

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Cultural Services	3,260,700	2,809,000	-451,800	
Abbey Fields SP				
Employees	283,700	233,300	-50,400	
Premises	178,400	227,100	48,700	
Transport	0	100	100	
Supplies and Services	19,700	20,900	1,200	
Third Party Payments	300	0	-300	
Total Direct Expenditure	482,100	481,400	-700	
Other Income	-900	-400	500	
Sales	-6,200	-5,800	400	
Fees and Charges	-278,500	-300,300	-21,800	
Rents	-2,000	-2,700	-700	
Total Direct Income	-287,600	-309,200	-21,600	
Net Direct Cost	194,500	172,200	-22,300	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	112,800	85,300	-27,500	Plant Maintenance & Corporate R&M
Total Recharges	112,800	85,300	-27,500	
Total Abbey Fields SP	307,300	257,500	-49,800	
Castle Farm RC				
Employees	133,300	154,200	20,900	
Premises	108,200	90,500	-17,700	
Supplies and Services	10,100	6,700	-3,400	
Third Party Payments	400	0	-400	
Total Direct Expenditure	252,000	251,400	-600	
Sales	-100	0	100	
Fees and Charges	-198,400	-178,000	20,400	
Rents	-700	-500	200	
Total Direct Income	-199,200	-178,500	20,700	
Net Direct Cost	52,800	72,900	20,100	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	117,300	86,800	-30,500	Plant Maintenance & Corporate R&M
Total Recharges	117,300	86,800	-30,500	
Total Castle Farm RC	170,100	159,700	-10,400	
Catering Contract				
Premises	23,400	26,900	3,500	
Supplies and Services	0	800	800	
Third Party Payments	3,400	700	-2,700	
Total Direct Expenditure	26,800	28,400	1,600	
Rents	-82,800	-80,800	2,000	
Total Direct Income	-82,800	-80,800	2,000	
Net Direct Cost	-56,000	-52,400	3,600	
Support Services	6,600	8,800	2,200	
Total Recharges	6,600	8,800	2,200	
Total Catering Contract	-49,400	-43,600	5,800	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
CSTeam				
Supplies and Services	0	5,100	5,100	
Total Direct Expenditure	0	5,100	5,100	
Other Income	0	-4,400	-4,400	
Total Direct Income	0	-4,400	-4,400	
Net Direct Cost	0	700	700	
Support Services	400	100	-300	
Recharges	-400	-800	-400	
Total Recharges	0	-700	-700	
Total CSTeam	0	0	0	

Cultural Services Technical Support Team				
Employees	154,400	150,700	-3,700	
Transport	500	500	0	
Supplies and Services	8,700	7,900	-800	
Total Direct Expenditure	163,600	159,100	-4,500	
Support Services	69,000	63,100	-5,900	
Recharges	-244,300	-231,900	12,400	Revised Allocations
Total Recharges	-175,300	-168,800	6,500	
Total Cultural Services Technical Support Team	-11,700	-9,700	2,000	

Edmondscote Sports Track				
Premises	24,300	22,600	-1,700	
Supplies and Services	1,500	1,100	-400	
Third Party Payments	11,700	7,600	-4,100	
Total Direct Expenditure	37,500	31,300	-6,200	
Fees and Charges	-15,700	-22,400	-6,700	
Rents	-200	-200	0	
Total Direct Income	-15,900	-22,600	-6,700	
Net Direct Cost	21,600	8,700	-12,900	
Support Services	24,300	26,900	2,600	
Total Recharges	24,300	26,900	2,600	
Total Edmondscote Sports Track	45,900	35,600	-10,300	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Golf Course				
Premises	9,700	9,800	100	
Supplies and Services	0	900	900	
Third Party Payments	0	6,200	6,200	
Total Direct Expenditure	9,700	16,900	7,200	
Rents	-24,000	-23,300	700	
Total Direct Income	-24,000	-23,300	700	
Net Direct Cost	-14,300	-6,400	7,900	
Support Services	19,300	27,400	8,100	
Total Recharges	19,300	27,400	8,100	
Total Golf Course	5,000	21,000	16,000	
Green Space Development				
Premises	122,800	141,600	18,800	Revised Maintenance Programme
Supplies and Services	0	800	800	
Total Direct Expenditure	122,800	142,400	19,600	
Support Services	800	0	-800	
Total Recharges	800	0	-800	
Total Green Space Development	123,600	142,400	18,800	
Lillington Community Centre				
Employees	4,200	4,400	200	
Premises	3,100	3,000	-100	
Supplies and Services	200	-100	-300	
Total Direct Expenditure	7,500	7,300	-200	
Rents	-6,100	-5,400	700	
Total Direct Income	-6,100	-5,400	700	
Net Direct Cost	1,400	1,900	500	
Support Services	1,700	1,800	100	
Total Recharges	1,700	1,800	100	
Total Lillington Community Centre	3,100	3,700	600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Meadow Community Sports Centre				
Employees	60,000	64,800	4,800	
Premises	14,800	16,300	1,500	
Supplies and Services	3,300	1,800	-1,500	
Total Direct Expenditure	78,100	82,900	4,800	
Fees and Charges	-56,700	-47,000	9,700	
Total Direct Income	-56,700	-47,000	9,700	
Net Direct Cost	21,400	35,900	14,500	
Support Services	21,700	24,300	2,600	
Total Recharges	21,700	24,300	2,600	
Total Meadow Community Sports Centre	43,100	60,200	17,100	
Myton School Dual Use				
Employees	45,200	24,800	-20,400	Contracted staff leaving and not replaced from Nov 16 cover with casuals
Premises	15,100	19,600	4,500	
Supplies and Services	1,700	600	-1,100	
Total Direct Expenditure	62,000	45,000	-17,000	
Fees and Charges	-72,800	-57,200	15,600	Various shortfalls all below £10,000, general reduction in customer numbers
Total Direct Income	-72,800	-57,200	15,600	
Net Direct Cost	-10,800	-12,200	-1,400	
Support Services	25,900	36,200	10,300	Revised Allocations
Total Recharges	25,900	36,200	10,300	
Total Myton School Dual Use	15,100	24,100	9,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Newbold Comyn LC				
Employees	531,400	513,400	-18,000	
Premises	333,500	289,700	-43,800	
Transport	0	100	100	
Supplies and Services	42,800	35,100	-7,700	
Third Party Payments	200	0	-200	
Total Direct Expenditure	907,900	838,300	-69,600	
Other Income	-1,500	-900	600	
Sales	-11,800	-10,400	1,400	
Fees and Charges	-599,200	-691,500	-92,300	
Total Direct Income	-612,500	-702,800	-90,300	
Net Direct Cost	295,400	135,500	-159,900	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	257,000	170,000	-87,000	Plant Maintenance & Corporate R&M
Total Recharges	257,000	170,000	-87,000	
Total Newbold Comyn LC	552,400	305,500	-246,900	
Outdoor Recreation				
Premises	32,700	48,400	15,700	Various all below £10,000
Transport	300	0	-300	
Supplies and Services	6,700	3,200	-3,500	
Third Party Payments	51,700	51,700	0	
Total Direct Expenditure	91,400	103,300	11,900	
Other Income	-4,600	-4,600	0	
Fees and Charges	-29,700	-22,900	6,800	
Rents	-14,900	-14,800	100	
Total Direct Income	-49,200	-42,300	6,900	
Net Direct Cost	42,200	61,000	18,800	
Support Services	18,800	10,400	-8,400	
Total Recharges	18,800	10,400	-8,400	
Total Outdoor Recreation	61,000	71,400	10,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Royal Pump Rooms				
Employees	361,000	354,600	-6,400	
Premises	290,800	233,900	-56,900	Part of overall Repairs and Maintenance revised Programme, £15,000 underspend on Electricity and various below £10,000
Transport	1,800	2,200	400	
Supplies and Services	143,400	118,100	-25,300	Various all below £10,000
Total Direct Expenditure	797,000	708,800	-88,200	
Other Grants and Contributions	-10,600	-15,500	-4,900	
Other Income	-3,000	-4,900	-1,900	
Sales	-1,900	-13,200	-11,300	Various all below £10,000
Fees and Charges	-3,300	-4,200	-900	
Rents	-63,800	-63,800	0	
Total Direct Income	-82,600	-101,600	-19,000	
Net Direct Cost	714,400	607,200	-107,200	
Support Services	166,100	156,700	-9,400	
Recharges	-2,700	-2,800	-100	
Total Recharges	163,400	153,900	-9,500	
Total Royal Pump Rooms	877,800	761,100	-116,700	
Royal Spa Centre				
Employees	475,400	476,600	1,200	
Premises	207,700	200,200	-7,400	
Transport	700	1,000	300	
Supplies and Services	858,500	919,000	60,500	
Third Party Payments	4,200	300	-3,900	
Total Direct Expenditure	1,546,500	1,597,100	50,700	
Sales	-172,300	-188,700	-16,400	
Fees and Charges	-929,100	-1,074,900	-145,800	
Total Direct Income	-1,101,400	-1,263,600	-162,200	
Net Direct Cost	445,100	333,500	-111,500	
Support Services	208,200	181,900	-26,300	
Total Recharges	208,200	181,900	-26,300	
Total Royal Spa Centre	653,300	515,500	-137,700	£111,400 favourable variation on direct income and expenditure

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Sports Facilities Admin				
Employees	194,800	184,000	-10,800	
Premises	22,000	1,500	-20,500	Part of overall Repairs and Maintenance revised programme
Transport	4,200	1,500	-2,700	
Supplies and Services	32,300	31,000	-1,300	
Third Party Payments	33,100	69,300	36,200	£21,000 adverse Legal Fees on Leisure Options Project, plus various small variations
Total Direct Expenditure	286,400	287,300	900	
Support Services	351,300	356,600	5,300	
Recharges	-684,400	-530,600	153,800	Revised Allocations
Total Recharges	-333,100	-174,000	159,100	
Total Sports Facilities Admin	-46,700	113,300	160,000	
St. Nicholas Park LC				
Employees	435,400	431,200	-4,200	
Premises	262,800	226,400	-36,400	
Transport	0	300	300	
Supplies and Services	26,900	21,700	-5,200	
Third Party Payments	200	0	-200	
Total Direct Expenditure	725,300	679,600	-45,700	
Other Income	-800	-400	400	
Sales	-5,600	-3,300	2,300	
Fees and Charges	-533,700	-476,300	57,400	
Rents	-2,400	-6,700	-4,300	
Total Direct Income	-542,500	-486,700	55,800	
Net Direct Cost	182,800	192,900	10,100	See Main Report. Budgets were revised on a more pessimistic forecast. Excludes Support Services, plus £6,100 Warwick
Support Services	260,700	167,400	-93,300	Plant Maintenance & Corporate R&M
Total Recharges	260,700	167,400	-93,300	
Total St. Nicholas Park LC	443,500	360,300	-83,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Town Hall Facilities				
Employees	171,600	185,300	13,700	includes redundancies funded from Reserve (approved by Executive February 2017)
Premises	178,100	145,100	-33,100	Part of overall Repairs and Maintenance revised programme
Transport	0	0	0	
Supplies and Services	12,900	13,200	300	
Third Party Payments	1,200	1,000	-200	
Total Direct Expenditure	363,800	344,600	-19,300	
Fees and Charges	-78,800	-68,100	10,700	Internal and External Customers lower than forecast
Rents	-27,400	-27,300	100	
Total Direct Income	-106,200	-95,400	10,800	
Net Direct Cost	257,600	249,200	-8,500	
Support Services	220,200	203,900	-16,300	recharges within General Fund
Recharges	-543,900	-566,700	-22,800	internal recharge to office accommodation
Total Recharges	-323,700	-362,800	-39,100	
Total Town Hall Facilities	-66,100	-113,600	-47,600	
Youth Sport Development				
Employees	39,900	36,900	-3,000	
Transport	2,200	500	-1,700	
Supplies and Services	34,900	30,000	-4,900	
Third Party Payments	0	600	600	
Total Direct Expenditure	77,000	68,000	-9,000	
Fees and Charges	-1,500	-600	900	
Total Direct Income	-1,500	-600	900	
Net Direct Cost	75,500	67,400	-8,100	
Support Services	57,900	77,200	19,300	recharges within General Fund
Total Recharges	57,900	77,200	19,300	
Total Youth Sport Development	133,400	144,600	11,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Development Services & Business	1,726,000	1,686,500	-39,500	
26HT				
Premises	7,200	13,000	5,800	
Supplies and Services	15,900	12,200	-3,700	
Third Party Payments	0	200	200	
Total Direct Expenditure	23,100	25,400	2,300	
Fees and Charges	0	-800	-800	
Rents	-29,500	-37,000	-7,500	
Total Direct Income	-29,500	-37,800	-8,300	
Net Direct Cost	-6,400	-12,400	-6,000	
Support Services	600	600	0	
Total Recharges	600	600	0	
Total 26HT	-5,800	-11,800	-6,000	
Building Control				
Employees	694,900	655,900	-39,000	Staff Vacancies
Premises	11,500	11,300	-200	
Transport	55,900	52,500	-3,400	
Supplies and Services	30,800	32,200	1,400	
Third Party Payments	45,700	12,000	-33,700	Marketing consultancy funded from Building Control Reserve not spent
Total Direct Expenditure	838,800	763,900	-74,900	
Other Income	-105,000	-99,900	5,200	
Fees and Charges	-727,600	-716,800	10,800	1% on Budget of £728,000
Total Direct Income	-832,600	-816,700	16,000	
Net Direct Cost	6,200	-52,800	-58,900	
Support Services	1,124,100	1,067,900	-56,300	Revised Allocations
Recharges	-973,100	-935,200	37,900	Revised Allocations
Total Recharges	151,000	132,700	-18,400	
Total Building Control	157,200	79,900	-77,300	
Christmas Illuminations				
Supplies and Services	76,900	86,800	9,900	
Total Direct Expenditure	76,900	86,800	9,900	
Other Income	-53,600	-53,600	0	
Total Direct Income	-53,600	-53,600	0	
Net Direct Cost	23,300	33,200	9,900	
Support Services	2,100	1,700	-400	
Total Recharges	2,100	1,700	-400	
Total Christmas Illuminations	25,400	34,900	9,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Development Control				
Employees	894,900	929,500	34,600	fully staff, vacancy factor built into staffing budgets
Transport	18,000	15,700	-2,300	
Supplies and Services	-1,000	100	1,100	
Third Party Payments	158,900	126,000	-32,900	Fewer large Planning Applications than expected and less Planning Appeals reducing Legal Fees
Total Direct Expenditure	1,070,800	1,071,300	500	
Government Grants	0	-5,900	-5,900	
Other Grants and Contributions	0	-200	-200	
Other Income	-100	-200	-100	
Fees and Charges	-1,142,800	-1,126,500	16,300	Fewer planning applications and planning appeals
Total Direct Income	-1,142,900	-1,132,800	10,100	
Net Direct Cost	-72,100	-61,500	10,600	
Support Services	411,900	324,100	-87,800	recharges within General Fund
Recharges	-58,900	-58,900	0	
Total Recharges	353,000	265,200	-87,800	
Total Development Control	280,900	203,700	-77,200	
Development Services Mgt				
Employees	77,300	79,600	2,300	
Transport	500	100	-400	
Supplies and Services	12,800	11,600	-1,200	
Total Direct Expenditure	90,600	91,300	700	
Support Services	52,300	42,600	-9,700	
Recharges	-149,500	-140,100	9,400	
Total Recharges	-97,200	-97,500	-300	
Total Development Services Mgt	-6,600	-6,200	400	
Economic Development				
Employees	99,000	92,600	-6,400	
Transport	1,400	1,100	-300	
Supplies and Services	46,400	24,300	-22,100	LEP contribution on Earmarked Reserve Schedule
Third Party Payments	137,000	110,500	-26,500	St Marys Lands Masterplan on Earmarked Reserve Schedule
Total Direct Expenditure	283,800	228,500	-55,300	
Other Income	0	-1,400	-1,400	
Total Direct Income	0	-1,400	-1,400	
Net Direct Cost	283,800	227,100	-56,700	
Support Services	106,100	98,300	-7,800	
Total Recharges	106,100	98,300	-7,800	
Total Economic Development	389,900	325,400	-64,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Economic Regeneration				
Supplies and Services	20,000	25,000	5,000	
Total Direct Expenditure	20,000	25,000	5,000	
Support Services	62,600	71,700	9,100	
Total Recharges	62,600	71,700	9,100	
Total Economic Regeneration	82,600	96,700	14,100	
Enterprise Development				
Employees	87,400	85,400	-2,000	
Premises	77,100	81,100	3,900	
Transport	2,500	1,900	-600	
Supplies and Services	23,900	20,500	-3,400	
Third Party Payments	2,600	13,000	10,400	Various all below £10,000
Total Direct Expenditure	193,500	201,900	8,300	
Fees and Charges	-15,100	-17,800	-2,700	
Rents	-204,600	-211,500	-6,900	
Total Direct Income	-219,700	-229,300	-9,600	
Net Direct Cost	-26,200	-27,400	-1,300	
Support Services	35,100	43,400	8,300	
Total Recharges	35,100	43,400	8,300	
Total Enterprise Development	8,900	16,000	7,000	
Kenilworth Public Service Centre				
Premises	50,800	63,300	12,500	Part of overall revised Repairs and Maintenance Programme
Supplies and Services	1,500	200	-1,300	
Third Party Payments	9,200	3,200	-6,000	
Total Direct Expenditure	61,500	66,700	5,200	
Fees and Charges	0	-200	-200	
Rents	-37,000	-34,700	2,300	
Total Direct Income	-37,000	-34,900	2,100	
Net Direct Cost	24,500	31,800	7,300	
Support Services	14,100	13,200	-900	
Total Recharges	14,100	13,200	-900	
Total Kenilworth Public Service Centre	38,600	45,000	6,400	

Budgets £

Local Land Charges

Employees	100	100	0	
Transport	200	0	-200	
Supplies and Services	19,200	19,200	0	
Third Party Payments	45,500	43,900	-1,600	
Total Direct Expenditure	65,000	63,200	-1,800	
Government Grants	-9,100	-9,100	0	
Fees and Charges	-175,000	-159,000	16,000	1466 searches received in 26/17 compared to 1632 searches received in 25/16
Total Direct Income	-184,100	-168,100	16,000	
Net Direct Cost	-119,100	-104,900	14,200	
Support Services	23,000	18,100	-4,900	
Total Recharges	23,000	18,100	-4,900	
Total Local Land Charges	-96,100	-86,800	9,300	

Markets

Premises	4,700	4,800	0
Transport	0	0	0
Supplies and Services	600	800	200
Total Direct Expenditure	5,300	5,600	200
Rents	-37,000	-30,800	6,200
Total Direct Income	-37,000	-30,800	6,200
Net Direct Cost	-31,700	-25,200	6,400
Support Services	1,800	1,700	-100
Total Recharges	1,800	1,700	-100
Total Markets	-29,900	-23,500	6,300

Mops

Supplies and Services	0	0	0
Third Party Payments	10,700	8,100	-2,600
Total Direct Expenditure	10,700	8,100	-2,600
Fees and Charges	-11,000	-7,500	3,500
Total Direct Income	-11,000	-7,500	3,500
Net Direct Cost	-300	600	900
Support Services	17,600	11,800	-5,800
Total Recharges	17,600	11,800	-5,800
Total Mops	17,300	12,400	-4,900

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Open Spaces				
Employees	138,200	130,000	-8,200	
Premises	8,600	15,100	6,500	
Transport	3,000	1,100	-1,900	
Supplies and Services	107,200	123,400	16,200	various all below £10,000
Third Party Payments	10,900	4,900	-6,000	
Total Direct Expenditure	267,900	274,500	6,600	
Other Grants and Contributions	-40,100	-41,600	-1,500	
Other Income	0	-2,700	-2,700	
Fees and Charges	-61,500	-57,900	3,600	
Rents	-154,100	-131,700	22,400	Income for reprovding Public Right of Way in Kenilworth not yet received, does not impact on General Fund as there will be no contribution to Capital Investment Reserve
Total Direct Income	-255,700	-233,900	21,800	
Net Direct Cost	12,200	40,600	28,400	
Support Services	110,800	77,400	-33,400	recharges within General Fund
Recharges	-48,000	-48,000	0	
Total Recharges	62,800	29,400	-33,400	
Total Open Spaces	75,000	70,000	-5,000	
Organisational Development				
Employees	3,300	-1,100	-4,400	
Transport	800	0	-800	
Supplies and Services	1,200	0	-1,200	
Total Direct Expenditure	5,300	-1,100	-6,400	
Support Services	19,700	19,800	100	
Recharges	-25,200	-19,100	6,100	
Total Recharges	-5,500	700	6,200	
Total Organisational Development	-200	-400	-200	
Policy and Projects				
Employees	391,000	385,100	-5,900	
Premises	0	200	200	
Transport	1,400	700	-700	
Supplies and Services	7,700	19,200	11,500	Various below £10,000
Third Party Payments	143,400	224,600	81,200	Various small variations but primarily, additional Cost of Local Plan review, consultation and inspection funded from Planning Appeals Reserve
Total Direct Expenditure	543,500	629,800	86,300	
Support Services	129,600	124,900	-4,800	
Recharges	-84,200	0	84,200	recharges within General Fund Revised Allocations
Total Recharges	45,400	124,900	79,400	
Total Policy and Projects	588,900	754,700	165,700	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Tourism				
Employees	28,300	27,000	-1,300	
Premises	15,900	15,500	-400	
Supplies and Services	139,600	121,300	-18,400	Shakespeare Country Grant -Prepayment not posted in 2015/16 in error, five quarterly payments in 2015/16 accounts.
Third Party Payments	500	0	-500	
Total Direct Expenditure	184,300	163,800	-20,600	
Other Income	0	-1,500	-1,500	
Sales	-13,300	-15,100	-1,800	
Fees and Charges	-500	-500	0	
Total Direct Income	-13,800	-17,100	-3,300	
Net Direct Cost	170,500	146,700	-23,900	
Support Services	29,400	29,200	-200	
Total Recharges	29,400	29,200	-200	
Total Tourism	199,900	175,900	-24,100	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Finance	2,344,500	2,251,300	-94,000	
Accountancy				
Employees	454,000	473,400	19,400	Temporary Staff cover for long term sickness absence and maternity leave
Transport	1,000	700	-300	
Supplies and Services	52,400	47,800	-4,600	
Other Income	0	0	0	
Total Direct Expenditure	507,400	521,900	14,500	
Support Services	112,200	127,600	15,400	Revised Allocations
Recharges	-651,900	-680,300	-28,400	Revised Allocations
Total Recharges	-539,700	-552,700	-13,000	
Total Accountancy	-32,300	-30,800	1,500	
Audit & Risk				
Employees	209,800	215,400	5,600	
Transport	1,100	600	-500	
Supplies and Services	32,200	22,200	-10,100	various all below £10,000
Third Party Payments	9,500	7,500	-2,000	
Total Direct Expenditure	252,600	245,700	-7,000	
Other Income	-11,200	-11,800	-600	
Total Direct Income	-11,200	-11,800	-600	
Net Direct Cost	241,400	233,900	-7,600	
Support Services	54,500	44,300	-10,200	recharges
Recharges	-311,500	-292,800	18,700	recharges
Total Recharges	-257,000	-248,500	8,500	
Total Audit & Risk	-15,600	-14,600	900	
Benefits				
Employees	683,400	663,800	-19,600	Variances below £10,000 within the services in Benefits
Transport	6,600	3,000	-3,600	
Supplies and Services	256,700	166,000	-90,700	£80,000 reduction in Bad Debt Provision
Third Party Payments	5,100	4,100	-1,000	
Transfer Payments (Housing Benefits)	28,966,900	28,636,600	-330,300	Rent Allowance payments overestimated
Total Direct Expenditure	29,918,700	29,473,500	-445,200	
Government Grants	-29,825,300	-29,412,600	412,700	Reduction in subsidy received. Rent Allowance Payments lower than forecast
Other Income	0	-14,500	-14,500	Admin costs of Universal Credit by LA billed to DWP
Fees and Charges	0	-500	-500	
Total Direct Income	-29,825,300	-29,427,600	397,700	
Net Direct Cost	93,400	45,900	-47,500	
Support Services	401,700	354,000	-47,800	recharges within General Fund
Recharges	-121,600	-115,700	5,900	
Total Recharges	280,100	238,300	-41,900	
Total Benefits	373,500	284,200	-89,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Concurrent Services				
Supplies and Services	95,000	95,000	-100	
Third Party Payments	53,200	50,900	-2,500	
Total Direct Expenditure	148,200	145,900	-2,600	
Support Services	2,600	2,800	200	
Total Recharges	2,600	2,800	200	
Total Concurrent Services	150,800	148,700	-2,400	
Corporate Management				
Employees	19,200	0	-19,200	National Living Foundation provision not required. Removed from 2017/18 Budget
Supplies and Services	89,900	104,300	14,400	£40,000 increase in Bad Debt Provision, a reduction of £28,000 to the Insurance Provision
Total Direct Expenditure	109,100	104,300	-4,800	
Support Services	602,600	553,200	-49,400	Revised Allocations
Recharges	-18,100	-18,100	0	
Total Recharges	584,500	535,100	-49,400	
Total Corporate Management	693,600	639,400	-54,200	
CUP - United Reform Church				
Premises	0	4,600	4,600	
Total Direct Expenditure	0	4,600	4,600	
Support Services	5,000	3,600	-1,400	
Total Recharges	5,000	3,600	-1,400	
Total CUP - United Reform Church	5,000	8,200	3,200	
Finance Management				
Employees	97,200	100,100	3,000	
Transport	300	500	200	
Supplies and Services	7,000	6,700	-300	
Third Party Payments	0	3,500	3,500	
Other Income	0	0	0	
Total Direct Expenditure	104,500	110,800	6,400	
Support Services	55,300	63,200	7,800	
Recharges	-167,100	-181,000	-13,900	recharges within General Fund
Total Recharges	-111,800	-117,800	-6,100	
Total Finance Management	-7,300	-6,900	300	
Financial Services Team				
Employees	159,500	156,000	-3,500	
Transport	100	0	-100	
Supplies and Services	8,700	6,500	-2,200	
Total Direct Expenditure	168,300	162,500	-5,800	
Other Grants and Contributions	-8,500	-8,500	0	
Total Direct Income	-8,500	-8,500	0	
Net Direct Cost	159,800	154,000	-5,800	
Support Services	66,300	45,800	-20,500	Revised Allocations
Recharges	-237,000	-209,500	27,500	Revised Allocations
Total Recharges	-170,700	-163,700	7,000	
Total Financial Services Team	-10,900	-9,700	1,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Non-Distributed Costs				
Employees	554,500	544,200	-10,300	Pensions Contributions reduced, to be monitored during 2017/18 to assess if this is a recurrent trend
Total Direct Expenditure	554,500	544,200	-10,300	
Recharges	-24,300	-20,500	3,800	
Total Recharges	-24,300	-20,500	3,800	
Total Non-Distributed Costs	530,200	523,700	-6,500	
Procurement				
Employees	90,400	81,000	-9,400	
Transport	800	500	-300	
Supplies and Services	1,300	1,900	600	
Third Party Payments	8,600	7,200	-1,400	
Total Direct Expenditure	101,100	90,600	-10,500	
Support Services	28,900	37,300	8,400	
Recharges	-133,200	-125,400	7,800	
Total Recharges	-104,300	-88,100	16,200	
Total Procurement	-3,200	2,500	5,700	
Revenues				
Employees	572,700	569,000	-3,800	
Transport	2,300	1,400	-900	
Supplies and Services	111,800	112,500	700	
Third Party Payments	30,800	33,400	2,600	
Total Direct Expenditure	717,600	716,300	-1,400	
Government Grants	-214,400	-216,800	-2,400	
Other Grants and Contributions	-70,700	-72,800	-2,100	
Other Income	0	13,000	13,000	Collection Fund Adjustment in respect of Business Rate Retention Scheme
Fees and Charges	-400,000	-357,300	42,700	Fewer Court Costs and Penalties for Single Person Discount Fraudulent Claims reduced
Total Direct Income	-685,100	-633,900	51,200	
Net Direct Cost	32,500	82,400	49,800	
Support Services	549,900	523,500	-26,500	Recharges, revised allocations
Total Recharges	549,900	523,500	-26,500	
Total Revenues	582,400	607,000	24,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Treasury Management				
Supplies and Services	35,800	67,400	31,600	Bank Reconciliation, income overstated in the ledger. Plus corrections to Payroll Systems
Third Party Payments	2,100	0	-2,100	
Total Direct Expenditure	37,900	67,400	29,500	
Other Income	0	-6,900	-6,900	
Total Direct Income	0	-6,900	-6,900	
Net Direct Cost	37,900	60,500	22,600	
Support Services	43,400	44,300	900	
Recharges	-3,000	-3,100	-100	
Total Recharges	40,400	41,200	800	
Total Treasury Management	78,300	101,700	23,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Health & Community Protection	2,233,800	2,091,600	-142,200	
Alleviation of Flooding				
Premises	25,600	25,000	-600	
Supplies and Services	0	100	100	
Third Party Payments	500	0	-500	
Total Direct Expenditure	26,100	25,100	-1,000	
Support Services	109,100	107,800	-1,300	
Total Recharges	109,100	107,800	-1,300	
Total Alleviation of Flooding	135,200	132,900	-2,300	
CCTV				
Employees	199,700	192,900	-6,800	
Premises	8,100	8,600	500	
Transport	300	200	-100	
Supplies and Services	134,500	130,100	-4,400	
Third Party Payments	300	0	-300	
Total Direct Expenditure	342,900	331,800	-11,100	
Other Grants and Contributions	-14,700	-14,700	0	
Other Income	-8,000	-8,200	-200	
Total Direct Income	-22,700	-22,900	-200	
Net Direct Cost	320,200	308,900	-11,300	
Support Services	99,300	105,600	6,300	
Recharges	-300,900	-300,700	200	
Total Recharges	-201,600	-195,100	6,500	
Total CCTV	118,600	113,800	-4,800	
Civil Contingencies				
Supplies and Services	6,500	5,800	-700	
Total Direct Expenditure	6,500	5,800	-700	
Support Services	79,500	81,500	2,000	
Total Recharges	79,500	81,500	2,000	
Total Civil Contingencies	86,000	87,300	1,300	
Community Development				
Supplies and Services	333,700	331,300	-2,400	
Total Direct Expenditure	333,700	331,300	-2,400	
Support Services	34,000	32,200	-1,900	
Total Recharges	34,000	32,200	-1,900	
Total Community Development	367,700	363,500	-4,300	
Community Forums				
Supplies and Services	48,200	48,200	0	
Total Community Forums	48,200	48,200	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Community Partnership				
Employees	155,900	161,100	5,200	
Premises	1,700	1,100	-600	
Transport	1,300	1,200	-100	
Supplies and Services	3,600	3,800	200	
Third Party Payments	400	0	-400	
Total Direct Expenditure	162,900	167,200	4,300	
Other Grants and Contributions	-25,000	-25,000	0	
Total Direct Income	-25,000	-25,000	0	
Net Direct Cost	137,900	142,200	4,300	
Support Services	78,900	100,900	22,000	recharges within General Fund
Recharges	-45,000	-43,200	1,800	
Total Recharges	33,900	57,700	23,800	
Total Community Partnership	171,800	199,900	28,100	
Community Safety				
Employees	275,200	288,100	12,900	£7,600 Vacancy Factor, small variations
Transport	8,400	8,200	-200	
Supplies and Services	158,600	148,800	-9,800	
Third Party Payments	7,100	10,500	3,400	
Total Direct Expenditure	449,300	455,600	6,300	
Other Grants and Contributions	-73,300	-73,300	0	
Other Income	-42,400	-40,800	1,600	
Fees and Charges	-13,300	-12,500	800	
Total Direct Income	-129,000	-126,600	2,400	
Net Direct Cost	320,300	329,000	8,700	
Support Services	202,600	213,100	10,500	Revised Allocations
Recharges	-339,000	-354,500	-15,500	Revised Allocations
Total Recharges	-136,400	-141,400	-5,000	
Total Community Safety	183,900	187,600	3,700	
EH Environmental Health Core				
Employees	115,400	111,000	-4,400	
Transport	4,800	3,400	-1,400	
Supplies and Services	61,400	47,400	-14,000	Small variations all below £10,000
Third Party Payments	7,200	2,800	-4,400	
Total Direct Expenditure	188,800	164,600	-24,200	
Other Income	-500	-600	-100	
Total Direct Income	-500	-600	-100	
Net Direct Cost	188,300	164,000	-24,300	
Support Services	107,200	144,600	37,400	Revised Allocations
Recharges	-224,300	-297,700	-73,400	Revised Allocations
Total Recharges	-117,100	-153,100	-36,000	
Total EH Environmental Health Core	71,200	10,900	-60,300	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Environmental Protection				
Employees	374,600	324,700	-49,900	Vacant Posts held within Service pending restructure from 1/5/17
Premises	1,800	0	-1,800	
Transport	21,700	18,800	-2,900	
Supplies and Services	67,000	51,400	-15,600	Small variations all below £10,000
Third Party Payments	121,100	9,300	-111,800	£1,300 Heat Distribution Network on Earmarked Reserve List
Total Direct Expenditure	586,200	404,200	-182,000	
Government Grants	-90,100	0	90,100	
Other Income	0	1,500	1,500	
Fees and Charges	-18,600	-17,400	1,300	
Total Direct Income	-108,700	-15,900	92,900	
Net Direct Cost	477,500	388,300	-89,100	
Support Services	406,900	411,100	4,100	
Recharges	-302,100	-302,100	0	
Total Recharges	104,800	109,000	4,100	
Total Environmental Protection	582,300	497,300	-85,000	

Food+Occupational Safety+Health				
Employees	380,000	382,800	2,800	
Transport	14,600	13,000	-1,600	
Supplies and Services	1,800	1,100	-700	
Third Party Payments	13,400	9,900	-3,500	
Total Direct Expenditure	409,800	406,800	-3,000	
Other Income	0	-2,000	-2,000	
Fees and Charges	-4,800	-10,000	-5,200	
Total Direct Income	-4,800	-12,000	-7,200	
Net Direct Cost	405,000	394,800	-10,200	
Support Services	92,400	92,000	-400	
Recharges	-104,100	-104,100	0	
Total Recharges	-11,700	-12,100	-400	
Total Food+Occupational Safety+Health	393,300	382,700	-10,600	

Licensing & Registration				
Employees	111,500	115,000	3,600	
Transport	1,300	1,400	100	
Supplies and Services	23,900	20,900	-3,000	
Third Party Payments	22,300	25,100	2,800	
Total Direct Expenditure	159,000	162,400	3,500	
Other Income	-5,000	-5,500	-500	
Fees and Charges	-366,800	-377,100	-10,200	increased number of Driver License applications
Total Direct Income	-371,800	-382,600	-10,700	
Net Direct Cost	-212,800	-220,200	-7,200	
Support Services	283,100	262,700	-20,400	Revised Allocations
Recharges	-3,300	-3,300	0	
Total Recharges	279,800	259,400	-20,400	
Total Licensing & Registration	67,000	39,200	-27,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Office Accommodation				
Premises	333,300	331,100	-2,200	
Supplies and Services	28,200	22,000	-6,200	
Third Party Payments	8,800	5,400	-3,400	
Total Direct Expenditure	370,300	358,500	-11,800	
Rents	-26,300	-30,800	-4,500	
Total Direct Income	-26,300	-30,800	-4,500	
Net Direct Cost	344,000	327,700	-16,300	
Support Services	0	200	200	
Recharges	-366,300	-328,100	38,200	Revised Allocations
Total Recharges	-366,300	-327,900	38,400	
Total Office Accommodation	-22,300	-200	22,100	
Small Grants				
Supplies and Services	11,200	10,800	-400	
Total Direct Expenditure	11,200	10,800	-400	
Support Services	19,700	19,000	-800	
Total Recharges	19,700	19,000	-800	
Total Small Grants	30,900	29,800	-1,200	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Housing & Property Services	1,318,600	510,200	-808,600	
Asset Management				
Employees	818,600	654,700	-163,900	£70,000 Consultant Budget, funded from Service Transformation Reserve not used, £79,000 staff saving, Member of Staff seconded to Asset Manager's substantive post not filled. Back filled using existing staff, one Engineer Post left vacant
Premises	0	9,000	9,000	
Transport	20,700	22,300	1,600	
Supplies and Services	18,300	14,300	-4,000	
Third Party Payments	3,900	4,100	200	
Total Direct Expenditure	861,500	704,400	-157,100	
Support Services	211,100	172,400	-38,700	recharges within General Fund
Recharges	-1,125,000	-915,900	209,100	recharges across General Fund and HRA according to Surveyor's time spent on assets
Total Recharges	-913,900	-743,500	170,400	
Total Asset Management	-52,400	-39,100	13,300	
Chase Meadow Community Centre				
Premises	3,100	1,600	-1,500	
Supplies and Services	1,500	0	-1,500	
Third Party Payments	0	1,100	1,100	
Total Direct Expenditure	4,600	2,700	-1,900	
Other Income	0	-1,600	-1,600	
Total Direct Income	0	-1,600	-1,600	
Net Direct Cost	4,600	1,100	-3,500	
Support Services	100	100	0	
Total Recharges	100	100	0	
Total Chase Meadow Community Centre	4,700	1,200	-3,500	
Contributions to HRA				
Supplies and Services	37,900	37,900	0	
Total Contributions to HRA	37,900	37,900	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Corporate R+M Unallocated				
Premises	434,900	0	-434,900	Revised Repairs and Maintenance Programme, Budget returned to Corporate Assets Reserve
Total Corporate R+M Unallocated	434,900	0	-434,900	
Estate Management				
Employees	0	500	500	
Premises	325,300	175,900	-149,400	Revised Repairs and Maintenance Programme
Supplies and Services	5,500	4,700	-800	
Third Party Payments	77,000	61,200	-15,800	Small variations, most significant is a modest saving on Legal Fees.
Total Direct Expenditure	407,800	242,300	-165,500	
Other Income	-7,300	-14,600	-7,300	
Fees and Charges	-4,300	-1,700	2,600	
Rents	-512,700	-599,800	-87,100	£88,500 dilapidations monies received from previous tenants of 32 hamilton Terrace to be transferred to the Corporate Repairs and Maintenance Reserve.
Total Direct Income	-524,300	-616,100	-91,800	
Net Direct Cost	-116,500	-373,800	-257,300	
Support Services	146,800	186,900	40,100	Revised Allocations
Total Recharges	146,800	186,900	40,100	
Total Estate Management	30,300	-186,900	-217,200	
Homelessness/Housing Advice				
Employees	402,600	382,500	-20,100	£16,000 Vacancies in Housing Advice. Fixed Term post in Social Mobility Housing removed for 2017/18 budget
Premises	98,800	111,900	13,100	£12,500 overspend on Repairs
Transport	5,200	5,400	200	
Supplies and Services	232,600	176,800	-55,800	Bed and Breakfast lower costs, see above and main report
Third Party Payments	31,800	27,000	-4,900	
Total Direct Expenditure	771,000	703,600	-67,500	
Other Grants and Contributions	-14,000	-14,500	-500	
Other Income	0	0	0	
Fees and Charges	-2,800	-2,800	0	
Rents	-246,100	-144,600	101,500	The reimbursements shortfall on Bed and Breakfast costs, with prior year overpayments as discussed in the main report.
Total Direct Income	-262,900	-161,900	101,000	
Net Direct Cost	508,100	541,700	33,500	
Support Services	434,100	491,700	57,600	recharges within General Fund
Recharges	-347,000	-404,500	-57,500	recharges within General Fund
Total Recharges	87,100	87,200	100	
Total Homelessness/Housing Advice	595,200	628,900	33,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Housing Strategy				
Employees	43,300	57,800	14,500	Compromise Agreement Reserve Funded
Transport	1,200	100	-1,100	
Supplies and Services	184,200	191,400	7,200	
Third Party Payments	135,700	87,200	-48,500	Legal Fees for Waterloo Housing Agreement, Budget for 2017/18 to be reduced. Lillington Regeneration is on Ear Marked Reserve List
Total Direct Expenditure	364,400	336,500	-27,900	
Support Services	91,200	63,100	-28,100	Revised Allocations
Recharges	-19,700	-19,800	-100	
Total Recharges	71,500	43,300	-28,200	
Total Housing Strategy	435,900	379,800	-56,100	
Office Accommodation				
Premises	258,900	213,000	-45,900	Riverside House £26,000 Electricity underspend, revised repairs and maintenance programme to reflect expected length of occupancy
Supplies and Services	0	1,400	1,400	
Third Party Payments	0	1,000	1,000	
Total Direct Expenditure	258,900	215,400	-43,500	
Support Services	103,800	81,900	-21,900	Revised Allocations
Recharges	-524,500	-487,200	37,300	Revised Allocations
Total Recharges	-420,700	-405,300	15,400	
Total Office Accommodation	-161,800	-189,900	-28,100	
Other Housing Property				
Premises	100	600	500	
Supplies and Services	0	100	100	
Total Direct Expenditure	100	700	600	
Rents	-35,600	-42,000	-6,400	
Total Direct Income	-35,600	-42,000	-6,400	
Net Direct Cost	-35,500	-41,300	-5,800	
Support Services	9,400	10,400	1,000	
Total Recharges	9,400	10,400	1,000	
Total Other Housing Property	-26,100	-30,900	-4,800	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Private Sector Housing				
Employees	293,200	292,700	-500	
Transport	6,000	6,100	100	
Supplies and Services	18,000	14,500	-3,600	
Third Party Payments	20,000	31,000	11,000	
Total Direct Expenditure	337,200	344,300	7,000	
Government Grants	-684,100	-684,800	-700	
Other Grants and Contributions	-85,100	-80,500	4,600	
Other Income	-1,000	-600	500	
Fees and Charges	-84,100	-76,400	7,700	
Total Direct Income	-854,300	-842,300	12,100	
Net Direct Cost	-517,100	-498,000	19,100	
Support Services	228,700	185,500	-43,300	Revised Allocations
Recharges	-114,700	-102,900	11,800	Revised Allocations
Total Recharges	114,000	82,600	-31,500	
Total Private Sector Housing	-403,100	-415,400	-12,400	
Public Conveniences				
Premises	191,400	150,100	-41,300	Repairs and Maintenance both Responsive and Planned
Total Direct Expenditure	191,400	150,100	-41,300	
Rents	0	-200	-200	
Total Direct Income	0	-200	-200	
Net Direct Cost	191,400	149,900	-41,500	
Support Services	24,100	16,200	-7,900	
Total Recharges	24,100	16,200	-7,900	
Total Public Conveniences	215,500	166,100	-49,400	
Supporting People to HRA				
Supplies and Services	155,000	155,000	0	
Total Direct Expenditure	155,000	155,000	0	
Other Grants and Contributions	-155,000	-155,000	0	
Total Direct Income	-155,000	-155,000	0	
Total Supporting People to HRA	0	0	0	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Warwick Plant Maintenance				
Employees	102,400	72,800	-29,600	Vacant post held as service ending 31 May 2017 due to transfer of Leisure centres.
Transport	7,500	6,400	-1,100	
Supplies and Services	500	500	0	
Total Direct Expenditure	110,400	79,700	-30,700	
Support Services	12,400	12,400	0	
Recharges	-130,500	-96,500	34,000	Recharge to Leisure Centres lower as spent less on staffing
Total Recharges	-118,100	-84,100	34,000	
Total Warwick Plant Maintenance	-7,700	-4,900	2,800	
WDC Highways				
Employees	0	0	0	
Premises	90,800	85,400	-5,400	
Total Direct Expenditure	83,100	80,500	-2,600	
Support Services	124,500	80,300	-44,200	
Total Recharges	124,500	80,300	-44,200	
Total WDC Highways	215,300	165,700	-49,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Neighbourhood Services	3,791,200	2,602,100	-1,189,100	
Abandoned Vehicles				
Support Services	1,800	1,700	-100	
Total Abandoned Vehicles	1,800	1,700	-100	
Alleviation of Flooding				
Premises	13,800	13,800	0	
Total Direct Expenditure	13,800	13,800	0	
Other Grants and Contributions	-14,000	-18,800	-4,800	
Total Direct Income	-14,000	-18,800	-4,800	
Total Alleviation of Flooding	-200	-5,000	-4,800	
Bereavement Services				
Employees	214,400	217,600	3,200	
Premises	504,400	391,100	-113,300	Revised Maintenance Programme, budget for LPG Fuel too high, £42,000 favourable, £24,000 Crematorium Rebranding is an Ear Marked Reserve built into 2017/18 Budget
Transport	6,100	5,300	-800	
Supplies and Services	103,500	80,600	-22,900	Various, all below £10,000. Primarily Furniture, Equipment & Materials
Third Party Payments	127,500	134,600	7,100	
Total Direct Expenditure	955,900	829,200	-126,700	
Other Grants and Contributions	-2,900	-200	2,700	
Other Income	-100	-6,000	-5,900	
Fees and Charges	-1,548,700	-1,538,100	10,600	£36,000 shortfall at the Crematorium, £27,000 favourable Cemeteries, discussed in Main Report
Rents	-23,900	-18,500	5,400	
Total Direct Income	-1,575,600	-1,562,800	12,800	
Net Direct Cost	-619,700	-733,600	-113,900	
Support Services	84,100	94,100	10,000	Within General Fund
Total Recharges	84,100	94,100	10,000	
Total Bereavement Services	-535,600	-639,500	-103,900	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Car Parks				
Employees	67,400	58,700	-8,700	
Premises	828,200	577,100	-251,100	Covent Garden Refurbishment Delayed. Reserve Funded
Supplies and Services	165,500	178,000	12,500	Various all below £5,000
Third Party Payments	157,400	220,100	62,700	£38,000 to be repaid under shared agreement (see income variation)
Total Direct Expenditure	1,218,500	1,033,900	-184,600	
Other Grants and Contributions	0	-38,800	-38,800	£77,700 repaid under shared agreement (see income variation)
Other Income	-43,900	-41,900	2,000	
Fees and Charges	-2,966,100	-3,114,500	-148,400	£108,000 surplus to be transferred to Reserve, £38,000 to be repaid under shared agreement
Rents	-9,400	-11,800	-2,400	
Total Direct Income	-3,019,400	-3,207,000	-187,600	
Net Direct Cost	-1,800,900	-2,173,100	-372,200	
Support Services	673,300	657,900	-15,400	Within General Fund
Recharges	0	-6,200	-6,200	
Total Recharges	673,300	651,700	-21,600	
Total Car Parks	-1,127,600	-1,521,400	-393,800	
Customer Service Centre				
Employees	24,600	24,600	0	
Supplies and Services	0	-200	-200	
Third Party Payments	25,900	19,200	-6,700	
Total Direct Expenditure	50,500	43,600	-6,900	
Support Services	0	200	200	
Recharges	-43,500	-42,900	600	
Total Recharges	-43,500	-42,700	800	
Total Customer Service Centre	7,000	900	-6,100	
Green Space Development				
Employees	212,000	218,500	6,500	
Premises	452,400	214,100	-238,300	Revised Maintenance Programme
Transport	8,400	7,900	-500	
Supplies and Services	124,300	130,700	6,400	
Third Party Payments	114,800	6,300	-108,500	Harbury Lane lifting of Covenant Ear Marked Reserve Request
Total Direct Expenditure	911,900	577,500	-334,400	
Other Grants and Contributions	-197,500	-436,500	-238,900	£106 monies taken to Reserves
Other Income	-7,400	-8,200	-800	
Fees and Charges	-1,200	-1,300	-100	
Rents	-1,500	-2,300	-800	
Total Direct Income	-207,600	-448,300	-240,600	
Net Direct Cost	704,300	129,200	-575,000	
Support Services	756,000	419,600	-336,400	Revised Allocations
Recharges	0	-22,800	-22,800	Revised Allocations
Total Recharges	756,000	396,800	-359,200	
Total Green Space Development	1,460,300	526,000	-934,200	
Green Spaces Contract Mgt				
Premises	12,300	10,900	-1,400	
Supplies and Services	197,700	196,100	-1,600	
Third Party Payments	110,200	110,200	0	
Total Direct Expenditure	320,200	317,200	-3,000	
Other Grants and Contributions	-37,600	-34,600	3,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Other Income	-6,000	-6,000	0	
Total Direct Income	-43,600	-40,600	3,000	
Net Direct Cost	276,600	276,600	0	
Support Services	46,700	60,100	13,400	Revised Allocations
Total Recharges	46,700	60,100	13,400	
Total Green Spaces Contract Mgt	323,300	336,700	13,400	
Grounds Maintenance Contract Services				
Premises	26,100	26,100	0	
Supplies and Services	63,300	63,100	-200	
Third Party Payments	634,300	638,800	4,500	
Total Direct Expenditure	723,700	728,000	4,300	
Other Income	0	-900	-900	
Rents	-33,000	-29,000	4,000	
Total Direct Income	-33,000	-29,900	3,100	
Net Direct Cost	690,700	698,100	7,400	
Support Services	116,500	174,600	58,100	Revised Allocations
Total Recharges	116,500	174,600	58,100	
Total Grounds Maintenance Contract Services	807,200	872,700	65,500	
Neighbourhood Services				
Employees	77,200	79,500	2,300	
Transport	100	0	-100	
Supplies and Services	5,000	4,500	-500	
Total Direct Expenditure	82,300	84,000	1,700	
Support Services	36,200	33,600	-2,600	
Recharges	-120,300	-123,000	-2,700	
Total Recharges	-84,100	-89,400	-5,300	
Total Neighbourhood Services	-1,800	-5,400	-3,600	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
One Stop Shops				
Employees	179,400	187,000	7,600	
Premises	0	100	100	
Transport	700	200	-500	
Supplies and Services	2,700	1,200	-1,500	
Total Direct Expenditure	182,800	188,500	5,700	
Other Income	0	-700	-700	
Total Direct Income	0	-700	-700	
Net Direct Cost	182,800	187,800	5,000	
Support Services	14,800	14,500	-300	
Recharges	-233,200	-213,700	19,500	Revised Allocations
Total Recharges	-218,400	-199,200	19,200	
Total One Stop Shops	-35,600	-11,400	24,200	
Payment Channels				
Supplies and Services	29,900	26,700	-3,200	
Third Party Payments	100,000	85,800	-14,200	Budget was increased due to new way of charging for transactions. Outturn less than revised budget
Total Direct Expenditure	129,900	112,500	-17,400	
Support Services	30,900	31,200	300	
Recharges	-160,800	-143,500	17,300	Revised Allocations
Total Recharges	-129,900	-112,300	17,600	
Total Payment Channels	0	200	200	
Reception Facilities & Leamington OSS				
Employees	134,700	136,700	2,000	
Supplies and Services	9,000	8,800	-200	
Total Direct Expenditure	143,700	145,500	1,800	
Support Services	137,000	132,200	-4,800	
Recharges	-330,800	-287,000	43,800	Revised Allocations
Total Recharges	-193,800	-154,800	39,000	
Total Reception Facilities & Leamington OSS	-50,100	-9,300	40,800	
Street Cleansing				
Premises	25,000	21,100	-3,900	
Transport	800	900	100	
Supplies and Services	24,900	23,800	-1,100	
Third Party Payments	1,248,800	1,249,700	900	
Total Direct Expenditure	1,299,500	1,295,500	-4,000	
Other Income	-58,300	-58,300	0	
Total Direct Income	-58,300	-58,300	0	
Net Direct Cost	1,241,200	1,237,200	-4,000	
Support Services	118,100	192,600	74,500	Revised Allocations
Total Recharges	118,100	192,600	74,500	
Total Street Cleansing	1,359,300	1,429,800	70,500	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Waste Collection				
Supplies and Services	49,100	32,800	-16,300	Down turn in requests for new bins after charging policy introduced
Third Party Payments	2,105,600	2,146,800	41,200	Growth in property numbers has increased contract value, Budgetary implications for 2017/18 and beyond to be assessed.
Total Direct Expenditure	2,154,700	2,179,600	24,900	
Other Income	-441,200	-450,600	-9,400	
Fees and Charges	-132,500	-138,200	-5,700	
Total Direct Income	-573,700	-588,800	-15,100	
Net Direct Cost	1,581,000	1,590,800	9,800	
Support Services	205,000	51,000	-154,100	Revised Allocations, see Waste Management below
Total Recharges	205,000	51,000	-154,100	
Total Waste Collection	1,786,000	1,641,800	-144,300	
Waste Management				
Employees	791,100	786,100	-5,000	
Premises	0	0	0	
Transport	19,500	13,100	-6,400	
Supplies and Services	40,900	42,300	1,400	
Third Party Payments	2,900	0	-2,900	
Total Direct Expenditure	854,400	841,500	-12,900	
Other Income	-4,900	-5,000	-100	
Total Direct Income	-4,900	-5,000	-100	
Net Direct Cost	849,500	836,500	-13,000	
Support Services	229,400	158,200	-71,200	Revised Allocations, see Waste Collection above
Recharges	-1,303,000	-1,043,600	259,400	Revised Allocations, see Waste Collection above
Total Recharges	-1,073,600	-885,400	188,200	
Total Waste Management	-224,100	-48,900	175,200	
WCC Highways				
Third Party Payments	106,500	101,900	-4,600	
Total Direct Expenditure	106,500	101,900	-4,600	
Other Grants and Contributions	-112,300	-116,600	-4,300	
Total Direct Income	-112,300	-116,600	-4,300	
Net Direct Cost	-5,800	-14,700	-8,900	
Support Services	27,100	47,900	20,800	Revised Allocations
Total Recharges	27,100	47,900	20,800	
Total WCC Highways	21,300	33,200	11,900	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Strategic Leadership	1,082,100	1,184,300	101,800	
Assist Travel-Transport Tokens				
Supplies and Services	200	200	0	
Third Party Payments	5,000	5,600	600	
Total Direct Expenditure	5,200	5,800	600	
Other Income	-700	-600	100	
Total Direct Income	-700	-600	100	
Net Direct Cost	4,500	5,200	700	
Support Services	9,200	8,300	-900	
Total Recharges	9,200	8,300	-900	
Total Assist Travel-Transport Tokens	13,700	13,500	-200	
Assisted Travel Passes				
Third Party Payments	0	100	100	
Other Income	0	-100	-100	
Total Assisted Travel Passes	0	0	0	
Chair of the Council				
Employees	24,900	25,900	1,000	
Transport	2,400	3,400	1,000	
Supplies and Services	19,200	20,300	1,100	
Total Direct Expenditure	46,500	49,600	3,100	
Support Services	16,000	14,900	-1,200	
Recharges	-2,600	0	2,600	
Total Recharges	13,400	14,900	1,400	
Total Chair of the Council	59,900	64,500	4,500	
Chief Executive's Office				
Employees	361,000	368,100	7,100	
Transport	1,100	500	-600	
Supplies and Services	34,000	30,000	-4,000	
Third Party Payments	25,700	37,400	11,700	Expenditure on Legal Fees for Corporate Projects, such as St Marys Lands & the Office Relocation
Total Direct Expenditure	421,800	436,000	14,200	
Support Services	81,900	76,700	-5,200	
Recharges	-518,500	-517,400	1,100	
Total Recharges	-436,600	-440,700	-4,100	
Total Chief Executive's Office	-14,800	-4,800	10,000	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Committee Services				
Employees	133,800	132,400	-1,400	
Transport	700	600	-100	
Supplies and Services	21,000	16,900	-4,100	
Third Party Payments	28,000	28,700	700	
Total Direct Expenditure	183,500	178,600	-4,900	
Support Services	104,300	94,800	-9,500	
Recharges	-307,500	-282,500	25,000	Revised Allocations
Total Recharges	-203,200	-187,700	15,500	
Total Committee Services	-19,700	-9,100	10,600	
Consultation				
Third Party Payments	4,600	4,200	-400	
Total Consultation	4,600	4,200	-400	
Corporate Management - Chief Executive				
Support Services	400	400	0	
Total Corporate Management - Chief Executive	400	400	0	
Corporate Projects				
Employees	67,800	45,800	-22,000	£9,000 Project Manager, on EarMarked Reserve Schedule
Supplies and Services	0	300	300	
Third Party Payments	96,700	2,600	-94,100	Riverside House Relocation £87,000 funded from Service Transformation Reserve, will be slipped to 2017/18
Total Direct Expenditure	164,500	48,700	-115,800	
Support Services	1,900	1,900	0	
Recharges	-171,600	-53,300	118,300	Revised Allocations
Total Recharges	-169,700	-51,400	118,300	
Total Corporate Projects	-5,200	-2,700	2,500	
CSTeam				
Employees	167,400	146,100	-21,300	£13,000 Vacancies, £8,000 Earmarked Reserve for DMC relocation no longer required
Transport	100	0	-100	
Supplies and Services	20,700	13,300	-7,400	
Total Direct Expenditure	188,200	159,400	-28,800	
Support Services	71,100	67,500	-3,600	
Recharges	-269,700	-234,200	35,500	Revised Allocations
Total Recharges	-198,600	-166,700	31,900	
Total CSTeam	-10,400	-7,300	3,100	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Customer Contact Manager				
Employees	52,600	53,800	1,200	
Supplies and Services	9,000	5,400	-3,600	
Total Direct Expenditure	61,600	59,200	-2,400	
Support Services	5,100	4,900	-200	
Recharges	-67,600	-64,900	2,700	
Total Recharges	-62,500	-60,000	2,500	
Total Customer Contact Manager	-900	-800	100	
Democratic Representation				
Employees	14,700	2,400	-12,300	Superannuation no longer payable for Members, Budget now removed for 2017/18
Transport	8,500	3,300	-5,200	
Supplies and Services	363,900	308,300	-55,600	£45,000 for Town Hall AV system to be transferred to capital & slipped to 2017/18, plus other small variations
Third Party Payments	14,700	1,500	-13,200	Small Variations all below £5,000
Total Direct Expenditure	401,800	315,500	-86,300	
Support Services	612,300	657,700	45,400	Revised Allocations
Recharges	-73,500	-73,500	0	
Total Recharges	538,800	584,200	45,400	
Total Democratic Representation	940,600	899,700	-40,900	
Deputy Chief Exec's & Senior Mgt Support				
Third Party Payments	4,100	4,100	0	
Total Deputy Chief Exec's & Senior Mgt Support	4,100	4,100	0	
Elections				
Elections	94,800	133,200	38,400	
Employees	201,900	203,800	1,900	
Premises	77,900	77,700	-200	
Transport	3,300	3,400	100	
Supplies and Services	237,000	231,200	-5,800	
Total Direct Expenditure	520,100	516,100	-4,000	
Government Grants	0	-3,500	-3,500	
Other Income	-499,500	-439,900	59,600	£34,000 adverse Variation on Parliamentary Election discussed in Main Report. £16,000 Referendum Income Budget based on Costs incurred.
Total Direct Income	-499,500	-443,400	56,100	
Net Direct Cost	20,600	72,700	52,100	
Support Services	74,200	60,500	-13,700	Within General Fund, Revised Allocations
Total Recharges	74,200	60,500	-13,700	
Total Elections	94,800	133,200	38,400	

Portfolio & Service	Latest Annual Budgets £	Outturn £	Variance £	Explanation of Variances above £10,000, (-)Favourable, (+)Adverse
Electoral Registration				
Employees	120,100	112,000	-8,100	
Premises	2,800	0	-2,800	
Transport	500	400	-100	
Supplies and Services	143,500	125,800	-17,700	Service Transformation Reserve funding will be slipped into 2017/18
Total Direct Expenditure	266,900	238,200	-28,700	
Government Grants	-30,500	-30,500	0	
Other Income	-30,700	-30,700	0	
Sales	-2,400	-2,600	-200	
Total Direct Income	-63,600	-63,800	-200	
Net Direct Cost	203,300	174,400	-28,900	
Support Services	69,700	49,500	-20,200	Within General Fund, Revised Allocations
Recharges	-15,700	-15,700	0	
Total Recharges	54,000	33,800	-20,200	
Total Electoral Registration	257,300	208,200	-49,100	
Human Resources				
Employees	366,200	373,100	6,900	
Transport	1,200	500	-700	
Supplies and Services	74,300	66,500	-7,800	
Third Party Payments	27,800	24,000	-3,800	
Total Direct Expenditure	469,500	464,100	-5,400	
Support Services	136,900	134,500	-2,400	
Recharges	-614,700	-596,400	18,300	Revised Allocations
Total Recharges	-477,800	-461,900	15,900	
Total Human Resources	-8,300	2,200	10,500	
ICT Services				
Employees	836,700	849,800	13,100	Unable to meet 2.5% vacancy factor built into Budget
Transport	4,100	2,200	-1,900	
Supplies and Services	410,200	406,300	-4,000	
Third Party Payments	7,200	7,200	0	
Total Direct Expenditure	1,258,200	1,265,500	7,200	
Fees and Charges	-45,000	-52,800	-7,800	
Total Direct Income	-45,000	-52,800	-7,800	
Net Direct Cost	1,213,200	1,212,700	-600	
Support Services	187,400	185,400	-2,000	
Recharges	-1,523,500	-1,530,300	-6,800	
Total Recharges	-1,336,100	-1,344,900	-8,800	
Total ICT Services	-122,900	-132,200	-9,400	
Legal Services (In-House WDC)				
Support Services	1,000	0	-1,000	
Total Legal Services (In-House WDC)	1,000	0	-1,000	

Budgets £

Legal Services (Shared Service WCC)

Third Party Payments	1,300	300	-1,000
Total Direct Expenditure	1,300	300	-1,000
Fees and Charges	0	-600	-600
Total Direct Income	0	-600	-600
Net Direct Cost	1,300	-300	-1,600
Support Services	15,100	14,000	-1,100
Recharges	-16,400	-13,800	2,600
Total Recharges	-1,300	200	1,500
Total Legal Services (Shared Service WCC)	0	-100	-100

Media Room

Employees	178,700	178,800	-100	
Transport	800	300	-500	
Supplies and Services	77,700	59,500	-18,200	Various all below £10,000
Third Party Payments	400	0	-400	
Total Direct Expenditure	257,600	238,600	-19,200	
Other Income	-58,400	-48,900	9,500	
Sales	0	-100	-100	
Fees and Charges	-4,000	-1,700	2,300	
Total Direct Income	-62,400	-50,700	11,700	
Net Direct Cost	195,200	187,900	-7,500	
Support Services	93,700	88,100	-5,600	
Recharges	-310,000	-266,800	43,200	Revised Allocations
Total Recharges	-216,300	-178,700	37,600	
Total Media Room	-21,100	9,200	30,100	

Member Training

Employees	4,600	2,900	-1,700
Total Direct Expenditure	4,600	2,900	-1,700
Support Services	0	500	500
Total Recharges	0	500	500
Total Member Training	4,600	3,400	-1,200

Organisational Development

Employees	-5,000	0	5,000	
Transport	-1,600	0	1,600	
Supplies and Services	-85,800	0	85,800	Digital by Default savings target. Savings made within individual Services
Total Direct Expenditure	-92,400	0	92,400	
Total Organisational Development	-92,400	0	92,400	

Web Services

Employees	43,500	44,600	1,100
Transport	600	400	-200
Supplies and Services	69,700	66,800	-2,900
Total Direct Expenditure	113,800	111,800	-2,000
Support Services	60,900	57,900	-3,000
Recharges	-177,900	-172,700	5,200
Total Recharges	-117,000	-114,800	2,200
Total Web Services	-3,200	-3,000	200