

## COMMUNITY SERVICES

Revised Budget    Projected Outturn    Variance  
2016-17                      2016-17

## Appendix 2

<b>SERVICE SUMMARY</b>			
Direct Expenditure	10,648,176	10,757,355	109,179
Income	(6,430,150)	(6,295,159)	134,991
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>4,218,026</b>	<b>4,462,196</b>	<b>244,170</b>
Indirect Expenditure	1,914,650	1,915,096	446
<b>Net (Income)/Expenditure</b>	<b>6,132,676</b>	<b>6,377,292</b>	<b>244,616</b>

### BUILDING MAINTENANCE

Direct Expenditure	2,799,550	2,814,201	14,651
Income	(2,877,720)	(2,877,711)	9
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(78,170)</b>	<b>(63,510)</b>	<b>14,660</b>
Indirect Expenditure	78,000	78,015	15
<b>Net (Income)/Expenditure</b>	<b>(170)</b>	<b>14,505</b>	<b>14,675</b>

### GYPSY CARAVAN SITES

Direct Expenditure	166,650	161,753	(4,897)
Income	(182,120)	(182,120)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(15,470)</b>	<b>(20,367)</b>	<b>(4,897)</b>
Indirect Expenditure	13,470	13,386	(84)
<b>Net (Income)/Expenditure</b>	<b>(2,000)</b>	<b>(6,981)</b>	<b>(4,981)</b>

### CITIZENS ADVICE BUREAU

Direct Expenditure	283,150	283,417	267
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>283,150</b>	<b>283,417</b>	<b>267</b>
Indirect Expenditure	500	500	0
<b>Net (Income)/Expenditure</b>	<b>283,650</b>	<b>283,917</b>	<b>267</b>

### CIVIL EMERGENCIES

Direct Expenditure	43,590	63,442	19,852
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>43,590</b>	<b>63,442</b>	<b>19,852</b>
Indirect Expenditure	5,420	5,423	3
<b>Net (Income)/Expenditure</b>	<b>49,010</b>	<b>68,865</b>	<b>19,855</b>

19,852 An increase in the number of employees rota'd to undertake Emergency Planning Duties will result in an additional cost of £6,000. The projection includes additional expenditure relating to the Applied Resilience programme will result in a cost of £13,500, this will be funded from reserves.

**COMMUNITY SERVICES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**COMMUNITY SERVICES**

Direct Expenditure	180,000	205,058	25,058
Income	(180,000)	(113,000)	67,000

Surrey County Council has funded the Prevention Partnership fund since 2013. It was anticipated that the funding would be received for 2016-17 as no indication was given that the funding would be reduced. However, notification was received after the budget was set that the funding would be reduced by £67,000 in 2016-17 and would be withdrawn from 2017-18. The overspend arising from the reduced funding will be met from reserve.

<b>Total Directly Controllable (Income)/Expenditure</b>	<b>0</b>	<b>92,058</b>	<b>92,058</b>
Indirect Expenditure	1,010	1,010	0
<b>Net (Income)/Expenditure</b>	<b>1,010</b>	<b>93,068</b>	<b>92,058</b>

**DAY SERVICES**

Direct Expenditure	686,450	690,415	3,965
Income	(249,780)	(229,660)	20,120

The income estimate for 2016-17 included £10,500 of rental income from Crossways Surrey who have vacated Park Barn. This situation will be kept under review and unless another tenant is found the estimate will be removed from 2017-18.

<b>Total Directly Controllable (Income)/Expenditure</b>	<b>436,670</b>	<b>460,755</b>	<b>24,085</b>
Indirect Expenditure	161,320	161,335	15
<b>Net (Income)/Expenditure</b>	<b>597,990</b>	<b>622,090</b>	<b>24,100</b>

**EMERGENCY COMMUNICATIONS SYSTEM**

Direct Expenditure	246,510	248,997	2,487
Income	(369,200)	(369,183)	17
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(122,690)</b>	<b>(120,186)</b>	<b>2,504</b>
Indirect Expenditure	56,610	56,619	9
<b>Net (Income)/Expenditure</b>	<b>(66,080)</b>	<b>(63,567)</b>	<b>2,513</b>

**EMI SERVICES**

Direct Expenditure	144,769	165,643	20,874
Income	(200,030)	(189,600)	10,430

A Care Officer funded from grant, has been recruited. Whilst the grant was included in the income estimate, the costs associated with the post were omitted. This will be corrected for the 2017-18 estimates.

In anticipation of an additional grant for the Meadows Community Centre an increased budget of £10,430 was included for 2016-17. The Council received notification in June that we wouldn't receive this funding.

<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(55,261)</b>	<b>(23,957)</b>	<b>31,304</b>
Indirect Expenditure	13,100	13,109	9
<b>Net (Income)/Expenditure</b>	<b>(42,161)</b>	<b>(10,848)</b>	<b>31,313</b>

**COMMUNITY SERVICES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>ENVIRONMENTAL CONTROL</b>			
Direct Expenditure	403,390	417,206	13,816
Income	(25,610)	(37,095)	(11,485)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>377,780</b>	<b>380,111</b>	<b>2,331</b>
Indirect Expenditure	61,660	61,678	18
<b>Net (Income)/Expenditure</b>	<b>439,440</b>	<b>441,789</b>	<b>2,349</b>

The additional expenditure relates to an increase in the number of Welfare Funerals, this is offset by government funding to recover the costs (see income)

**PROJECT ASPIRE**

Direct Expenditure	0	428	428
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>0</b>	<b>428</b>	<b>428</b>
<b>Net (Income)/Expenditure</b>	<b>0</b>	<b>428</b>	<b>428</b>

**SURREY FAMILY SUPPORT PROGRAMME**

Direct Expenditure	304,400	312,645	8,245
Income	(204,780)	(206,536)	(1,756)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>99,620</b>	<b>106,109</b>	<b>6,489</b>
Indirect Expenditure	50,580	50,598	18
<b>Net (Income)/Expenditure</b>	<b>150,200</b>	<b>156,707</b>	<b>6,507</b>

**FOOD AND SAFETY SERVICES**

Direct Expenditure	299,450	302,692	3,242
Income	(130)	0	130
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>299,320</b>	<b>302,692</b>	<b>3,372</b>
Indirect Expenditure	80,150	80,165	15
<b>Net (Income)/Expenditure</b>	<b>379,470</b>	<b>382,857</b>	<b>3,387</b>

**HEALTH AND SAFETY**

Direct Expenditure	126,730	126,163	(567)
Income	(117,700)	(117,830)	(130)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>9,030</b>	<b>8,333</b>	<b>(697)</b>
Indirect Expenditure	15,760	15,760	0
<b>Net (Income)/Expenditure</b>	<b>24,790</b>	<b>24,093</b>	<b>(697)</b>

**HOUSING SURVEYING SERVICES**

Direct Expenditure	612,750	624,237	11,487
Income	(740,720)	(740,720)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(127,970)</b>	<b>(116,483)</b>	<b>11,487</b>
Indirect Expenditure	87,320	87,335	15
<b>Net (Income)/Expenditure</b>	<b>(40,650)</b>	<b>(29,148)</b>	<b>11,502</b>

<b>COMMUNITY SERVICES</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>
	<b>2016-17</b>	<b>2016-17</b>	
<b>GRANTS TO VOLUNTARY ORGANISATIONS - HOUSING AND COMMUNITY</b>			
Direct Expenditure	527,730	525,898	(1,832)
Income	(116,080)	(116,080)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>411,650</b>	<b>409,818</b>	<b>(1,832)</b>
Indirect Expenditure	3,690	3,699	9
<b>Net (Income)/Expenditure</b>	<b>415,340</b>	<b>413,517</b>	<b>(1,823)</b>
<b>HOME FARM ESTATE, EFFINGHAM</b>			
Direct Expenditure	45,795	43,303	(2,492)
Income	(8,040)	(7,528)	512
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>37,755</b>	<b>35,775</b>	<b>(1,980)</b>
Indirect Expenditure	23,180	23,413	233
<b>Net (Income)/Expenditure</b>	<b>60,935</b>	<b>59,188</b>	<b>(1,747)</b>
<b>HOMELESSNESS AND EMERGENCY ACCOMMODATION</b>			
Direct Expenditure	743,390	758,832	15,442
Income	(12,500)	(17,962)	(5,462)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>730,890</b>	<b>740,870</b>	<b>9,980</b>
Indirect Expenditure	72,500	72,518	18
<b>Net (Income)/Expenditure</b>	<b>803,390</b>	<b>813,388</b>	<b>9,998</b>
<b>HOUSING ADVICE</b>			
Direct Expenditure	286,000	286,000	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>286,000</b>	<b>286,000</b>	<b>0</b>
<b>Net (Income)/Expenditure</b>	<b>286,000</b>	<b>286,000</b>	<b>0</b>
<b>AFFORDABLE HOUSING DEVELOPMENT</b>			
Direct Expenditure	168,150	159,558	(8,592)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>168,150</b>	<b>159,558</b>	<b>(8,592)</b>
Indirect Expenditure	291,920	291,929	9
<b>Net (Income)/Expenditure</b>	<b>460,070</b>	<b>451,487</b>	<b>(8,583)</b>
<b>LICENSING SERVICES</b>			
Direct Expenditure	163,300	163,463	163
Income	(163,260)	(162,025)	1,235
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>40</b>	<b>1,438</b>	<b>1,398</b>
Indirect Expenditure	60,300	60,324	24
<b>Net (Income)/Expenditure</b>	<b>60,340</b>	<b>61,762</b>	<b>1,422</b>

## COMMUNITY SERVICES

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

## Appendix 2

### COMMUNITY MEALS AND TRANSPORT

Direct Expenditure	799,442	798,737	(705)
Income	(300,810)	(272,157)	28,653

A reduction in Community Transport income resulting from three vacant drivers posts, which have now been filled combined with a reduction in refreshment sales of £2,500.

<b>Total Directly Controllable (Income)/Expenditure</b>	<b>498,632</b>	<b>526,580</b>	<b>27,948</b>
Indirect Expenditure	70,720	70,738	18
<b>Net (Income)/Expenditure</b>	<b>569,352</b>	<b>597,318</b>	<b>27,966</b>

### HOUSING OUTSIDE THE HRA

Direct Expenditure	133,180	134,514	1,334
Income	(13,600)	(13,534)	66
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>119,580</b>	<b>120,980</b>	<b>1,400</b>
Indirect Expenditure	25,680	25,686	6
<b>Net (Income)/Expenditure</b>	<b>145,260</b>	<b>146,666</b>	<b>1,406</b>

### PEST CONTROL

Direct Expenditure	66,920	67,137	217
Income	(60,560)	(60,539)	21
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>6,360</b>	<b>6,598</b>	<b>238</b>
Indirect Expenditure	13,580	13,592	12
<b>Net (Income)/Expenditure</b>	<b>19,940</b>	<b>20,190</b>	<b>250</b>

### PRIVATE SECTOR HOUSING

Direct Expenditure	634,770	612,412	(22,358)
Income	(295,020)	(284,255)	10,765
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>339,750</b>	<b>328,157</b>	<b>(11,593)</b>
Indirect Expenditure	624,470	624,497	27
<b>Net (Income)/Expenditure</b>	<b>964,220</b>	<b>952,654</b>	<b>(11,566)</b>

Following a service review a post has been disestablished resulting in an underspend. This post will be removed from the 2017-18 budget process.

### PUBLIC HEALTH

Direct Expenditure	75,810	75,393	(417)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>75,810</b>	<b>75,393</b>	<b>(417)</b>
Indirect Expenditure	5,840	5,849	9
<b>Net (Income)/Expenditure</b>	<b>81,650</b>	<b>81,242</b>	<b>(408)</b>

**COMMUNITY SERVICES**

Revised Budget	Projected Outturn	Variance
2016-17	2016-17	

**Appendix 2****COMMUNITY SAFETY WARDENS**

Direct Expenditure	345,520	357,430	11,910	The service is currently operating at full establishment. As a consequence it is assumed that the vacancy credit of £11,500 will not be met.
Income	(14,530)	(10,900)	3,630	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>330,990</b>	<b>346,530</b>	<b>15,540</b>	
Indirect Expenditure	36,440	36,443	3	
<b>Net (Income)/Expenditure</b>	<b>367,430</b>	<b>382,973</b>	<b>15,543</b>	

**TAXI LICENSING AND PRIVATE HIRE VEHICLES**

Direct Expenditure	284,770	277,306	(7,464)	The cost of the Disclosure and Barring Service (DBS) check is now borne by the Taxi Driver/Operators outside of the licensing fee, but continues to form a fundamental part of the licensing process. This has resulting in a reduction of £9,000 in expenditure, but also in an equivalent reduction in income (see below)
Income	(204,100)	(189,610)	14,490	Fee income is currently estimated to be under achieved by £7,000.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>80,670</b>	<b>87,696</b>	<b>7,026</b>	
Indirect Expenditure	42,080	42,116	36	
<b>Net (Income)/Expenditure</b>	<b>122,750</b>	<b>129,812</b>	<b>7,062</b>	

**WOKING ROAD DEPOT STORES**

Direct Expenditure	76,010	81,075	5,065
Income	(93,860)	(97,114)	(3,254)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(17,850)</b>	<b>(16,039)</b>	<b>1,811</b>
Indirect Expenditure	19,350	19,359	9
<b>Net (Income)/Expenditure</b>	<b>1,500</b>	<b>3,320</b>	<b>1,820</b>

## CORPORATE SERVICES

Revised Budget      Projected Outturn      Variance  
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Appendix 2

<b>SERVICE SUMMARY</b>			
Direct Expenditure	4,826,470	5,145,605	319,135
Income	(2,382,220)	(2,383,143)	(923)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>2,444,250</b>	<b>2,762,462</b>	<b>318,212</b>
Indirect Expenditure	1,354,980	1,354,513	(467)
<b>Net (Income)/Expenditure</b>	<b>3,799,230</b>	<b>4,116,975</b>	<b>317,745</b>

### ACCESS GROUP FOR GUILDFORD

Direct Expenditure	2,230	1,759	(471)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>2,230</b>	<b>1,759</b>	<b>(471)</b>
Indirect Expenditure	2,500	2,500	0
<b>Net (Income)/Expenditure</b>	<b>4,730</b>	<b>4,259</b>	<b>(471)</b>

### CIVIC EXPENSES

Direct Expenditure	167,880	169,317	1,437
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>167,880</b>	<b>169,317</b>	<b>1,437</b>
Indirect Expenditure	26,860	26,863	3
<b>Net (Income)/Expenditure</b>	<b>194,740</b>	<b>196,180</b>	<b>1,440</b>

### COMMUNITY DEVELOPMENT

Direct Expenditure	253,860	254,824	964
Income	(15,000)	(16,284)	(1,284)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>238,860</b>	<b>238,540</b>	<b>(320)</b>
Indirect Expenditure	39,410	39,272	(138)
<b>Net (Income)/Expenditure</b>	<b>278,270</b>	<b>277,812</b>	<b>(458)</b>

### COUNCIL AND COMMITTEE SUPPORT

Direct Expenditure	239,830	247,809	7,979
Income	(41,810)	(41,810)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>198,020</b>	<b>205,999</b>	<b>7,979</b>
Indirect Expenditure	249,580	249,571	(9)
<b>Net (Income)/Expenditure</b>	<b>447,600</b>	<b>455,570</b>	<b>7,970</b>

**CORPORATE SERVICES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>CORPORATE SERVICES</b>			
Direct Expenditure	697,170	715,262	18,092
Income	(129,790)	(129,790)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>567,380</b>	<b>585,472</b>	<b>18,092</b>
Indirect Expenditure	239,590	239,527	(63)
<b>Net (Income)/Expenditure</b>	<b>806,970</b>	<b>824,999</b>	<b>18,029</b>

Unbudgeted expenditure relating to Consultants advice totalling £20,000. A budget is required for next financial year, this will be considered as part of the 2017-18 budget preparation process.

**COMMITTEE SERVICES**

Direct Expenditure	198,640	186,739	(11,901)
Income	(238,430)	(238,877)	(447)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(39,790)</b>	<b>(52,138)</b>	<b>(12,348)</b>
Indirect Expenditure	40,270	40,282	12
<b>Net (Income)/Expenditure</b>	<b>480</b>	<b>(11,856)</b>	<b>(12,336)</b>

A vacant post in Committee services has resulted in an underspend on the service.

**DEMOCRATIC REPRESENTATION AND MANAGEMENT**

Direct Expenditure	719,010	722,844	3,834
Income	(88,650)	(88,650)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>630,360</b>	<b>634,194</b>	<b>3,834</b>
Indirect Expenditure	379,590	379,632	42
<b>Net (Income)/Expenditure</b>	<b>1,009,950</b>	<b>1,013,826</b>	<b>3,876</b>

**ELECTIONS**

Direct Expenditure	81,960	86,513	4,553
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>81,960</b>	<b>86,513</b>	<b>4,553</b>
Indirect Expenditure	15,050	15,059	9
<b>Net (Income)/Expenditure</b>	<b>97,010</b>	<b>101,572</b>	<b>4,562</b>

**ELECTORAL REGISTRATION**

Direct Expenditure	324,720	323,431	(1,289)
Income	(3,740)	(2,845)	895
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>320,980</b>	<b>320,586</b>	<b>(394)</b>
Indirect Expenditure	39,070	39,079	9
<b>Net (Income)/Expenditure</b>	<b>360,050</b>	<b>359,665</b>	<b>(385)</b>

**CORPORATE SERVICES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**Appendix 2****LEGAL SERVICES**

Direct Expenditure	906,190	1,111,713	205,523	Requirement for external legal support to cover substantive vacancies, combined with a requirement for specialist advice to support the asset investment strategy and various procurement initiatives.
Income	(1,022,740)	(1,022,770)	(30)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(116,550)</b>	<b>88,943</b>	<b>205,493</b>	
Indirect Expenditure	125,360	125,378	18	
<b>Net (Income)/Expenditure</b>	<b>8,810</b>	<b>214,321</b>	<b>205,511</b>	

**HR SERVICES**

Direct Expenditure	381,150	387,160	6,010
Income	(476,840)	(476,888)	(48)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(95,690)</b>	<b>(89,728)</b>	<b>5,962</b>
Indirect Expenditure	96,540	96,573	33
<b>Net (Income)/Expenditure</b>	<b>850</b>	<b>6,845</b>	<b>5,995</b>

**INFORMATION RIGHTS OFFICER**

Direct Expenditure	62,750	62,829	79
Income	(73,860)	(73,866)	(6)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(11,110)</b>	<b>(11,037)</b>	<b>73</b>
Indirect Expenditure	11,110	11,065	(45)
<b>Net (Income)/Expenditure</b>	<b>0</b>	<b>28</b>	<b>28</b>

**OTHER EMPLOYEE COSTS**

Direct Expenditure	243,530	328,369	84,839	The budgeted saving for salary sacrifice and staff car parking arrangements is held on Other Employee Costs, but the actual saving is allocated to services.
Income	(284,360)	(284,363)	(3)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(40,830)</b>	<b>44,006</b>	<b>84,836</b>	
Indirect Expenditure	15,310	14,942	(368)	
<b>Net (Income)/Expenditure</b>	<b>(25,520)</b>	<b>58,948</b>	<b>84,468</b>	

**PARISH AND LOCAL LIAISON**

Direct Expenditure	202,060	202,087	27
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>202,060</b>	<b>202,087</b>	<b>27</b>
Indirect Expenditure	8,740	8,749	9
<b>Net (Income)/Expenditure</b>	<b>210,800</b>	<b>210,836</b>	<b>36</b>

## CORPORATE SERVICES

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

### PROCUREMENT

Direct Expenditure	45,430	45,539	109
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>45,430</b>	<b>45,539</b>	<b>109</b>
Indirect Expenditure	7,450	7,453	3
<b>Net (Income)/Expenditure</b>	<b>52,880</b>	<b>52,992</b>	<b>112</b>

### PUBLIC RELATIONS AND MARKETING

Direct Expenditure	292,770	292,168	(602)
Income	(7,000)	(7,000)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>285,770</b>	<b>285,168</b>	<b>(602)</b>
Indirect Expenditure	53,060	53,075	15
<b>Net (Income)/Expenditure</b>	<b>338,830</b>	<b>338,243</b>	<b>(587)</b>

### GUILDFORD YOUTH COUNCIL

Direct Expenditure	7,290	7,242	(48)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>7,290</b>	<b>7,242</b>	<b>(48)</b>
Indirect Expenditure	5,490	5,493	3
<b>Net (Income)/Expenditure</b>	<b>12,780</b>	<b>12,735</b>	<b>(45)</b>

Appendix 2

DEVELOPMENT	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>SERVICE SUMMARY</b>			
Direct Expenditure	7,846,800	7,675,670	(171,130)
Income	(11,138,590)	(11,749,750)	(611,160)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(3,291,790)</b>	<b>(4,074,080)</b>	<b>(782,290)</b>
Indirect Expenditure	3,555,590	3,583,209	27,619
<b>Net (Income)/Expenditure</b>	<b>263,800</b>	<b>(490,871)</b>	<b>(754,671)</b>

**BUILDING CONTROL SUMMARY**

Direct Expenditure	704,110	744,058	39,948	Additional agency costs are partially covered by substantive salary cost reductions, although there is a projected increase in costs of £40,000.
Income	(506,260)	(485,626)	20,634	A reduction in applications is projected to result in reduced Building Control fees.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>197,850</b>	<b>258,432</b>	<b>60,582</b>	
Indirect Expenditure	131,520	131,535	15	
<b>Net (Income)/Expenditure</b>	<b>329,370</b>	<b>389,967</b>	<b>60,597</b>	

**BUSINESS FORUM**

Direct Expenditure	76,210	76,164	(46)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>76,210</b>	<b>76,164</b>	<b>(46)</b>
Indirect Expenditure	1,120	1,123	3
<b>Net (Income)/Expenditure</b>	<b>77,330</b>	<b>77,287</b>	<b>(43)</b>

**DEVELOPMENT CONTROL**

Direct Expenditure	1,691,350	1,797,351	106,001	It is currently projected that employee costs will be £74,000 higher than budget, in part the result of casual and agency staffing costs. The Budget Pressures Reserve will fund the £36,000 cost of a temporary enforcement officer included in the projection. Savings anticipated from the FSR were not achieved following a subsequent review of support staff. Retention and recruitment of planning officers remains difficult in the current employment market.
Income	(1,185,020)	(1,406,523)	(221,503)	Planning fees income is greater than budget and at present the additional income is projected at £230,000.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>506,330</b>	<b>390,828</b>	<b>(115,502)</b>	
Indirect Expenditure	445,050	446,418	1,368	
<b>Net (Income)/Expenditure</b>	<b>951,380</b>	<b>837,246</b>	<b>(114,134)</b>	

**DEVELOPMENT**

	Revised Budget 2016-17	Projected Outturn 2016-17	Variance
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**INDUSTRIAL ESTATES**

Direct Expenditure	312,670	324,736	12,066	
Income	(3,067,240)	(3,167,991)	(100,751)	Rental income is expected to be higher than budgeted as a consequence of the acquisition of 10 Midleton, although this is partially offset by vacant units. Rent reviews at Lysons Avenue and Slyfield have resulted in improvements in the budgeted position.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(2,754,570)</b>	<b>(2,843,255)</b>	<b>(88,685)</b>	
Indirect Expenditure	261,250	262,214	964	
<b>Net (Income)/Expenditure</b>	<b>(2,493,320)</b>	<b>(2,581,041)</b>	<b>(87,721)</b>	

**INVESTMENT PROPERTY**

Direct Expenditure	161,830	191,852	30,022	Valuers fees are expected to be £40,000 for 2016-17. An agreed virement will be actioned in month 4 to fund the expenditure.
Income	(4,939,130)	(5,215,307)	(276,177)	The Asset Investment Strategy targeted additional income of £696,000 in 2016-17. The profiling of property acquisitions remains key to the delivery of this targeted figure. The recent purchase of the Armour Buildings, Bridge Street and Wey House will contribute towards exceeding this target.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(4,777,300)</b>	<b>(5,023,455)</b>	<b>(246,155)</b>	
Indirect Expenditure	228,560	229,118	558	
<b>Net (Income)/Expenditure</b>	<b>(4,548,740)</b>	<b>(4,794,337)</b>	<b>(245,597)</b>	

**LOCAL LAND CHARGES**

Direct Expenditure	237,690	233,513	(4,177)	
Income	(273,370)	(274,004)	(634)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(35,680)</b>	<b>(40,491)</b>	<b>(4,811)</b>	
Indirect Expenditure	35,010	35,036	26	
<b>Net (Income)/Expenditure</b>	<b>(670)</b>	<b>(5,455)</b>	<b>(4,785)</b>	

**DEVELOPMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**MAJOR PROJECTS**

Direct Expenditure	952,850	893,476	(59,374)	There are salary and agency cost savings of £73,000, which assumes that an element of salary costs will be capitalised. Consultancy costs, which include a budget of £72,000 for Town Centre Development and £320,000 for Major Projects is expected to be under budget by £14,000. Business rates for 2016-17 of £20,000 have been paid for 25 Swan Lane and there will be a refund once a new tenant is in place.
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<b>Total Directly Controllable (Income)/Expenditure</b>	<b>952,850</b>	<b>893,476</b>	<b>(59,374)</b>
Indirect Expenditure	1,313,330	1,315,164	1,834
<b>Net (Income)/Expenditure</b>	<b>2,266,180</b>	<b>2,208,640</b>	<b>(57,540)</b>

**OTHER PROPERTY**

Direct Expenditure	86,400	114,667	28,267	Security arrangements at Tyting Farm are anticipated to cost £18,000.
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Income	(121,860)	(119,197)	2,663
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(35,460)</b>	<b>(4,530)</b>	<b>30,930</b>
Indirect Expenditure	100,270	101,594	1,324
<b>Net (Income)/Expenditure</b>	<b>64,810</b>	<b>97,064</b>	<b>32,254</b>

**POLICY**

Direct Expenditure	1,485,360	1,314,128	(171,232)	There are savings in salaries resulting from vacancies of £155,000, although transport planning and design and conservation consultants costs, estimated at £88,000 (for which there is no budget) will be met from the saving. CIL consultant costs are estimated to total £40,000 and will be met from the carry forward of £74,000. Changes to the Local Plan timetable will mean that the balance will be needed in future years. The budget for Inspectors fees of £10,000 will not be required in this financial year.
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Income	(2,320)	(43,052)	(40,732)	The increased income results from a expectation of Government Grant in respect of neighbourhood plans.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>1,483,040</b>	<b>1,271,076</b>	<b>(211,964)</b>	
Indirect Expenditure	177,340	177,551	211	
<b>Net (Income)/Expenditure</b>	<b>1,660,380</b>	<b>1,448,627</b>	<b>(211,753)</b>	

**DEVELOPMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**ASSET DEVELOPMENT**

Direct Expenditure	1,059,320	996,459	(62,861)	Responsive repair and maintenance budget are managed and retained by the Asset Development service. Actual expenditure is allocated directly to services with property assets.
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Income	(805,500)	(805,503)	(3)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>253,820</b>	<b>190,956</b>	<b>(62,864)</b>
Indirect Expenditure	260,510	281,237	20,727
<b>Net (Income)/Expenditure</b>	<b>514,330</b>	<b>472,193</b>	<b>(42,137)</b>

**SLYFIELD AREA REGENERATION PROJECT (SARP)**

Direct Expenditure	53,510	112,264	58,754	Expenditure on consultants totalling £57,000 is being funded from the Slyfield Area Regeneration Project revenue reserve.
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<b>Total Directly Controllable (Income)/Expenditure</b>	<b>53,510</b>	<b>112,264</b>	<b>58,754</b>
Indirect Expenditure	517,870	517,876	6
<b>Net (Income)/Expenditure</b>	<b>571,380</b>	<b>630,140</b>	<b>58,760</b>

**TOURIST INFORMATION CENTRE**

Direct Expenditure	257,620	238,398	(19,222)
Income	(56,300)	(53,590)	2,710
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>201,320</b>	<b>184,808</b>	<b>(16,512)</b>
Indirect Expenditure	27,540	27,590	50
<b>Net (Income)/Expenditure</b>	<b>228,860</b>	<b>212,398</b>	<b>(16,462)</b>

**BUSINESS AND TOURISM**

Direct Expenditure	638,030	507,650	(130,380)	There are salary savings of £28,500 resulting from vacancies. The service retains the apprenticeship budget of £119,000 with actual salary costs allocated directly to individual services. The budget will therefore remain as a saving against the service.
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Income	(150,360)	(150,359)	1
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>487,670</b>	<b>357,291</b>	<b>(130,379)</b>
Indirect Expenditure	37,640	38,164	524
<b>Net (Income)/Expenditure</b>	<b>525,310</b>	<b>395,455</b>	<b>(129,855)</b>

**DEVELOPMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**TOWN CENTRE MANAGEMENT**

Direct Expenditure	129,850	130,954	1,104
Income	(31,230)	(28,598)	2,632
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>98,620</b>	<b>102,356</b>	<b>3,736</b>
Indirect Expenditure	18,580	18,589	9
<b>Net (Income)/Expenditure</b>	<b>117,200</b>	<b>120,945</b>	<b>3,745</b>

**Appendix 2**

**ENVIRONMENT**

	Revised Budget 2016-17	Projected Outturn 2016-17	Variance
<b>SERVICE SUMMARY</b>			
Direct Expenditure	27,697,686	27,337,613	(360,073)
Income	(26,669,930)	(27,113,628)	(443,698)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>1,027,756</b>	<b>223,985</b>	<b>(803,771)</b>
Indirect Expenditure	8,769,740	8,776,878	7,138
<b>Net (Income)/Expenditure</b>	<b>9,797,496</b>	<b>9,000,863</b>	<b>(796,633)</b>

**ABANDONED VEHICLES**

Direct Expenditure	34,500	34,614	114
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>34,500</b>	<b>34,614</b>	<b>114</b>
Indirect Expenditure	8,100	8,103	3
<b>Net (Income)/Expenditure</b>	<b>42,600</b>	<b>42,717</b>	<b>117</b>

**ARMED FORCES DAY**

Direct Expenditure	0	16	16
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>0</b>	<b>16</b>	<b>16</b>
<b>Net (Income)/Expenditure</b>	<b>0</b>	<b>16</b>	<b>16</b>

**CCTV SYSTEMS**

Direct Expenditure	80,400	80,462	62
Income	0	(7)	(7)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>80,400</b>	<b>80,455</b>	<b>55</b>
Indirect Expenditure	19,240	19,384	144
<b>Net (Income)/Expenditure</b>	<b>99,640</b>	<b>99,839</b>	<b>199</b>

**CEMETERIES AND CLOSED CHURCHYARDS**

Direct Expenditure	272,690	293,243	20,553	Repair works at Stoke and Holy Trinity Cemeteries totalling £20,500 are included in the projected outturn. The expenditure will be funded from the overall Asset Development repairs budget.
Income	(54,730)	(56,500)	(1,770)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>217,960</b>	<b>236,743</b>	<b>18,783</b>	
Indirect Expenditure	24,910	29,376	4,466	
<b>Net (Income)/Expenditure</b>	<b>242,870</b>	<b>266,119</b>	<b>23,249</b>	

**ENVIRONMENT**

	Revised Budget 2016-17	Projected Outturn 2016-17	Variance
<b>CLINICAL WASTE</b>			
Direct Expenditure	3,080	4,007	927
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>3,080</b>	<b>4,007</b>	<b>927</b>
Indirect Expenditure	380	380	0
<b>Net (Income)/Expenditure</b>	<b>3,460</b>	<b>4,387</b>	<b>927</b>

**CREMATORIUM**

Direct Expenditure	673,450	637,557	(35,893) Employee related saving of £43,000 as a consequence of a pending service restructuring, offset by an increase in repair and maintenance expenditure of £8,300 to be funded within the overall Asset Development budget
Income	(1,498,320)	(1,485,193)	13,127
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(824,870)</b>	<b>(847,636)</b>	<b>(22,766)</b>
Indirect Expenditure	319,060	321,728	2,668
<b>Net (Income)/Expenditure</b>	<b>(505,810)</b>	<b>(525,908)</b>	<b>(20,098)</b>

**DOG CONTROL AND ANIMAL WELFARE**

Direct Expenditure	68,170	66,025	(2,145)
Income	(5,000)	(4,966)	34
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>63,170</b>	<b>61,059</b>	<b>(2,111)</b>
Indirect Expenditure	10,570	10,573	3
<b>Net (Income)/Expenditure</b>	<b>73,740</b>	<b>71,632</b>	<b>(2,108)</b>

**ELECTRIC THEATRE**

Direct Expenditure	569,900	484,923	(84,977) The Cafe Bar and Front of House Manager and Marketing and Box Office Manager posts are currently vacant. These roles are being covered by the combination of casual staff and reconfiguring existing resources.
Income	(337,590)	(330,023)	7,567 It is assumed that the current programme of events will generate income broadly in line with the budget. Uncertainty surrounding the future of the venue may impact revenue and this will be kept under review.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>232,310</b>	<b>154,900</b>	<b>(77,410)</b>
Indirect Expenditure	114,760	114,509	(251)
<b>Net (Income)/Expenditure</b>	<b>347,070</b>	<b>269,409</b>	<b>(77,661)</b>

**ENVIRONMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>FLEET MANAGEMENT SERVICE</b>			
Direct Expenditure	1,068,440	1,053,890	(14,550)
Income	(2,828,600)	(2,828,850)	(250)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(1,760,160)</b>	<b>(1,774,960)</b>	<b>(14,800)</b>
Indirect Expenditure	1,780,050	1,780,182	132
<b>Net (Income)/Expenditure</b>	<b>19,890</b>	<b>5,222</b>	<b>(14,668)</b>

**ENGINEERING AND TRANSPORT SERVICES**

Direct Expenditure	354,460	348,575	(5,885)
Income	(421,660)	(417,969)	3,691
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(67,200)</b>	<b>(69,394)</b>	<b>(2,194)</b>
Indirect Expenditure	67,160	67,172	12
<b>Net (Income)/Expenditure</b>	<b>(40)</b>	<b>(2,222)</b>	<b>(2,182)</b>

**GUILDFORD HOUSE**

Direct Expenditure	397,460	368,457	(29,003)	Salary savings arising from vacancies in the service.
Income	(66,530)	(69,938)	(3,408)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>330,930</b>	<b>298,519</b>	<b>(32,411)</b>	
Indirect Expenditure	88,860	99,545	10,685	
<b>Net (Income)/Expenditure</b>	<b>419,790</b>	<b>398,064</b>	<b>(21,726)</b>	

**GUILDHALL**

Direct Expenditure	215,836	188,919	(26,917)	Planned repairs to the Guildhall roof to stop the ingress of water are no longer required and has been removed from the projection. Works to the guttering may be required.
Income	(27,800)	(27,070)	730	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>188,036</b>	<b>161,849</b>	<b>(26,187)</b>	
Indirect Expenditure	36,060	30,796	(5,264)	
<b>Net (Income)/Expenditure</b>	<b>224,096</b>	<b>192,645</b>	<b>(31,451)</b>	

**LAND DRAINAGE**

Direct Expenditure	157,250	157,010	(240)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>157,250</b>	<b>157,010</b>	<b>(240)</b>
Indirect Expenditure	328,830	318,560	(10,270)
<b>Net (Income)/Expenditure</b>	<b>486,080</b>	<b>475,570</b>	<b>(10,510)</b>

**ENVIRONMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>LEISURE ART DEVELOPMENT</b>			
Direct Expenditure	77,680	78,283	603
Income	(200)	(200)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>77,480</b>	<b>78,083</b>	<b>603</b>
Indirect Expenditure	14,050	14,059	9
<b>Net (Income)/Expenditure</b>	<b>91,530</b>	<b>92,142</b>	<b>612</b>
<b>LEISURE COMMUNITY CENTRES</b>			
Direct Expenditure	98,010	113,408	15,398
Income	0	(900)	(900)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>98,010</b>	<b>112,508</b>	<b>14,498</b>
Indirect Expenditure	72,510	74,006	1,496
<b>Net (Income)/Expenditure</b>	<b>170,520</b>	<b>186,514</b>	<b>15,994</b>
<b>LEISURE G LIVE</b>			
Direct Expenditure	409,390	407,987	(1,403)
Income	(24,210)	(42,201)	(17,991)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>385,180</b>	<b>365,786</b>	<b>(19,394)</b>
Indirect Expenditure	888,740	890,390	1,650
<b>Net (Income)/Expenditure</b>	<b>1,273,920</b>	<b>1,256,176</b>	<b>(17,744)</b>
<b>LEISURE GRANTS</b>			
Direct Expenditure	435,610	439,729	4,119
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>435,610</b>	<b>439,729</b>	<b>4,119</b>
Indirect Expenditure	8,570	8,576	6
<b>Net (Income)/Expenditure</b>	<b>444,180</b>	<b>448,305</b>	<b>4,125</b>
<b>LEISURE MANAGEMENT CONTRACT</b>			
Direct Expenditure	1,453,960	1,296,702	(157,258)
Income	(1,967,960)	(1,823,950)	144,010
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(514,000)</b>	<b>(527,248)</b>	<b>(13,248)</b>
Indirect Expenditure	1,572,740	1,572,737	(3)
<b>Net (Income)/Expenditure</b>	<b>1,058,740</b>	<b>1,045,489</b>	<b>(13,251)</b>

Lower than projected utility costs, which will result in a lower charge to Freedom Leisure (see income)

ENVIRONMENT	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>LEISURE PLAY DEVELOPMENT</b>			
Direct Expenditure	203,500	203,656	156
Income	(38,500)	(38,812)	(312)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>165,000</b>	<b>164,844</b>	<b>(156)</b>
Indirect Expenditure	16,220	16,229	9
<b>Net (Income)/Expenditure</b>	<b>181,220</b>	<b>181,073</b>	<b>(147)</b>
<b>LEISURE RANGERS</b>			
Direct Expenditure	234,700	221,321	(13,379)
Income	(640)	0	640
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>234,060</b>	<b>221,321</b>	<b>(12,739)</b>
Indirect Expenditure	8,100	8,109	9
<b>Net (Income)/Expenditure</b>	<b>242,160</b>	<b>229,430</b>	<b>(12,730)</b>
<b>LEISURE SPORT DEVELOPMENT</b>			
Direct Expenditure	78,800	79,815	1,015
Income	(5,150)	(5,114)	36
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>73,650</b>	<b>74,701</b>	<b>1,051</b>
Indirect Expenditure	10,990	11,002	12
<b>Net (Income)/Expenditure</b>	<b>84,640</b>	<b>85,703</b>	<b>1,063</b>
<b>MARKETS</b>			
Direct Expenditure	62,040	61,297	(743)
Income	(170,750)	(172,777)	(2,027)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(108,710)</b>	<b>(111,480)</b>	<b>(2,770)</b>
Indirect Expenditure	8,180	8,183	3
<b>Net (Income)/Expenditure</b>	<b>(100,530)</b>	<b>(103,297)</b>	<b>(2,767)</b>
<b>MOT BAY</b>			
Direct Expenditure	157,710	161,457	3,747
Income	(170,620)	(171,305)	(685)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(12,910)</b>	<b>(9,848)</b>	<b>3,062</b>
Indirect Expenditure	12,870	12,879	9
<b>Net (Income)/Expenditure</b>	<b>(40)</b>	<b>3,031</b>	<b>3,071</b>

**ENVIRONMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>GUILDFORD MUSEUM</b>			
Direct Expenditure	522,180	523,600	1,420 Savings arising from vacancies totalling £19,000, offset by £23,500 expenditure on the Musuem review. This will be funded from the Invest to Save reserve.
Income	(54,310)	(51,990)	2,320
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>467,870</b>	<b>471,610</b>	<b>3,740</b>
Indirect Expenditure	200,890	193,166	(7,724)
<b>Net (Income)/Expenditure</b>	<b>668,760</b>	<b>664,776</b>	<b>(3,984)</b>
<b>OFF STREET PARKING</b>			
Direct Expenditure	3,624,590	3,450,664	(173,926) Decoration works at Leapale Road budgeted to cost £136,000 have been put on hold until next financial year so works at other sites can be progressed first. Following the implementation of a new IT system, the projection includes a £16,000 saving on ICT. Insurance costs are projected to be £14,000 below the budget.
Income	(9,946,220)	(10,028,249)	(82,029) Meter income projection is £95,000 (1.2%) above the annual estimate, which is consistent with 2015-16 income levels. Income from garage rental is projected to be £14,000 (11.7%) below the budget due to garages held vacant pending the development of Guildford Park Car Park.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(6,321,630)</b>	<b>(6,577,585)</b>	<b>(255,955)</b>
Indirect Expenditure	1,199,250	1,183,847	(15,403)
<b>Net (Income)/Expenditure</b>	<b>(5,122,380)</b>	<b>(5,393,738)</b>	<b>(271,358)</b>
<b>ON STREET PARKING</b>			
Direct Expenditure	1,159,330	1,160,899	1,569
Income	(1,939,480)	(1,958,670)	(19,190)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(780,150)</b>	<b>(797,771)</b>	<b>(17,621)</b>
Indirect Expenditure	79,680	79,686	6
<b>Net (Income)/Expenditure</b>	<b>(700,470)</b>	<b>(718,085)</b>	<b>(17,615)</b>
<b>ORDNANCE SURVEY AND MAPPING SERVICES</b>			
Direct Expenditure	3,430	3,561	131
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>3,430</b>	<b>3,561</b>	<b>131</b>
Indirect Expenditure	10,000	8,870	(1,130)
<b>Net (Income)/Expenditure</b>	<b>13,430</b>	<b>12,431</b>	<b>(999)</b>

**ENVIRONMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**PARKS AND COUNTRYSIDE**

Direct Expenditure	4,251,390	4,112,231	(139,159) Lower than budgeted employee related expenditure totalling £148,000 resulting from vacant posts and the budget for a revised structure which will not be utilised in full. Repairs and maintenance, to be funded within the overall corporate allocation £98,000 above the estimate. Savings of £95,000 on the Payment to Contractors budget resulting from the decision to bring verge maintenance operations in-house, which has been absorbed into operating costs.
Income	(1,337,110)	(1,783,459)	(446,349) Special Protection Area (SPA) income currently £434,000 above estimate. Unused SPA income will be transferred to reserve at year-end.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>2,914,280</b>	<b>2,328,772</b>	<b>(585,508)</b>
Indirect Expenditure	543,910	561,635	17,725
<b>Net (Income)/Expenditure</b>	<b>3,458,190</b>	<b>2,890,407</b>	<b>(567,783)</b>

**PARK AND RIDE SERVICES**

Direct Expenditure	721,950	728,460	6,510 Savings in repair and maintenance expenditure headings, offset by anticipated expenditure at Onslow Park and Ride.
Income	(21,000)	(54,088)	(33,088) Recovery of costs anticipated at Onslow Park and Ride from Surrey County Council, which is reflected in the direct expenditure costs.
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>700,950</b>	<b>674,372</b>	<b>(26,578)</b>
Indirect Expenditure	95,600	88,434	(7,166)
<b>Net (Income)/Expenditure</b>	<b>796,550</b>	<b>762,806</b>	<b>(33,744)</b>

**PUBLIC CONVENIENCES**

Direct Expenditure	300,470	280,154	(20,316)
Income	(11,570)	(11,570)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>288,900</b>	<b>268,584</b>	<b>(20,316)</b>
Indirect Expenditure	73,120	75,233	2,113
<b>Net (Income)/Expenditure</b>	<b>362,020</b>	<b>343,817</b>	<b>(18,203)</b>

**ENVIRONMENT**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	

**REFUSE AND RECYCLING**

Direct Expenditure	6,309,230	6,626,127	316,897
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Recycling gate fees continue at levels similar to those in 2015-16, resulting in a projected domestic recycling gate fee which exceeds the budget by £367,000. An equalisation reserve was established to cover this additional cost. Trade refuse disposal charges are projected to be £51,000 below the estimate of £470,000.

Income	(3,816,070)	(3,836,027)	(19,957)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>2,493,160</b>	<b>2,790,100</b>	<b>296,940</b>
Indirect Expenditure	685,380	685,492	112
<b>Net (Income)/Expenditure</b>	<b>3,178,540</b>	<b>3,475,592</b>	<b>297,052</b>

**RIVER CONTROL**

Direct Expenditure	30,670	30,693	23
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>30,670</b>	<b>30,693</b>	<b>23</b>
Indirect Expenditure	9,140	8,148	(992)
<b>Net (Income)/Expenditure</b>	<b>39,810</b>	<b>38,841</b>	<b>(969)</b>

**ROADS AND FOOTPATHS MAINTENANCE**

Direct Expenditure	36,640	34,661	(1,979)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>36,640</b>	<b>34,661</b>	<b>(1,979)</b>
Indirect Expenditure	49,540	60,241	10,701
<b>Net (Income)/Expenditure</b>	<b>86,180</b>	<b>94,902</b>	<b>8,722</b>

**SNOW AND ICE PLAN HOLDING ACCOUNT**

Direct Expenditure	61,440	61,446	6
Income	(62,270)	(62,270)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(830)</b>	<b>(824)</b>	<b>6</b>
Indirect Expenditure	1,040	1,040	0
<b>Net (Income)/Expenditure</b>	<b>210</b>	<b>216</b>	<b>6</b>

**STREET CLEANSING**

Direct Expenditure	2,050,230	2,033,116	(17,114)
Income	(134,750)	(136,671)	(1,921)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>1,915,480</b>	<b>1,896,445</b>	<b>(19,035)</b>
Indirect Expenditure	121,750	121,774	24
<b>Net (Income)/Expenditure</b>	<b>2,037,230</b>	<b>2,018,219</b>	<b>(19,011)</b>

ENVIRONMENT	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>STREET FURNITURE</b>			
Direct Expenditure	55,650	58,230	2,580
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>55,650</b>	<b>58,230</b>	<b>2,580</b>
Indirect Expenditure	9,080	10,214	1,134
<b>Net (Income)/Expenditure</b>	<b>64,730</b>	<b>68,444</b>	<b>3,714</b>
<b>TRANSPORTATION</b>			
Direct Expenditure	12,630	12,600	(30)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>12,630</b>	<b>12,600</b>	<b>(30)</b>
Indirect Expenditure	5,640	8,816	3,176
<b>Net (Income)/Expenditure</b>	<b>18,270</b>	<b>21,416</b>	<b>3,146</b>
<b>VEHICLE MAINTENANCE WORKSHOP</b>			
Direct Expenditure	823,210	809,443	(13,767)
Income	(869,020)	(854,478)	14,542
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(45,810)</b>	<b>(45,035)</b>	<b>775</b>
Indirect Expenditure	46,570	46,573	3
<b>Net (Income)/Expenditure</b>	<b>760</b>	<b>1,538</b>	<b>778</b>
<b>WOKING ROAD DEPOT</b>			
Direct Expenditure	425,860	434,402	8,542
Income	(608,340)	(608,824)	(484)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(182,480)</b>	<b>(174,422)</b>	<b>8,058</b>
Indirect Expenditure	179,840	178,865	(975)
<b>Net (Income)/Expenditure</b>	<b>(2,640)</b>	<b>4,443</b>	<b>7,083</b>
<b>RECYCLING, CLEANSING AND PARKING SERVICES OVERHEAD ACCOUNT</b>			
Direct Expenditure	201,750	195,973	(5,777)
Income	(251,530)	(251,557)	(27)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(49,780)</b>	<b>(55,584)</b>	<b>(5,804)</b>
Indirect Expenditure	48,360	48,366	6
<b>Net (Income)/Expenditure</b>	<b>(1,420)</b>	<b>(7,218)</b>	<b>(5,798)</b>

## MANAGING DIRECTOR

Revised Budget      Projected Outturn      Variance  
2016-17                      2016-17

## Appendix 2

<b>SERVICE SUMMARY</b>			
Direct Expenditure	625,555	582,619	(42,936)
Income	(549,070)	(549,079)	(9)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>76,485</b>	<b>33,540</b>	<b>(42,945)</b>
Indirect Expenditure	70,020	70,038	18
<b>Net (Income)/Expenditure</b>	<b>146,505</b>	<b>103,578</b>	<b>(42,927)</b>

### PERFORMANCE MANAGEMENT

Direct Expenditure	72,070	54,151	(17,919)	Vacant posts pending the restructure of internal audit and performance management service.
Income	(72,070)	(72,079)	(9)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>0</b>	<b>(17,928)</b>	<b>(17,928)</b>	
<b>Net (Income)/Expenditure</b>	<b>0</b>	<b>(17,928)</b>	<b>(17,928)</b>	

### INTERNAL AUDIT

Direct Expenditure	313,245	288,185	(25,060)	Vacant posts pending the restructure of internal audit and performance management service.
Income	(276,320)	(276,320)	0	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>36,925</b>	<b>11,865</b>	<b>(25,060)</b>	
Indirect Expenditure	36,880	36,889	9	
<b>Net (Income)/Expenditure</b>	<b>73,805</b>	<b>48,754</b>	<b>(25,051)</b>	

### PERFORMANCE AND TRANSFORMATION

Direct Expenditure	240,240	240,283	43
Income	(200,680)	(200,680)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>39,560</b>	<b>39,603</b>	<b>43</b>
Indirect Expenditure	33,140	33,149	9
<b>Net (Income)/Expenditure</b>	<b>72,700</b>	<b>72,752</b>	<b>52</b>

RESOURCES	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>SERVICE SUMMARY</b>			
Direct Expenditure	47,354,269	47,494,185	139,916
Income	(45,564,260)	(45,742,350)	(178,090)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>1,790,009</b>	<b>1,751,835</b>	<b>(38,174)</b>
Indirect Expenditure	2,311,890	2,313,650	1,760
<b>Net (Income)/Expenditure</b>	<b>4,101,899</b>	<b>4,065,485</b>	<b>(36,414)</b>
<b>ACCOUNTANCY</b>			
Direct Expenditure	782,620	791,190	8,570
Income	(913,160)	(913,253)	(93)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(130,540)</b>	<b>(122,063)</b>	<b>8,477</b>
Indirect Expenditure	129,420	129,444	24
<b>Net (Income)/Expenditure</b>	<b>(1,120)</b>	<b>7,381</b>	<b>8,501</b>
<b>BUSINESS RATES</b>			
Direct Expenditure	189,350	194,758	5,408
Income	(276,390)	(276,563)	(173)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(87,040)</b>	<b>(81,805)</b>	<b>5,235</b>
Indirect Expenditure	43,060	43,069	9
<b>Net (Income)/Expenditure</b>	<b>(43,980)</b>	<b>(38,736)</b>	<b>5,244</b>
<b>ICT BUSINESS SERVICES TEAM</b>			
Direct Expenditure	774,490	686,553	(87,937) Vacant posts pending service restructuring.
Income	(739,790)	(739,868)	(78)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>34,700</b>	<b>(53,315)</b>	<b>(88,015)</b>
Indirect Expenditure	96,570	96,612	42
<b>Net (Income)/Expenditure</b>	<b>131,270</b>	<b>43,297</b>	<b>(87,973)</b>
<b>CLIMATE CHANGE</b>			
Direct Expenditure	418,840	399,645	(19,195)
Income	(367,670)	(367,700)	(30)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>51,170</b>	<b>31,945</b>	<b>(19,225)</b>
Indirect Expenditure	61,190	61,223	33
<b>Net (Income)/Expenditure</b>	<b>112,360</b>	<b>93,168</b>	<b>(19,192)</b>

**RESOURCES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>CORPORATE FINANCIAL</b>			
Direct Expenditure	164,090	164,371	281
Income	(154,650)	(154,768)	(118)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>9,440</b>	<b>9,603</b>	<b>163</b>
Indirect Expenditure	275,770	275,812	42
<b>Net (Income)/Expenditure</b>	<b>285,210</b>	<b>285,415</b>	<b>205</b>

**COUNCIL TAX**

Direct Expenditure	624,364	646,819	22,455	Council Tax salaries are over budget £13,900 (net of vacancy credit £15,800). The implications of the Revenue & Benefits restructure have yet to be included, which are anticipated to generate a saving. Postage costs are higher than budget as a result of changes to the mail recording process after the budget was set.
Income	(343,750)	(343,750)	0	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>280,614</b>	<b>303,069</b>	<b>22,455</b>	
Indirect Expenditure	142,090	142,111	21	
<b>Net (Income)/Expenditure</b>	<b>422,704</b>	<b>445,180</b>	<b>22,476</b>	

**ICT CUSTOMER TECHNICAL SUPPORT**

Direct Expenditure	941,930	975,472	33,542	Network Links (BT Unicorn) will be over budget by £13,150 and Infrastructure Maintenance by £5,600.
Income	(920,390)	(920,222)	168	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>21,540</b>	<b>55,250</b>	<b>33,710</b>	
Indirect Expenditure	76,640	76,652	12	
<b>Net (Income)/Expenditure</b>	<b>98,180</b>	<b>131,902</b>	<b>33,722</b>	

**E-PAYMENTS DEPARTMENT**

Direct Expenditure	341,080	350,508	9,428
Income	(482,310)	(482,361)	(51)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(141,230)</b>	<b>(131,853)</b>	<b>9,377</b>
Indirect Expenditure	98,210	98,225	15
<b>Net (Income)/Expenditure</b>	<b>(43,020)</b>	<b>(33,628)</b>	<b>9,392</b>

**FEASIBILITY STUDIES**

Direct Expenditure	20,000	20,000	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>
Indirect Expenditure	140	140	0
<b>Net (Income)/Expenditure</b>	<b>20,140</b>	<b>20,140</b>	<b>0</b>

**RESOURCES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>DEBTORS</b>			
Direct Expenditure	161,070	153,987	(7,083)
Income	(262,070)	(262,097)	(27)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(101,000)</b>	<b>(108,110)</b>	<b>(7,110)</b>
Indirect Expenditure	100,970	100,979	9
<b>Net (Income)/Expenditure</b>	<b>(30)</b>	<b>(7,131)</b>	<b>(7,101)</b>

(7,083) Salaries costs are £6,300 lower than estimate as a result of a temporary arrangement to fill a full time post on a part time basis.

**HOUSING BENEFITS**

Direct Expenditure	37,526,841	37,659,060	132,219
Income	(37,317,510)	(37,422,092)	(104,582)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>209,331</b>	<b>236,968</b>	<b>27,637</b>
Indirect Expenditure	228,420	228,444	24
<b>Net (Income)/Expenditure</b>	<b>437,751</b>	<b>465,412</b>	<b>27,661</b>

132,219 Housing Benefit salaries and agency staffing costs are £31,000 over budget. The implications of the Revenue & Benefits restructure have yet to be included, which are anticipated to generate a saving. Postage costs are higher than budget as a result of changes to the mail recording process after the budget was set. The Department of Work and Pensions reimburse the cost of housing benefit payment. The amount of housing benefit paid is higher than budgeted, as a consequence the amount reimbursed has increased by an equivalent amount.

**INFORMATION SYSTEMS TEAM**

Direct Expenditure	258,660	258,894	234
Income	(294,430)	(294,062)	368
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(35,770)</b>	<b>(35,168)</b>	<b>602</b>
Indirect Expenditure	37,350	37,299	(51)
<b>Net (Income)/Expenditure</b>	<b>1,580</b>	<b>2,131</b>	<b>551</b>

**RESOURCES**

	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Variance</b>
	<b>2016-17</b>	<b>2016-17</b>	

**INSURANCE REVENUE ACCOUNT**

Direct Expenditure	917,970	877,069	(40,901)	Actual insurance premiums are lower than budgeted assumptions. Savings have also been achieved in the risk management budget as our insurer is offering risk management support and training as part of the policy.
Income	(938,410)	(941,888)	(3,478)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(20,440)</b>	<b>(64,819)</b>	<b>(44,379)</b>	
Indirect Expenditure	3,580	3,885	305	
<b>Net (Income)/Expenditure</b>	<b>(16,860)</b>	<b>(60,934)</b>	<b>(44,074)</b>	

**IT RENEWALS REVENUE ACCOUNT**

Income	(582,920)	(582,920)	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(582,920)</b>	<b>(582,920)</b>	<b>0</b>
Indirect Expenditure	464,470	464,479	9
<b>Net (Income)/Expenditure</b>	<b>(118,450)</b>	<b>(118,441)</b>	<b>9</b>

**MISCELLANEOUS ITEMS**

Direct Expenditure	120,864	192,039	71,175
Income	88,850	88,850	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>209,714</b>	<b>280,889</b>	<b>71,175</b>
Indirect Expenditure	460	460	0
<b>Net (Income)/Expenditure</b>	<b>210,174</b>	<b>281,349</b>	<b>71,175</b>

**OFFICE SERVICES TEAM**

Direct Expenditure	1,434,050	1,433,612	(438)	Surrey County Council rent will be £30,800 higher than budgeted. The reprographics support service recharge is anticipated to be overachieved by £41,800.
Income	(1,849,460)	(1,919,435)	(69,975)	
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(415,410)</b>	<b>(485,823)</b>	<b>(70,413)</b>	
Indirect Expenditure	478,180	479,422	1,242	
<b>Net (Income)/Expenditure</b>	<b>62,770</b>	<b>(6,401)</b>	<b>(69,171)</b>	

**PAYMASTER**

Direct Expenditure	127,250	131,654	4,404
Income	(210,200)	(210,221)	(21)
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>(82,950)</b>	<b>(78,567)</b>	<b>4,383</b>
Indirect Expenditure	40,940	40,952	12
<b>Net (Income)/Expenditure</b>	<b>(42,010)</b>	<b>(37,615)</b>	<b>4,395</b>

**RESOURCES**

	Revised Budget	Projected Outturn	Variance
	2016-17	2016-17	
<b>NON DISTRIBUTED COSTS</b>			
Direct Expenditure	2,227,680	2,227,680	0
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>2,227,680</b>	<b>2,227,680</b>	<b>0</b>
Indirect Expenditure	160	160	0
<b>Net (Income)/Expenditure</b>	<b>2,227,840</b>	<b>2,227,840</b>	<b>0</b>
<b>WEBSITE</b>			
Direct Expenditure	323,120	330,874	7,754
<b>Total Directly Controllable (Income)/Expenditure</b>	<b>323,120</b>	<b>330,874</b>	<b>7,754</b>
Indirect Expenditure	34,270	34,282	12
<b>Net (Income)/Expenditure</b>	<b>357,390</b>	<b>365,156</b>	<b>7,766</b>