p> <p>In year vacancies have resulted in an underspend of (£40k). Permanent recruitment is underway.</p> <p>Income recharges for services provided to other local authorities of (£20k).</p> | 34 |
| <p>Growth Management</p> <p>In year vacancies have resulted in an underspend of (£116k).</p> <p>Vacant cinema first floor office space - Reduction in running costs of units whilst it remained vacant (£51k).</p> <p>Heritage Action Zone (Grantham) – scheme has seen delays in procurement, material availability and prices affecting the confidence of the property owners resulting in a reduction of funding claimed in year of £201k. Grant award body Historic England has</p> | 11 |

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| committed funding in 2022/23 to continue programme. | |
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| Housing & Property | | | | | | |
|-------------------------------|---|-----------------------|---|---|----------------------------|--------------------------|
| Service Area | Current Expenditure Budget (less Budget Carry Forwards) | Current Income Budget | Current Budget (less Budget Carry Forwards) | 2021/22 Provisional Outturn (less Accounting Adjustments) | Variance to Current Budget | 2021/22 Outturn Variance |
| | £ | £ | £ | £ | £ | % |
| Assets & Estates | 1,294,631 | (1,150,150) | 144,481 | 444,632 | 300,151 | 207.7% |
| Housing | 1,230,750 | (838,251) | 392,499 | 216,449 | (176,050) | (44.9%) |
| TOTAL | 2,525,381 | (1,988,401) | 536,980 | 661,081 | 124,101 | 23.1% |

| Explanation of Significant Variances | £'000 |
|--|--------------|
| <p>Assets & Estates</p> <p>Reduction in operational costs of (£87k) for St Martin's Park during the masterplanning of this project. This is offset by a reduced reserve movement from the Regeneration reserve.</p> <p>Additional masterplanning costs of £253k for St Martins Park will be funded from the Regeneration Reserve.</p> <p>Reduction in income received from property rentals of £60k when compared to budget resulting from a combination of void units and the associated management fee being incurred from the external company managing the portfolio.</p> | 300 |
| <p>Housing</p> <p>Additional Flexible Homelessness Support Grant of (£70k) received in year will be transferred to a reserve to be utilised in future years.</p> <p>A reduction in bad debt provision of (£78k).</p> | (176) |