

Agenda Item No...

**REPORT TO:** Organisation, Improvement and Environment Overview  
Scrutiny Commission

**DATE:** 15 January 2007

**DEPARTMENT:** Harrogate International Centre

**REPORTING OFFICER:** Director HIC  
(*Stuart Quin – Director HIC*)

**SUBJECT:** **HOLIDAY TOURISM MARKETING BUDGET  
2007/2008**

**WARD/S AFFECTED:** N/A

**FORWARD PLAN REF:** N/A

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**1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to set out for approval a budget for 2007/08 for the Holiday Tourism activities, undertaken by the HIC on behalf of HBC.

**2.0 RECOMMENDATIONS**

**Cabinet is recommended to:**

- 2.1 Note the latest position shown for the Revised Estimate 2006/07.
- 2.2 Approve the proposed Original Estimate 2007/08 for the Holiday Tourism Business Service.
- 2.3 Note the potential efficiency savings of £1,000 cash and £28,000 non cash for 2007/08 (this Business Unit's cash/efficiency target), although the non cash target for 2007/08 for this service is £2k.

2.4 Note the projections for 2008/09 and 2009/10.

### **3.0 2006/07 RE and 2007/08 OE**

3.1 The compilation of the draft budget (Appendix A), has followed the guidelines laid down by the Director of Resources, in terms of allowances for pay awards and inflation, and subsequently agreed with the Accountancy Division.

The target budget for income in 2007/08 has been reduced by £14,760. This stems from increasing market and competitive pressures, and the assimilation of leisure tourism marketing activities with other partners in the Yorkshire Dales area tourism partnership. By the same token, the cost of marketing has been reduced by a similar amount.

The net cost of the service for 2007/08 has risen by c.£20k. This is attributable to a spreadsheet error in 2006/07 in allocating staff time between business and holiday tourism.

3.2 The year on year variances, which have been confirmed with the Accountancy Division, are summarised in Appendices A and B.

### **4.0 DETAILS OF EFFICIENCY/CASH SAVINGS**

4.1 The Director of Resources has calculated a target efficiency saving for 2007/08 of £3k for this Business Unit – comprised of a £2k non-cash element and a £1k cash element. Neither element has been included in the draft budget for 2006/07.

4.2 The non-cash element which has been achieved in the current year as a result of:

(i) Increased visitor numbers to the District, is significantly above the required target. On a static FTE count, and against a higher staff cost, the number of visitors through the Harrogate TIC increased by over 60% (c.53,000), thus reducing the cost per inquiry by over 44p (from £1.20 to £0.76). This means an efficiency saving of £23,398 (0.44 x 52972)

(ii) Opening the satellite TICs in the winter. This has been because the costs of closing the TICs in the winter are, in fact, potentially much higher; in particular the cost of closing doors, and of recruitment and training. The potential value of this service is £5,000.

4.3 The cash saving of £1,040 comprises savings in postal costs and telephone equipment costs.

The savings have no adverse impact on service.

## **5.0 DETAILS OF DISCRETIONARY GROWTH**

There is no discretionary growth associated with this budget.

## **6.0 PROJECTIONS 2008/09 AND 2009/10**

- 6.1 Under the Government's Prudential Code, and also for the Comprehensive Performance Assessment, it is necessary to produce projections for the next three years. These projections are only a broad indication of likely net expenditure levels and have been compiled in accordance with the guidance and parameters set.

## **7.0 FINANCIAL RISK MANAGEMENT**

- 7.1 The Head of Marketing has overall responsibility for delivery of the service, with the day to day management of the budget delegated to the Marketing Manager and the Accommodation & Information Officer (for the TICs)

Staff of the Management Services Division undertake financial monitoring on a monthly basis. The systems in place ensure timely evaluation of spend patterns and income performance so that early steps can be taken to deal with any deviations from planned outcomes.

The main risks to the Service are largely beyond HIC's control. These include external adverse factors (poor weather, terrorism, foot and mouth disease, increased competition). There are, however, some internal issues such as ineffective advertising, loss of key staff, poor delivery of services, leading to lower than anticipated income that can create potential financial risks. These are minimised by the above financial monitoring, performance review and stringent financial controls.

**OFFICER CONTACT:** Please contact Stuart Quin if you require any further information on the contents of this report. The officer can be contacted at the Harrogate International Centre, Kings Road, Harrogate, HG1 5LA & Improvement, Council Offices, Crescent Gardens, Harrogate, by telephone on 01423 500500 or by email – [stuart.quin@harrogate.gov.uk](mailto:stuart.quin@harrogate.gov.uk)

## **SUSTAINABILITY ASSESSMENT/POLICY CONSIDERATIONS**

		Implications are		
		Positive	Neutral	Negative
A.	Economy			
B.	Environment			
C.	Social Equity			
(i)	General			
(ii)	Customer Care/People with Disabilities			
(iii)	Health Implications			
D.	Crime and Disorder Implications			

If all comments lie within the shaded areas, the proposal is sustainable.

APPENDIX A: LEISURE TOURISM BUDGET 2007/08 (OE) and projections 2008/09 and 2009/10

APPENDIX B: LEISURE TOURISM BUDGET: major variances between OE 2006/07 and proposed OE 2007/08

APPENDIX C: LEISURE TOURISM BUDGET: major variances between 2007/07 OE and 2006/07 RE

**LEADER PORTFOLIO  
REVENUE BUDGET 2007/08**

**HOLIDAY TOURISM  
SUMMARY**

2005/06 Actual	2006/07 Original Estimate	2006/07 Revised Estimate	Cost Centre	2007/08 Original Estimate	2008/09 Projection	2009/10 Projection
£	£	£		£	£	£
			<b>Cultural, Environmental &amp; Planning Services:</b>			
			<b>Cultural &amp; Related Services:</b>			
			<b>Tourism</b>			
149,439	145,210	131,080	Harrogate TIC	136,520	139,870	143,300
22,434	27,830	27,830	Knaresborough TIC	28,580	29,350	30,140
18,292	19,550	19,550	Ripon TIC	20,050	20,560	21,090
18,471	17,820	17,820	Pateley Bridge TIC	18,280	18,760	19,240
6,460	6,710	6,710	Boroughbridge Information Point	6,710	6,710	6,710
230,901	254,460	259,750	Holiday Tourism Admin	281,150	285,430	289,790
3,247	0	0	Appropriation to/from (-) Reserves	0	0	0
<b>449,244</b>	<b>471,580</b>	<b>462,740</b>	<b>GF Net Expenditure</b>	<b>491,290</b>	<b>500,680</b>	<b>510,270</b>
			<b>Subjective Analysis</b>			
242,103	234,900	234,900	Employees	260,970	267,500	274,190 (1)
80,426	104,810	91,400	Supplies & Services	91,400	91,690	85,280
3,247	0	0	Appropriation to/from (-) Reserves	0	0	0
<b>325,776</b>	<b>339,710</b>	<b>326,300</b>	<b>Total Controllable Expenditure</b>	<b>352,370</b>	<b>359,190</b>	<b>359,470</b>
54,464	57,560	56,210	Premises	57,890	59,630	68,120
93,870	108,740	112,680	Support Services	110,800	113,570	116,410
43,883	43,250	44,600	Service Management	47,280	48,460	49,670
17,180	17,080	2,950	Capital Charges	2,950	2,950	2,950
<b>209,397</b>	<b>226,630</b>	<b>216,440</b>	<b>Total Additional Expenditure</b>	<b>218,920</b>	<b>224,610</b>	<b>237,150</b>
<b>535,173</b>	<b>566,340</b>	<b>542,740</b>	<b>Total Expenditure</b>	<b>571,290</b>	<b>583,800</b>	<b>596,620</b>
			<b>Less Income</b>			
85,929	94,760	80,000	Sales, Fees & Charges	80,000	83,120	86,350
<b>449,244</b>	<b>471,580</b>	<b>462,740</b>	<b>Net Expenditure</b>	<b>491,290</b>	<b>500,680</b>	<b>510,270</b>

**(1) Employees**

The employee costs relate to the following number of full time equivalent employees -  
11.3 in OE 2006/07, 11.3 in RE 2006/07 and 11.3 in OE 2007/08

LEADER PORTFOLIO  
REVENUE BUDGET 2007/08

HOLIDAY TOURISM

Major Variances between 2006/07 and 2007/08 Original Estimates

Original Estimate 2007/08		£	
Original Estimate 2006/07		491,290	
		<u>471,580</u>	
	Increase in Net Expenditure		<u>19,710</u>
<b>Explained by:-</b>		<b>£'000</b>	<b>£'000</b>
<b>Holiday Tourism</b>			
<b>TICs</b>			
Increase in Employee costs			
Increase in superannuation rate from 19.9% to 21.0%		1	
Pay Award @ 2.5%		3	
Other small increases		2	
Increase in Supplies & Services		1	
Capital Charges - Interest - change in accounting policy		<u>-14</u>	-7
<b>Holiday Tourism Admin</b>			
Decrease in Income - Sales of Publications & Advertising		15	
Increase in Employee costs			
OE 06/07 Salaries understated due to error		21	
Decrease in Supplies & Services costs			
Printing, Typesetting & Advertising costs		-14	
Increase in Service Management costs			
Increase in Departmental Overheads		2	
Recharge of Employee costs from Management Services & Directorate		2	
Increase in Central Support costs			
Department of Corporate Policy & Improvement (incls new Customer Services Unit)		6	
Various small increases/decreases		<u>-5</u>	
			<u>27</u>
			<u>20</u>

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**LEADER PORTFOLIO  
REVENUE BUDGET 2007/08**

**HOLIDAY TOURISM**

**Major Variances between Original Estimate 2006/07 and Revised Estimate 2006/07**

<b>Revised Estimate 2006/07</b>		<b>£</b>
<b>Original Estimate 2006/07</b>		<b>462,740</b>
		<b>471,580</b>
		<b><u>-8,840</u></b>
<b>Explained by:-</b>	<b>£'000</b>	<b>£'000</b>
<b>Holiday Tourism</b>		
<b>TICs</b>		
Capital Charges - Interest - change in accounting policy	<u>-14</u>	-14
<b>Holiday Tourism Admin</b>		
Decrease in Income - Sales of Publications & Advertising	15	
Decrease in Supplies & Services costs		
Printing, Typesetting & Advertising costs	-14	
Decrease in NNDR costs	-1	
Increase in Service Management - Departmental Overheads	1	
Increase in Central Support costs		
Department of Corporate Policy & Improvement (incl new Customer Services Unit)	5	
Access to Services costs	-3	
Various small increases/decreases	<u>2</u>	
		<u>5</u>
		<u>-9</u>

**REPORT TO:** Cabinet

**DATE:** 10th January 2007

**DEPARTMENT:** Harrogate International Centre

**REPORTING OFFICERS:** Head of Management Services  
(*John Noland*)

**SUBJECT:** **HARROGATE INTERNATIONAL CENTRE:  
2006/07 REVISED ESTIMATES  
2007/08 OUTTURN ESTIMATES**

**WARD/S AFFECTED:** None

**FORWARD PLAN REF:** N/A

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**1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide Board Members with the following budget details as they relate to the Business and Holiday Tourism operations managed by the Harrogate International Centre (HIC):
- (a) Revised Estimates for 2006/07
  - (b) Original Estimates for 2006/07

**2.0 RECOMMENDATION/S**

- 2.1 That the report be received and noted.
- 2.2 The Cabinet is requested to approve the 2006/07 Revised Estimates and the 2007/08 Outturn Estimate for the HIC's Business and Holiday Tourism operations, as recommended by the HIC Board at its budget meeting on the 5th January 2007.

**3.0 ESTIMATES SUMMARY**

- 3.1 The results of the HIC's detailed estimates exercise, which have been agreed with the Director of Resources, can be summarised by the following table:



	2006/07 Outturn Estimates £	2006/07 Revised Estimates £	2007/08 Outturn Estimates £
<b>Business Tourism: Net Operating Surplus</b>	1,184,190	1,113,720	1,159,620
<b>Holiday Tourism: Net Cost</b>	471,580	462,740	491,290

2.2 The appendices to this report give further detailed analysis of the above estimate figures by cost centre for both Business Units, as follows:

Appendix A Summary estimates in standard format for Business Tourism (as per the HIC's six-monthly report format)

Appendix B Summary estimates (in standard form for Holiday Tourism)

Appendix C Summary estimates (by cost centre for Holiday Tourism)

Appendix D1 )

) These appendices highlight the principle variations from the 2006/07 Outturn Estimates to the 2006/07 Revised

-\*/ Estimates and 2007/08 Outturn Estimates which have

Appendix E1 ) been identified by the estimates process and agreed with the Director of Resources.

Appendix E2 )

2.3 As part of the exercise to work-up the Council's General Fund budget for 2007/08 and in accordance with Gershon efficiency principles, all departments were asked to consider how they might meet specific targets. The targets for the two HIC Business Units are:

2.3.1 **Business Tourism: £73k** A thorough review of non-lettings income targets for 2007/08 has resulted in a net increase (after increases in spending required to deliver this income) of some £164k. The HIC has also negotiated new switchboard maintenance and line rental agreements, saving a further £5k per annum. Therefore, the target has been exceeded. These efficiency gains are obviously key to funding the HIC's accelerating need to reinvest and maintain its position in the increasingly competitive market place.

2.3.2 **Holiday Tourism: £3k** This business unit's share of the above switchboard savings amounts to £540. A review of postal collection procedures has highlighted a further £500 per annum saving. This gives a total potential cash saving of £1,040 which has not yet been included in the draft estimates. A review of visitor numbers services by the HIC's Tourist Information Centres has identified an efficiency gain of £23k. [On a static FTE count, and against a higher staff cost, the number of visitors has increased by over 60% (circa 53,000) thus reducing the cost per enquiry by over 44p (from £1.20 to 76p). This gives an efficiency gain of £23k (44p x 52,972)]. Again, the target has been exceeded.

### Background Papers:

**OFFICER CONTACT:** Please contact John Noland if you require any further information on the contents of this report. The officer can be contacted at the Harrogate International Centre, King's Road, Harrogate HG1 5LA by telephone on 01423 500500 (Extn 7217) or by Email: john.noland@harrogate.gov.uk.

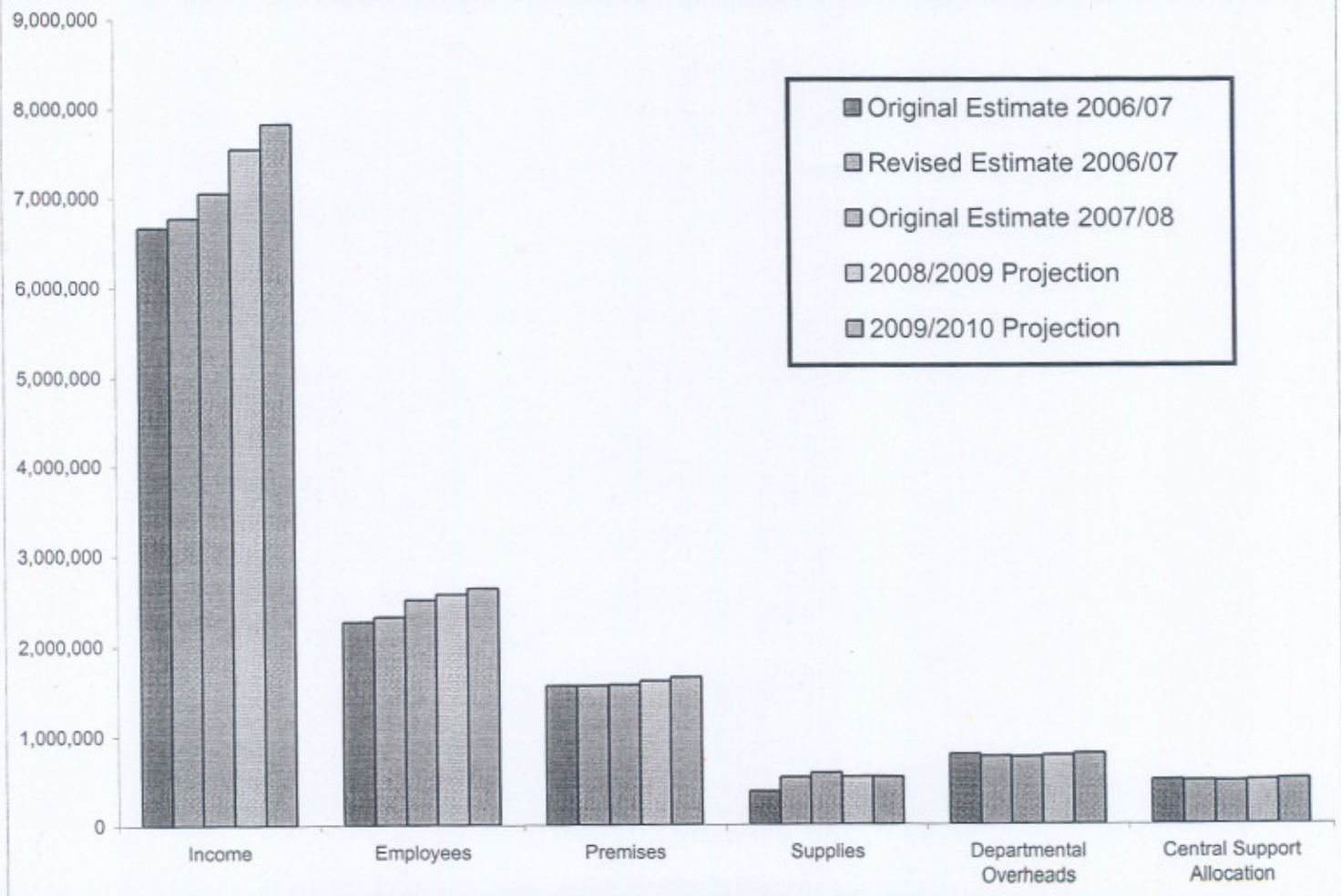
**SUSTAINABILITY ASSESSMENT / POLICY CONSIDERATIONS**

		Implications are		
		Positive	Neutral	Negative
A	Economy	✓		
B	Environment		✓	
C	Social Equity			
i)	General		✓	
ii)	Customer Care/People with Disabilities		✓	
iii)	Health Implications		✓	
D	Crime and Disorder Implications		✓	

If all comments lie within the shaded areas, the proposal is sustainable.

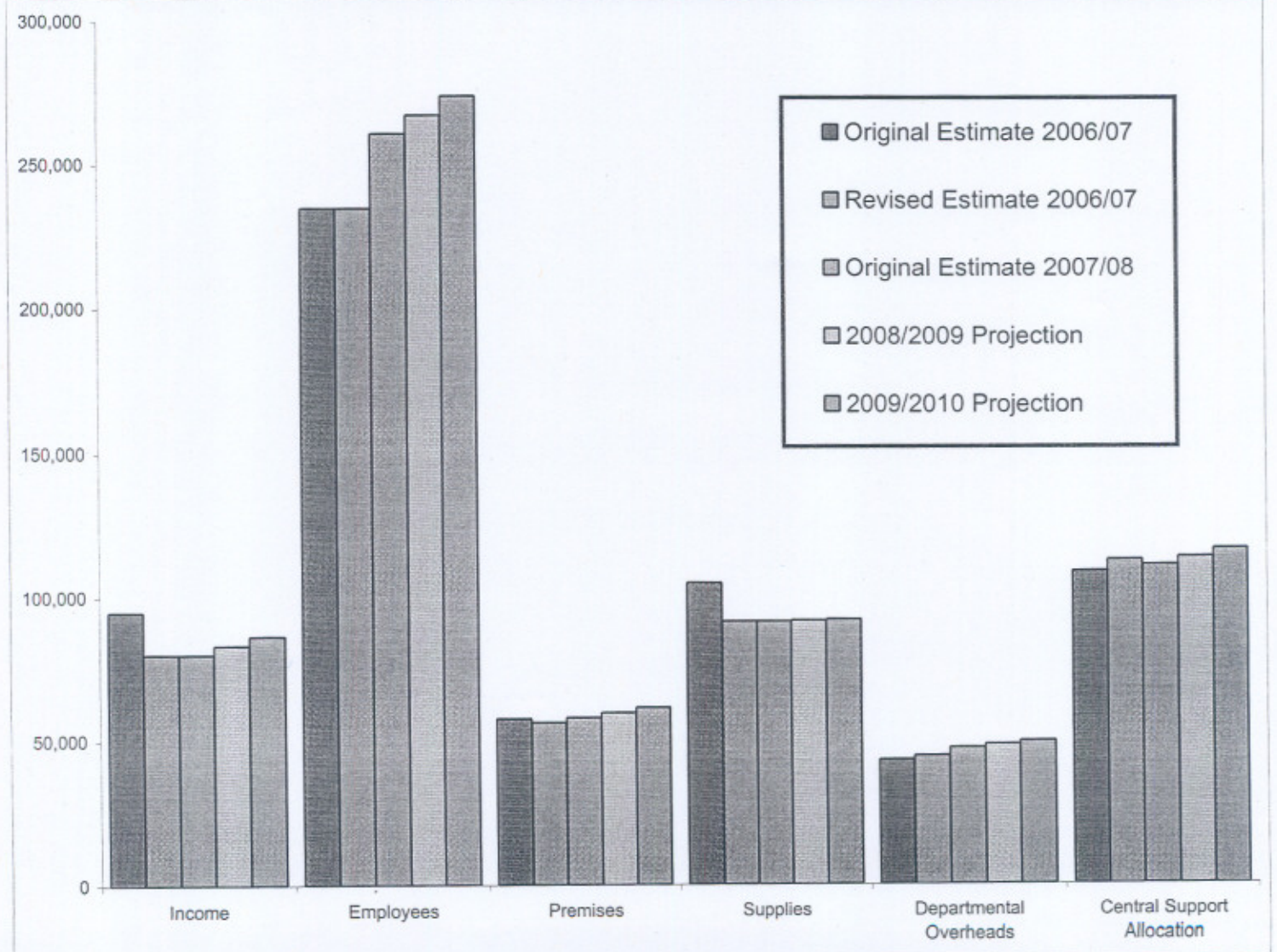
## HIC ESTIMATES

<b>BUSINESS TOURISM</b>	<b>Original Estimate 2006/07</b>	<b>Revised Estimate 2006/07</b>	<b>Original Estimate 2007/08</b>	<b>2008/2009 Projection</b>	<b>2009/2010 Projection</b>
Income					
Lettings	5,027,320	5,062,910	5,129,700	5,329,750	5,537,600
Contingent Lettings	405,000			220,000	220,000
Sales, Fees & Charges	1,233,230	1,709,810	1,922,250	1,994,180	2,068,890
<b>TOTAL INCOME</b>	<b>6,665,550</b>	<b>6,772,720</b>	<b>7,051,950</b>	<b>7,543,930</b>	<b>7,826,490</b>
Expenditure					
Employees	2,264,650	2,319,390	2,503,700	2,566,310	2,630,450
Premises	1,556,240	1,556,240	1,567,620	1,609,060	1,651,740
Supplies	376,320	532,030	580,030	535,030	535,030
Departmental Overheads	786,970	764,360	758,580	773,440	792,760
Central Support Allocation	497,180	486,980	482,400	494,460	506,820
<b>TOTAL EXPENDITURE</b>	<b>5,481,360</b>	<b>5,659,000</b>	<b>5,892,330</b>	<b>5,978,300</b>	<b>6,116,800</b>
<b>NET OPERATING SURPLUS</b>	<b>1,184,190</b>	<b>1,113,720</b>	<b>1,159,620</b>	<b>1,565,630</b>	<b>1,709,690</b>
Less : Capital Charges payable to General Fund	-751,340	-751,340	-751,340	-751,340	-751,340
Add/Less (-) : Net adjustment from/to General Fund	18,330	35,670	-13,100	-44,370	-62,940
<b>NET SURPLUS</b>	<b>451,180</b>	<b>398,050</b>	<b>395,180</b>	<b>769,920</b>	<b>895,410</b>



## HIC ESTIMATES

HOLIDAY TOURISM	Original Estimate 2006/07	Revised Estimate 2006/07	Original Estimate 2007/08	2008/2009 Projection	2009/2010 Projection
Income	94,760	80,000	80,000	83,120	86,350
Expenditure					
Employees	234,900	234,900	260,970	267,500	274,190
Premises	57,560	56,210	57,890	59,630	61,410
Supplies	104,810	91,400	91,400	91,690	91,990
Departmental Overheads	43,250	44,600	47,280	48,460	49,670
Central Support Allocation	108,740	112,680	110,800	113,570	116,410
<b>TOTAL EXPENDITURE</b>	<b>549,260</b>	<b>539,790</b>	<b>568,340</b>	<b>580,850</b>	<b>593,670</b>
<b>OPERATING COST</b>	<b>(454,500)</b>	<b>(459,790)</b>	<b>(488,340)</b>	<b>(497,730)</b>	<b>(507,320)</b>
Capital Charges	17,080	2,950	2,950	2,950	2,950
<b>NET COST</b>	<b>(471,580)</b>	<b>(462,740)</b>	<b>(491,290)</b>	<b>(500,680)</b>	<b>(510,270)</b>



# HOLIDAY TOURISM

APPENDIX C

## ORIGINAL ESTIMATE 2006/2007

	Marketing	Hgte TIC	Knares TIC	Ripon TIC	Pateley TIC	BBridge TIC	TOTAL
<b>Income</b>	(94,760)						<b>(94,760)</b>
<i>Less Expenditure</i>							
Employees	105,940	95,666	11,664	12,045	9,585		<b>234,900</b>
Premises		27,130	15,130	6,590	7,360		<b>56,210</b>
Supplies	91,290	5,330	1,040	910	880	6,710	<b>106,160</b>
Departmental Overheads	43,250						<b>43,250</b>
Central Support Allocatio	108,740						<b>108,740</b>
<b>OPERATING (SURPLUS)/DEF</b>	<b>254,460</b>	<b>128,126</b>	<b>27,834</b>	<b>19,545</b>	<b>17,825</b>	<b>6,710</b>	<b>454,500</b>
CAPITAL CHARGE - DEPRECIATION		17,080					<b>17,080</b>
<b>NET (SURPLUS)/DEFICIT</b>	<b>254,460</b>	<b>145,206</b>	<b>27,834</b>	<b>19,545</b>	<b>17,825</b>	<b>6,710</b>	<b>471,580</b>

## REVISED ESTIMATE 2006/2007

	Marketing	Hgte TIC	Knares TIC	Ripon TIC	Pateley TIC	BBridge TIC	TOTAL
<b>Income</b>	(80,000)						<b>(80,000)</b>
<i>Less Expenditure</i>							
Employees	105,940	95,666	11,664	12,045	9,585		<b>234,900</b>
Premises		27,130	15,130	6,590	7,360		<b>56,210</b>
Supplies	76,530	5,330	1,040	910	880	6,710	<b>91,400</b>
Departmental Overheads	44,600						<b>44,600</b>
Central Support Allocatio	112,680						<b>112,680</b>
<b>OPERATING (SURPLUS)/DEF</b>	<b>259,750</b>	<b>128,126</b>	<b>27,834</b>	<b>19,545</b>	<b>17,825</b>	<b>6,710</b>	<b>459,790</b>
CAPITAL CHARGE - DEPRECIATION		2,950					<b>2,950</b>
<b>NET (SURPLUS)/DEFICIT</b>	<b>259,750</b>	<b>131,076</b>	<b>27,834</b>	<b>19,545</b>	<b>17,825</b>	<b>6,710</b>	<b>462,740</b>

## ORIGINAL ESTIMATE 2007/2008

	Marketing	Hgte TIC	Knares TIC	Ripon TIC	Pateley TIC	BBridge TIC	TOTAL
<b>Income</b>	(80,000)						<b>(80,000)</b>
<i>Less Expenditure</i>							
Employees	126,540	100,300	11,960	12,350	9,820		<b>260,970</b>
Premises		27,940	15,580	6,790	7,580		<b>57,890</b>
Supplies	76,530	5,330	1,040	910	880	6,710	<b>91,400</b>
Departmental Overheads	47,280						<b>47,280</b>
Central Support Allocation	110,800				0		<b>110,800</b>
<b>OPERATING (SURPLUS)/DEF</b>	<b>281,150</b>	<b>133,570</b>	<b>28,580</b>	<b>20,050</b>	<b>18,280</b>	<b>6,710</b>	<b>488,340</b>
CAPITAL CHARGE - DEPRECIATION		2,950					<b>2,950</b>
<b>NET (SURPLUS)/DEFICIT</b>	<b>281,150</b>	<b>136,520</b>	<b>28,580</b>	<b>20,050</b>	<b>18,280</b>	<b>6,710</b>	<b>491,290</b>

## BUSINESS TOURISM

### Major Variances between Original Estimate 2006/07 and Revised Estimate 2006/07

	£k	
Revised Estimate 2006/07	1,113	
Original Estimate 2006/07	1,184	
Decrease in Net Operating Surplus	<u>-71</u>	
Explained by: -	£k	£k
<b><u>Income</u></b>		
Lettings- reduced contingent provision	-369	
Sales, Fees & Charges - increased gross target	<u>477</u>	
		108
<b><u>Employees</u></b>		
Event Services Salaries - vacant posts not filled	35	
Wages - gross wages provision to deliver additional ancillary income target	-66	
Early Retirement - one off Pension Fund contribution	<u>-24</u>	
		-55
<b><u>Supplies &amp; Services</u></b>		
Advertising - gross budget requirement to support drive for new Entertainments business	-20	
Rechargeable Equipment - gross provision to deliver additional ancillary income	<u>-136</u>	
		-156
<b><u>Service Management</u></b>		
Directorate - net saving following deletion of DDHIC post	<u>23</u>	
		23
<b><u>Miscellaneous</u></b>		
Sundry other budget variations	<u>9</u>	
		9
<b>Total Variance</b>		<u><u>-71</u></u>

## BUSINESS TOURISM

### Major Variances between 2006/07 and 2007/08 Original Estimates

	£k	
Original Estimate 2007/08	1,159	
Original Estimate 2006/07	1,184	
Decrease in Net Operating Surplus	<u>-25</u>	
Explained by: -	£k	£k
<b>Income</b>		
Lettings- reduced contingent provision	-303	
Sales, Fees & Charges - increased gross target	<u>689</u>	
		386
<b>Employees</b>		
Pay Award (+2.5%)	-38	
Salaries - increments plus restructure costs part funded by deletion of DDHIC	-108	
Wages - gross wages provision to deliver additional ancillary income target	-57	
Superannuation	-32	
		-235
<b>Premises</b>		
NNDR	<u>-11</u>	
		-11
<b>Supplies &amp; Services</b>		
Advertising - gross budget requirement to support drive for new Entertainments business	-20	
Advertising - Royal Hall reopening	-20	
HIC 25th Anniversary Celebrations	-25	
Rechargeable Equipment - gross provision to deliver additional ancillary income	<u>-136</u>	
		-201
<b>Service Management</b>		
Management Services - pay awards, increments & superannuation	-22	
Directorate - net saving following deletion of DDHIC post	59	
Departmental Overheads	<u>-9</u>	
		28
<b>Miscellaneous</b>		
Sundry other budget variations	<u>8</u>	
		8
<b>Total Variance</b>		<u><u>-25</u></u>

## HOLIDAY TOURISM

### Major Variances between Original Estimate 2006/07 and Revised Estimate 2006/07

	£k	
Revised Estimate 2006/07	463	
Original Estimate 2006/07	472	
Reduction in Net Cost	<u>-9</u>	
Explained by: -	£k	£k
<b><u>Controllable Expenditure</u></b>		
<b>Supplies &amp; Services</b>		
Printing / Typesetting - spending reduced to compensate for income shortfall	-8	
Advertising - ditto	<u>-5</u>	-13
<b><u>Additional Expenditure</u></b>		
<b>Premises</b>		
NNDR	<u>-1</u>	-1
<b>Support Services</b>		
HR	1	
DCPI (now including CS Unit)	5	
AtS	-3	
Others	<u>1</u>	4
<b>Service Management</b>		
Departmental Overheads	<u>1</u>	1
<b>Capital Charges</b>		
Interest (reduction due to change in accounting policy)	<u>-14</u>	-14
<b><u>Income</u></b>		
Sale of Publications - due to reduced sales	5	
Sale of Advertising Space - ditto	<u>10</u>	15
		<u><u>-9</u></u>



## HOLIDAY TOURISM

### Major Variances between 2006/07 and 2007/08 Original Estimates

	£k	
Original Estimate 2007/08	492	
Original Estimate 2006/07	472	
	20	
Explained by: -		
	£k	£k
<b><u>Controllable Expenditure</u></b>		
<b>Employees</b>		
Pay award provision and increments coupled with spreadsheet error previously charging Hol Tour share of TIC staff to Bus Tour.	26	26
<b>Supplies &amp; Services</b>		
Printing / Typesetting - spending reduced to compensate for income shortfall	-8	
Advertising - ditto	-5	-13
<b><u>Additional Expenditure</u></b>		
<b>Support Services</b>		
DCPI (now including CS Unit)	6	
Others	-4	2
<b>Service Management</b>		
Management Services	1	
Departmental Overheads	3	4
<b>Capital Charges</b>		
Interest (reduction due to change in accounting policy)	-14	-14
<b><u>Income</u></b>		
Sale of Publications - due to reduced sales	5	
Sale of Advertising Space - ditto	10	15
		20