

## 2019-2020 Budget Detail

Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
<b>STRATEGIC MANAGEMENT</b>								
Chief Executive : Alex Parmley								
Service Manager: Alex Parmley								
MANAGEMENT BOARD (DMB)	Expenditure	599,460	638,058	38,598			38,598	<i>The expenditure variance for the year is in respect of salaries and consultants fees. This additional expenditure incurred has been covered by external contributions or grant funding received.</i>
	Income	(47,000)	(80,755)	(33,755)			(33,755)	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	552,460	557,303	4,843	0	0	4,843	
Service Manager: Sara Kelly								
TRANSFORMATION (DMT)	Expenditure	129,070	129,068	(2)			(2)	<i>All spend for the year has been covered from the Transformation Reserve which was originally set aside for this purpose.</i>
	Income	(126,570)	(126,568)	2			2	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	2,500	2,500	0	0	0	0	
<b>TOTAL STRATEGIC MANAGEMENT</b>	<b>Expenditure</b>	<b>728,530</b>	<b>767,126</b>	<b>38,596</b>	<b>0</b>	<b>0</b>	<b>38,596</b>	
	<b>Income</b>	<b>(173,570)</b>	<b>(207,323)</b>	<b>(33,753)</b>	<b>0</b>	<b>0</b>	<b>(33,753)</b>	
	<b>TOTAL</b>	<b>554,960</b>	<b>559,803</b>	<b>4,843</b>	<b>0</b>	<b>0</b>	<b>4,843</b>	
<b>TOTAL CHIEF EXECUTIVE</b>	<b>Expenditure</b>	<b>728,530</b>	<b>767,126</b>	<b>38,596</b>	<b>0</b>	<b>0</b>	<b>38,596</b>	
	<b>Income</b>	<b>(173,570)</b>	<b>(207,323)</b>	<b>(33,753)</b>	<b>0</b>	<b>0</b>	<b>(33,753)</b>	
	<b>TOTAL</b>	<b>554,960</b>	<b>559,803</b>	<b>4,843</b>	<b>0</b>	<b>0</b>	<b>4,843</b>	
<b>COMMERCIAL SERVICES &amp; INCOME GENERATION</b>								
Director: Clare Pestell								
<b>Arts &amp; Entertainment</b>								
Service Manager: Adam Burgan								
OCTAGON (GOC)	Expenditure	2,258,210	2,579,937	321,727	13,000	13,000	334,727	Increased spending in performance costs, building maintenance and wages were a result of additional performance and increased attendance that was offset by increase income from ticket sales. Profitability on secondary spend was down on the previous year, but still exceeded budget expectation and will be reviewed.  The theatre has enjoyed a very strong year with increased attendance resulting in the income budget being significantly exceeded. The theatre was closed for the last two weeks of the financial year with 13 performances cancelled, the year end position would have been significantly better if this had not been the case.
	Income	(1,959,430)	(2,301,276)	(341,846)			(341,846)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	298,780	278,661	(20,119)	13,000	13,000	(7,119)	
WESTLANDS (GWL)	Expenditure	1,380,550	1,456,485	75,935			75,935	An improvement on 2018/19 outturn figure. The closure of the venue at the end of March has impacted on the year end figure due to a number performances, screenings and meetings/events being cancelled. Solid progress continues to be made against the business plan targets. The year saw a modest growth in ticket sales for performances and stronger growth for meetings and events.
	Income	(1,261,780)	(1,282,440)	(20,660)			(20,660)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	118,770	174,045	55,275	0	0	55,275	
<b>TOTAL ARTS &amp; ENTERTAINMENT</b>	<b>Expenditure</b>	<b>3,638,760</b>	<b>4,036,422</b>	<b>397,662</b>	<b>13,000</b>	<b>13,000</b>	<b>410,662</b>	
	<b>Income</b>	<b>(3,221,210)</b>	<b>(3,583,716)</b>	<b>(362,506)</b>	<b>0</b>	<b>0</b>	<b>(362,506)</b>	
	<b>TOTAL</b>	<b>417,550</b>	<b>452,706</b>	<b>35,156</b>	<b>13,000</b>	<b>13,000</b>	<b>48,156</b>	
<b>Environmental Services</b>								
Service Manager: Chris Cooper								
STREETSCENE (KHT)	Expenditure	3,290,760	3,458,688	167,928			167,928	Although the service overspent the budget, some of these costs were necessary to access additional income as shown in the line below. In addition to this the service invested in some items to improve or maintain the structure of this part of the organisation (purchasing some plant, equipment, etc).

Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
	Income	(1,572,320)	(1,772,604)	(200,284)			(200,284)	The MOT facility, nursery and transport teams failed to make their targeted income & a review of what they charge for will be carried out over the coming weeks . There were underspends in Support due to vacant posts as we past through the transformation process & our Street Cleaning team generated an excellent level of income which helped balance the Environmental Services team budgets overall. We are confident that improvements will continue to be made through 20/21.
Portfolio Holder: <b>Clr Sarah Dyke</b>	TOTAL	1,718,440	1,686,084	(32,356)	0	0	(32,356)	
WASTE & RECYCLING (KWT)	Expenditure	6,583,630	6,575,963	(7,667)			(7,667)	Considering the size of the budget, a variance of this scale is minimal and the service has effectively ended the year as projected
	Income	(1,972,250)	(2,035,722)	(63,472)			(63,472)	Income is higher than projected, primarily through green waste charges. As such there are no concerns or key changes resulting from this years financial out turn.
Portfolio Holder: <b>Clr Sarah Dyke</b>	TOTAL	4,611,380	4,540,241	(71,139)	0	0	(71,139)	
<b>TOTAL ENVIRONMENTAL SERVICES</b>	<b>Expenditure</b>	<b>9,874,390</b>	<b>10,034,651</b>	<b>160,261</b>	<b>0</b>	<b>0</b>	<b>160,261</b>	
	<b>Income</b>	<b>(3,544,570)</b>	<b>(3,808,326)</b>	<b>(263,756)</b>	<b>0</b>	<b>0</b>	<b>(263,756)</b>	
	<b>TOTAL</b>	<b>6,329,820</b>	<b>6,226,325</b>	<b>(103,495)</b>	<b>0</b>	<b>0</b>	<b>(103,495)</b>	
<b>Income / Opportunity Development</b>								
Service Manager: James Dival/ Justine Parton								
INCOME/ OPPORTUNITY DEVELOPMENT (IOD)	Expenditure	368,400	390,648	22,248			22,248	The budget in respect of utilities and National non-domestic rates has been exceeded due to the charge applicable to empty rooms being a cost the centre.
	Income	(484,750)	(505,474)	(20,724)			(20,724)	A mixed year with new tenants and innovative programmes being introduced to the centre, whilst dealing with the consequences of the COVID-19 pandemic at the end of the financial year. Emergency response and recovery plans have been put into play with changes to operations and support. Income from room hire has increased in comparison to the previous year, however income from rents was less than the budget. Income streams at the centre will be monitored closely in 2020/21 as COVID-19 has caused a few casualties with some business opting to leave or change their working operational (i.e. work from home).
Portfolio Holder: <b>Clr John Clarke</b>	TOTAL	(116,350)	(114,826)	1,524	0	0	1,524	
<b>TOTAL INCOME/ OPPORTUNITY DEVELOPMENT</b>	<b>Expenditure</b>	<b>368,400</b>	<b>390,648</b>	<b>22,248</b>	<b>0</b>	<b>0</b>	<b>22,248</b>	
	<b>Income</b>	<b>(484,750)</b>	<b>(505,474)</b>	<b>(20,724)</b>	<b>0</b>	<b>0</b>	<b>(20,724)</b>	
	<b>TOTAL</b>	<b>(116,350)</b>	<b>(114,826)</b>	<b>1,524</b>	<b>0</b>	<b>0</b>	<b>1,524</b>	
<b>Leisure, Recreation &amp; Tourism</b>								
Service Manager: Katy Menday								
COUNTRYSIDE (GCT)	Expenditure	653,580	709,150	55,570	16,350	16,350	71,920	Extra casual staff were required to cover sickness leave and costs to develop Ham Hill Lottery submission, grant income has been received to offset the latter spend. Additional expenditure on Ninesprings Café purchasing stock for resale, this cost has been offset by additional income. A request for a carry forward against café performance submitted to enable continued café investment and improvements
	Income	(309,340)	(385,762)	(76,422)			(76,422)	Grant income received to deliver a range of projects across the countryside sites. The Ninesprings Café exceeded the business plan income target resulting in the income budget being exceeded.
Portfolio Holder: <b>Clr Mike Best</b>	TOTAL	344,240	323,388	(20,852)	16,350	16,350	(4,502)	
YEOVIL RECREATION CENTRE (GSP)	Expenditure	306,280	317,822	11,542			11,542	Additional expenditure on premises budgets due to repairs required on the facilities.
	Income	(125,580)	(137,048)	(11,468)			(11,468)	The Galley Café income budget was exceeded partially due to the updated refreshment offering. Extra sessions and activities at the Artificial Grass Pitch resulted in the income target at the facility being exceeded.
Portfolio Holder: <b>Clr Mike Best</b>	TOTAL	180,700	180,774	74	0	0	74	
TOURISM & HERITAGE (GTR)	Expenditure	268,660	234,141	(34,519)			(34,519)	Managed to underspend as aware third party event ticket income would not hit income targets as sales have moved online.

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		£	£	£	£	£	£	
	Income	(107,680)	(72,509)	35,171			35,171	Diversified retail income at TICs performed well, as did grant income for Heritage team. The income in respect of ticket sales was less than the budget, this is being addressed by reviewing general retail income streams and expanding this income source to cover the shortfall.
Portfolio Holder: <b>Cllr Mike Best</b>	TOTAL	160,980	161,632	652	0	0	652	
<b>TOTAL LEISURE, RECREATION &amp; TOURISM</b>	<b>Expenditure</b>	<b>1,228,520</b>	<b>1,261,113</b>	<b>32,593</b>	<b>16,350</b>	<b>16,350</b>	<b>48,943</b>	
	<b>Income</b>	<b>(542,600)</b>	<b>(595,319)</b>	<b>(52,719)</b>	<b>0</b>	<b>0</b>	<b>(52,719)</b>	
	<b>TOTAL</b>	<b>685,920</b>	<b>665,794</b>	<b>(20,126)</b>	<b>16,350</b>	<b>16,350</b>	<b>(3,776)</b>	
<b>Property, Land &amp; Development</b>								
Service Manager: Robert Orrett								
BIRCHFIELD (CIBF)	Expenditure	64,290	54,202	(10,088)			(10,088)	General underspend across nominals partly countered by recurring overspend on Trade Effluent.
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	64,290	54,202	(10,088)	0	0	(10,088)	
PROP LAND & DEV- CASE OFFICER (CICO)	Expenditure	278,150	211,159	(66,991)			(66,991)	Underspend due to holding a vacancy
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	278,150	211,159	(66,991)	0	0	(66,991)	
LAND DRAINAGE (CILD)	Expenditure	72,000	36,632	(35,368)			(35,368)	£33k underspend on repairs and maintenance but work will be required in subsequent years
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	72,000	36,632	(35,368)	0	0	(35,368)	
OPERATIONAL PROPERTIES (CIOP)	Expenditure	1,111,380	1,117,162	5,782			5,782	Overall trading loss of £17k from Canteen due to lower sales, and internal catering demand, last month COVID impact. £28k below budget on service charge income from offices. £9k down on PV feed in tariff income budget. Overspent on Electricity (£13k) and repairs and maintenance (£8k) budget at depot.
	Income	(547,290)	(477,946)	69,344			69,344	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	564,090	639,216	75,126	0	0	75,126	
COMMERCIAL PROPERTIES (CIPR)	Expenditure	96,710	101,775	5,065			5,065	
	Income	(183,690)	(213,305)	(29,615)			(29,615)	£31k unbudgeted income from Housing to Rent
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(86,980)	(111,530)	(24,550)	0	0	(24,550)	
PROP, LAND & DEV - SPECIALISTS (CISP)	Expenditure	136,940	114,603	(22,337)			(22,337)	Underspend due to not recruiting
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	136,940	114,603	(22,337)	0	0	(22,337)	
COMMERCIAL INVESTMENTS (KCM)	Expenditure	3,128,940	3,211,030	82,090			82,090	£16k overspend on repairs and maintenance due to higher than forecast activity
	Income	(2,886,130)	(3,780,581)	(894,451)			(894,451)	£880k attributable to additional rental income due to progress against Commercial Strategy ahead of budget.
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	242,810	(569,551)	(812,361)	0	0	(812,361)	
CAR PARKING (KCP)	Expenditure	772,000	818,942	46,942			46,942	£15k overspend on repairs and maintenance due to staff shortage; £58k overspend on NNDR; £31k overspend on service charges; £14k saving on payments to contractors; £21k saving on staff and wages due to a vacancy
	Income	(2,055,670)	(2,012,286)	43,384			43,384	£12k over budget on ticket sales, £48k shortfall on season tickets, £38k shortfall on excess charges, £16k shortfall on compensation scheme due to changing arrangements for Wincanton - compensated by one off income for rents and wayleaves.
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(1,283,670)	(1,193,344)	90,326	0	0	90,326	
ENGINEERING SERVICES (KEN)	Expenditure	17,170	27,423	10,253			10,253	£8k overspend on repairs and maintenance; £13k overspend on IT
	Income	(11,910)	(4,825)	7,085			7,085	
Portfolio Holder: <b>Cllr Tony Lock</b>	TOTAL	5,260	22,598	17,338	0	0	17,338	
<b>TOTAL PROPERTY, LAND &amp; DEVELOPMENT</b>	<b>Expenditure</b>	<b>5,677,580</b>	<b>5,692,928</b>	<b>15,348</b>	<b>0</b>	<b>0</b>	<b>15,348</b>	
	<b>Income</b>	<b>(5,684,690)</b>	<b>(6,488,943)</b>	<b>(804,253)</b>	<b>0</b>	<b>0</b>	<b>90,198</b>	
	<b>TOTAL</b>	<b>(7,110)</b>	<b>(796,015)</b>	<b>(788,905)</b>	<b>0</b>	<b>0</b>	<b>(788,905)</b>	
<b>TOTAL COMMERCIAL SERVICES &amp; INCOME GENERATION</b>	<b>Expenditure</b>	<b>20,787,650</b>	<b>21,415,762</b>	<b>628,112</b>	<b>29,350</b>	<b>29,350</b>	<b>657,462</b>	
	<b>Income</b>	<b>(13,477,820)</b>	<b>(14,981,778)</b>	<b>(1,503,958)</b>	<b>0</b>	<b>0</b>	<b>(609,507)</b>	
	<b>TOTAL</b>	<b>7,309,830</b>	<b>6,433,984</b>	<b>(875,846)</b>	<b>29,350</b>	<b>29,350</b>	<b>(846,496)</b>	

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		£	£	£	£	£	£	
<b>SERVICE DELIVERY</b>								
Director: Martin Woods								
<b>Customer Connect Team</b>								
Service Manager: Sharon Jones								
CUSTOMER CONNECT TEAM (PCR)	Expenditure	690,960	615,073	(75,887)			(75,887)	Underspend in salaries is due to not recruiting to all vacant roles. Invoiced quarterly, variation is due to one quarter invoiced in different period.
	Income	(47,440)	(56,039)	(8,599)			(8,599)	
Portfolio Holder: Cllr Tony Lock	TOTAL	643,520	559,034	(84,486)	0	0	(84,486)	
<b>TOTAL CUSTOMER FOCUSED TEAM</b>	<b>Expenditure</b>	<b>690,960</b>	<b>615,073</b>	<b>(75,887)</b>	<b>0</b>	<b>0</b>	<b>(75,887)</b>	
	<b>Income</b>	<b>(47,440)</b>	<b>(56,039)</b>	<b>(8,599)</b>	<b>0</b>	<b>0</b>	<b>(8,599)</b>	
	<b>TOTAL</b>	<b>643,520</b>	<b>559,034</b>	<b>(84,486)</b>	<b>0</b>	<b>0</b>	<b>(84,486)</b>	
<b>Case Team</b>								
Service Manager: Kirsty Larkins								
CASE TEAM (DCT)	Expenditure	1,803,150	1,799,240	(3,910)			(3,910)	No overspend. Overtime was due largely to backlog in Revenues and Benefits.
	Income	(144,460)	(144,469)	(9)			(9)	
Portfolio Holder:	TOTAL	1,658,690	1,654,771	(3,919)	0	0	(3,919)	
<b>TOTAL CASE TEAM</b>	<b>Expenditure</b>	<b>1,803,150</b>	<b>1,799,240</b>	<b>(3,910)</b>	<b>0</b>	<b>0</b>	<b>(3,910)</b>	
	<b>Income</b>	<b>(144,460)</b>	<b>(144,469)</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	
	<b>TOTAL</b>	<b>1,658,690</b>	<b>1,654,771</b>	<b>(3,919)</b>	<b>0</b>	<b>0</b>	<b>(3,919)</b>	
<b>Service Delivery Functions</b>								
Service Manager: Nigel Marston								
ENFORCEMENT & COMPLIANCE (DEC)	Expenditure	46,620	46,097	(523)			(523)	Spend within budget.
	Income	0	0	0			0	
Portfolio Holder:	TOTAL	46,620	46,097	(523)	0	0	(523)	
REVENUES & BENEFITS (FBN)	Expenditure	697,200	663,352	(33,848)			(33,848)	Savings on electronic bank charges and discretionary discounts have offset an overspend on outsourcing work. Increased income received due to collection of additional court costs.
	Income	(699,760)	(733,526)	(33,766)			(33,766)	
Portfolio Holder: Cllr Mike Best	TOTAL	(2,560)	(70,174)	(67,614)	0	0	(67,614)	
HOUSING BENEFIT SUBSIDY (FHB)	Expenditure	28,747,550	28,784,739	37,189			37,189	Subsidy is monitored monthly and the subsidy claim will be externally audited and finally adjusted in Autumn 2020.
	Income	(29,318,510)	(29,475,015)	(156,505)	56,000	56,000	(100,505)	
Portfolio Holder: Cllr Mike Best	TOTAL	(570,960)	(690,276)	(119,316)	56,000	56,000	(63,316)	
HOUSING STANDARDS (HCP)	Expenditure	96,660	90,173	(6,487)			(6,487)	Income increased due to Houses of Multiple Occupation licensing work continuing during this period.  Home Aid income exceeded the target due to additional resource brought in to process additional Disabled Facilities Grants. The additional resource was funded from external grant money received.
	Income	(67,450)	(108,199)	(40,749)			(40,749)	
Portfolio Holder: Cllr Val Keitch	TOTAL	29,210	(18,026)	(47,236)	0	0	(47,236)	
ENV HEALTH & COMM PROTECTION (HEH)	Expenditure	407,360	371,341	(36,019)	3,000	3,000	(33,019)	Underspend on salary due to a vacant post. Underspend on various expenditure budgets including printing and equipment costs. Income on pest control significantly less than the budget due to lack of skilled resource to undertake the work required. This shortfall of income has been partially offset by increased income from food safety.
	Income	(62,360)	(45,475)	16,885			16,885	
Portfolio Holder: Cllr Mike Best	TOTAL	345,000	325,866	(19,134)	3,000	3,000	(16,134)	
HOUSING (HHL)	Expenditure	1,516,640	1,288,214	(228,426)	43,000	43,000	(185,426)	Expenditure is less due to a reduction in the bad debt provision for the year and less expenditure on homelessness bed and breakfast costs. Income is down due to vacant properties and reduced management income from traveller sites.
	Income	(924,200)	(740,444)	183,756			183,756	
Portfolio Holder: Cllr Val Keitch	TOTAL	592,440	547,770	(44,670)	43,000	43,000	(1,670)	
LICENSING (HLC)	Expenditure	112,960	137,136	24,176			24,176	Overspend mainly attributed to agency, overtime, bad debt and taxi testing fees
	Income	(319,930)	(327,507)	(7,577)			(7,577)	
								Income above target. Will be reviewing charges and cost accounting during course of the year

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		£	£	£	£	£	£	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(206,970)	(190,371)	16,599	0	0	16,599	
CARELINE (HWL)	Expenditure	114,920	117,452	2,532			2,532	Fee income was less than the budget. This will be addressed by increased marketing of the service in 2020/21. The increased marketing and the changes made to how the service is delivered should address the income shortfall and ensure the 2020/21 income target is achieved.
	Income	(427,850)	(411,456)	16,394			16,394	
Portfolio Holder: <b>Cllr Mike Best</b>	TOTAL	(312,930)	(294,004)	18,926	0	0	18,926	
ENFORCEMENT (KET)	Expenditure	31,440	47,057	15,617			15,617	Budget overspent largely due to cost for stray dog contract. This is due to identified resources not having been re-allocated. Being rectified for 2020-21
	Income	(3,000)	(38)	2,962			2,962	Lack of resource to skill up locality team has lead to lack of enforcement action and service of fixed penalty notices.
Portfolio Holder: <b>Cllr Sarah Dyke</b>	TOTAL	28,440	47,019	18,579	0	0	18,579	
LAND CHARGES (LLC)	Expenditure	23,350	18,945	(4,405)			(4,405)	Due to staff resource, the turn around time slipped to 40 days which resulted in customers not using the service for a period of time. The turnaround time has been reduced to 5 days meaning the demand for the service has increased and income is being received.
	Income	(411,370)	(312,463)	98,907			98,907	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(388,020)	(293,518)	94,502	0	0	94,502	
RIGHTS OF WAY (LRW)	Expenditure	2,810	7,707	4,897			4,897	Minimal cases received and the need to employ an external consultant for the expertise required on the case has resulted in an overspend. The process is being reviewed as soon as possible in order to improve the service offering.
	Income	(16,500)	(4,344)	12,156			12,156	
Portfolio Holder: <b>Cllr Sarah Dyke</b>	TOTAL	(13,690)	3,363	17,053	0	0	17,053	
BUILDING CONTROL (RBC)	Expenditure	460,420	677,166	216,746			216,746	Continued use of agency staff for vacant posts has resulted in an overspend on pay budgets. An approved inspector went into liquidation and the work/fees reverted to Local Authority which attributed to over achievement of income.
	Income	(561,240)	(579,179)	(17,939)			(17,939)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(100,820)	97,987	198,807	0	0	198,807	
DEVELOPMENT MANAGEMENT (RDC)	Expenditure	1,041,400	1,215,312	173,912			173,912	Overspend due to the cost of agency staff, the recent recruitment process has resulted in successfully recruiting permanent staff. This has meant the number of agency staff employed has reduced and an associated reduction in expenditure will be seen. Application numbers around average for the year, but larger fee applications have reduced resulting in under achievement of income.
	Income	(1,765,680)	(1,656,864)	108,816			108,816	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(724,280)	(441,552)	282,728	0	0	282,728	
ECONOMIC DEVELOPMENT (RED)	Expenditure	329,790	250,067	(79,723)	81,110	81,110	1,387	Some key work streams aligned to external budgets plus flexibility built into initial 2 year ED Strategy Delivery Budget to allow for carry forward.
	Income	(50,000)	(51,536)	(1,536)			(1,536)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	279,790	198,531	(81,259)	81,110	81,110	(149)	
STREET NAMING & NUMBERING (SSN)	Expenditure	7,210	11,517	4,307			4,307	Spend within budget
	Income	(30,230)	(34,965)	(4,735)			(4,735)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	(23,020)	(23,448)	(428)	0	0	(428)	
COMMUNITY SAFETY (TCS)	Expenditure	34,300	34,297	(3)			(3)	Spend within budget, the expenditure is funded from an earmarked reserve.
	Income	(31,300)	(31,297)	3			3	
Portfolio Holder: <b>Cllr Mike Best</b>	TOTAL	3,000	3,000	0	0	0	0	
<b>TOTAL SERVICE DELIVERY FUNCTIONS</b>	<b>Expenditure</b>	<b>33,670,630</b>	<b>33,760,572</b>	<b>89,942</b>	<b>127,110</b>	<b>127,110</b>	<b>217,052</b>	
	<b>Income</b>	<b>(34,689,380)</b>	<b>(34,512,308)</b>	<b>177,072</b>	<b>56,000</b>	<b>56,000</b>	<b>233,072</b>	
	<b>TOTAL</b>	<b>(1,018,750)</b>	<b>(751,736)</b>	<b>267,014</b>	<b>183,110</b>	<b>183,110</b>	<b>450,124</b>	
<b>Localities</b>								
Service Manager: Tim Cook								
AREA EAST (DAE)	Expenditure	64,440	34,998	(29,442)	1,750	1,750	(27,692)	Underspend due to not spending discretionary project budget.
	Income	(8,390)	(4,454)	3,936			3,936	
Chairman: <b>Cllr Henry Hobhouse</b>	TOTAL	56,050	30,544	(25,506)	1,750	1,750	(23,756)	
AREA NORTH (DAN)	Expenditure	17,840	8,454	(9,386)	3,830	3,830	(5,556)	Main underspend around grants.
	Income	0	0	0			0	
Chairman: <b>Cllr Adam Dance</b>	TOTAL	17,840	8,454	(9,386)	3,830	3,830	(5,556)	
AREA SOUTH (DAS)	Expenditure	98,540	47,547	(50,993)	15,670	15,670	(35,323)	Mainly underspent on discretionary grants.
	Income	(31,370)	(38,987)	(7,617)			(7,617)	

Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
Chairman: <b>Cllr Peter Gubbins</b>	TOTAL	67,170	8,560	(58,610)	15,670	15,670	(42,940)	
AREA WEST (DAW)	Expenditure	62,980	42,050	(20,930)			(20,930)	Mainly underspent on discretionary grants.
	Income	(17,440)	(2,207)	15,233			15,233	
Chairman: <b>Cllr Jason Baker</b>	TOTAL	45,540	39,843	(5,697)	0	0	(5,697)	
LOCALITY TEAM (DLT)	Expenditure	553,650	504,359	(49,291)			(49,291)	Overspent on travel but offset by underspend on salaries and equipment and tools.
	Income	0	0	0			0	
Portfolio Holder:	TOTAL	553,650	504,359	(49,291)	0	0	(49,291)	
PLAY, HEALTH & WELLBEING (PHW)	Expenditure	224,850	210,386	(14,464)			(14,464)	Project funding not used due to transition from Community Health & Leisure to Locality Committed sums are variable year on year. No longer carrying out playground annual inspections.
	Income	(152,210)	(150,353)	1,857			1,857	
Portfolio Holder: <b>Cllr Mike Best</b>	TOTAL	72,640	60,033	(12,607)	0	0	(12,607)	
<b>TOTAL LOCALITIES</b>	<b>Expenditure</b>	<b>1,022,300</b>	<b>847,794</b>	<b>(174,506)</b>	<b>21,250</b>	<b>21,250</b>	<b>(153,256)</b>	
	<b>Income</b>	<b>(209,410)</b>	<b>(196,001)</b>	<b>13,409</b>	<b>0</b>	<b>0</b>	<b>13,409</b>	
	<b>TOTAL</b>	<b>812,890</b>	<b>651,793</b>	<b>(161,097)</b>	<b>21,250</b>	<b>21,250</b>	<b>(139,847)</b>	
<b>Regeneration</b>								
Service Manager: Natalie Fortt								
REGENERATION (RGE)	Expenditure	304,410	304,409	(1)			(1)	Revenue costs currently within SSDC net budget allocation for the 3 Regeneration schemes. The required budget is moved from the Regeneration reserve.
	Income	(242,810)	(242,811)	(1)			(1)	
Portfolio Holder: <b>Cllr John Clarke</b>	TOTAL	61,600	61,598	(2)	0	0	(2)	
<b>TOTAL REGENERATION</b>	<b>Expenditure</b>	<b>304,410</b>	<b>304,409</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	
	<b>Income</b>	<b>(242,810)</b>	<b>(242,811)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	
	<b>TOTAL</b>	<b>61,600</b>	<b>61,598</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>(2)</b>	
<b>Service Delivery Specialists</b>								
Service Manager: Nigel Marston								
SERV DELIVERY LEAD SPECIALISTS (DLS)	Expenditure	250,400	251,290	890			890	Spend within budget
	Income	0	0	0			0	
Portfolio Holder:	TOTAL	250,400	251,290	890	0	0	890	
<b>TOTAL SERVICE DELIVERY SPECIALISTS</b>	<b>Expenditure</b>	<b>250,400</b>	<b>251,290</b>	<b>890</b>	<b>0</b>	<b>0</b>	<b>890</b>	
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>250,400</b>	<b>251,290</b>	<b>890</b>	<b>0</b>	<b>0</b>	<b>890</b>	
<b>Service Delivery Team Managers</b>								
Service Manager: Martin Woods								
SERVICE DELIVERY - MANAGERS (DTM)	Expenditure	241,400	235,450	(5,950)			(5,950)	Underspent due to vacant hours
	Income	0	0	0			0	
Portfolio Holder:	TOTAL	241,400	235,450	(5,950)	0	0	(5,950)	
<b>TOTAL SERVICE DELIVERY TEAM MANAGERS</b>	<b>Expenditure</b>	<b>241,400</b>	<b>235,450</b>	<b>(5,950)</b>	<b>0</b>	<b>0</b>	<b>(5,950)</b>	
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>241,400</b>	<b>235,450</b>	<b>(5,950)</b>	<b>0</b>	<b>0</b>	<b>(5,950)</b>	
<b>TOTAL SERVICE DELIVERY</b>	<b>Expenditure</b>	<b>37,983,250</b>	<b>37,813,828</b>	<b>(169,422)</b>	<b>148,360</b>	<b>148,360</b>	<b>(21,062)</b>	
	<b>Income</b>	<b>(35,333,500)</b>	<b>(35,151,628)</b>	<b>181,872</b>	<b>56,000</b>	<b>56,000</b>	<b>237,872</b>	
	<b>TOTAL</b>	<b>2,649,750</b>	<b>2,662,200</b>	<b>12,450</b>	<b>204,360</b>	<b>204,360</b>	<b>216,810</b>	
<b>STRATEGY &amp; COMMISSIONING</b>								
Director: Netta Meadows								
<b>Strategy &amp; Comm Case</b>								
Service Manager: Jan Gamon								
STRATEGY & COMM CASE OFFICERS (SCC)	Expenditure	294,000	258,191	(35,809)			(35,809)	Underspend due to a vacant post for the majority of the financial year
	Income	0	0	0			0	

Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	294,000	258,191	(35,809)	0	0	(35,809)	
<b>TOTAL STRATEGY &amp; COMM CASE</b>	<b>Expenditure</b>	<b>294,000</b>	<b>258,191</b>	<b>(35,809)</b>	<b>0</b>	<b>0</b>	<b>(35,809)</b>	
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>294,000</b>	<b>258,191</b>	<b>(35,809)</b>	<b>0</b>	<b>0</b>	<b>(35,809)</b>	
<b>Comms, Marketing &amp; Media</b>								
Service Manager: Richard Birch								
COMMUNICATIONS (CCM)	Expenditure	90,000	84,363	(5,637)			(5,637)	Currently looking at an alternative provider of social media analysis and scheduling, but our intention is to see this delivered within existing budgets so that no additional allocation is needed. We are supplementing the Environment Strategy communications role (which is budgeted for separately) from the communications budgets but, again, it is anticipated this can be easily achieved within the existing allocation. We have asked that the GL503 budget remains in place to accommodate some marketing and publicity costs we have this year to support our work with commercial services.
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	90,000	84,363	(5,637)	0	0	(5,637)	
<b>TOTAL COMMS, MARKETING &amp; MEDIA</b>	<b>Expenditure</b>	<b>90,000</b>	<b>84,363</b>	<b>(5,637)</b>	<b>0</b>	<b>0</b>	<b>(5,637)</b>	
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>90,000</b>	<b>84,363</b>	<b>(5,637)</b>	<b>0</b>	<b>0</b>	<b>(5,637)</b>	
<b>Performance, People &amp; Change</b>								
Service Manager: Charlotte Jones								
PERFORMANCE PEOPLE & CHANGE (CPL)	Expenditure	280,630	281,066	436			436	Underspend on Training budget courses had to be cancelled due to Covid-19 outbreak, some took place virtually at a reduced cost. We would like to carry forward the budget to be able to run the course once it is safe to do so. SLGGS-underspent at the end of the year as 2 of the graduates secured permanent roles. The underspend will be refund to the other LA's in Somerset.
	Income	(22,860)	(69,237)	(46,377)	42,130	42,130	(4,247)	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	257,770	211,829	(45,941)	42,130	42,130	(3,811)	
<b>TOTAL PERFORMANCE, PEOPLE &amp; CHANGE</b>	<b>Expenditure</b>	<b>280,630</b>	<b>281,066</b>	<b>436</b>	<b>0</b>	<b>0</b>	<b>436</b>	
	<b>Income</b>	<b>(22,860)</b>	<b>(69,237)</b>	<b>(46,377)</b>	<b>42,130</b>	<b>42,130</b>	<b>(4,247)</b>	
	<b>TOTAL</b>	<b>257,770</b>	<b>211,829</b>	<b>(45,941)</b>	<b>42,130</b>	<b>42,130</b>	<b>(3,811)</b>	
<b>Strategic Planning</b>								
Service Manager: Jan Gamon								
PROCUREMENT, CONTRACT & RISK (CPR)	Expenditure	53,260	56,522	3,262			3,262	CoCredo Costs - This is a 4 year agreement put in place 19-20 (£1,384) plus some PAYG elements before contract agreed, all paid upfront. ProContract Annual Fee (booked to line 3120 previous year) - is ongoing subscription.
	Income	0	0	0			0	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	53,260	56,522	3,262	0	0	3,262	
PLACE PLANNING (CPS)	Expenditure	515,630	532,398	16,768	7,500	7,500	24,268	Over spend on RP720 - Planning Policy due to external consultant commissions for evidence base reports to support the Local Plan Review.
	Income	(186,070)	(249,958)	(63,888)			(63,888)	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	329,560	282,440	(47,120)	7,500	7,500	(39,620)	
CONTRACTED SPORTS FACILITIES (GSF)	Expenditure	487,040	465,802	(21,238)			(21,238)	Underspend on maintenance at Goldenstones, Wincanton and Westlands sports centres
	Income	(240,510)	(294,960)	(54,450)			(54,450)	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	246,530	170,842	(75,688)	0	0	(75,688)	
CIVIL CONTINGENCIES AND H&S (HCC)	Expenditure	83,180	55,888	(27,292)	22,000	22,000	(5,292)	Reflects Emergency Planning Standby Allowance underspend
	Income	(6,110)	(1,514)	4,596			4,596	
Portfolio Holder: <b>Cllr Val Keitch</b>	TOTAL	77,070	54,374	(22,696)	22,000	22,000	(696)	
PLANNING POLICY (RPP)	Expenditure	770	0	(770)			(770)	No spend this financial year. The budget relates to Strategic Transport and the main Local Plan budget is within Place Planning.
	Income	0	0	0			0	

Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
Portfolio Holder: <b>Clr Val Keitch</b>	TOTAL	770	0	(770)	0	0	(770)	
VOLUNTARY, COMM & SOCIAL ENT ( SVCSE)	Expenditure	291,540	289,044	(2,496)			(2,496)	No significant variance
	Income	0	0	0			0	
Portfolio Holder: <b>Clr Val Keitch</b>	TOTAL	291,540	289,044	(2,496)	0	0	(2,496)	
DEMOCRATIC SERVICES (RLD)	Expenditure	671,400	639,939	(31,461)	25,330	25,330	(6,131)	Underspends on Members Conference, Investigations and printing/stationary.
	Income	(1,400)	(6,154)	(4,754)			(4,754)	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	670,000	633,785	(36,215)	25,330	25,330	(10,885)	
ELECTIONS (RLE)	Expenditure	944,160	1,045,363	101,203			101,203	We await final settlement of claim for May 19 EU election as well as Dec 19 GE. There will be further expenditure on LM776 with re-imbursements due to Mendip DC but this will be claimed back.
	Income	(763,480)	(886,586)	(123,106)			(123,106)	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	180,680	158,777	(21,903)	0	0	(21,903)	
<b>TOTAL STRATEGIC PLANNING</b>	<b>Expenditure</b>	<b>3,046,980</b>	<b>3,084,956</b>	<b>37,976</b>	<b>54,830</b>	<b>54,830</b>	<b>92,806</b>	
	<b>Income</b>	<b>(1,197,570)</b>	<b>(1,439,172)</b>	<b>(241,602)</b>	<b>0</b>	<b>0</b>	<b>(241,602)</b>	
	<b>TOTAL</b>	<b>1,849,410</b>	<b>1,645,784</b>	<b>(203,626)</b>	<b>54,830</b>	<b>54,830</b>	<b>(148,796)</b>	
<b>Strategy &amp; Comm Specialists</b>								
Service Manager: Netta Meadow								
STRGY & COMM LEAD SPECIALISTS (SCLS)	Expenditure	201,740	226,481	24,741			24,741	Additional expenditure on staffing
	Income	0	0	0			0	
Portfolio Holder: <b>Clr Val Keitch</b>	TOTAL	201,740	226,481	24,741	0	0	24,741	
<b>TOTAL STRATEGY &amp; COMM SPECIALISTS</b>	<b>Expenditure</b>	<b>201,740</b>	<b>226,481</b>	<b>24,741</b>	<b>0</b>	<b>0</b>	<b>24,741</b>	
	<b>Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL</b>	<b>201,740</b>	<b>226,481</b>	<b>24,741</b>	<b>0</b>	<b>0</b>	<b>24,741</b>	
<b>TOTAL STRATEGY &amp; COMMISSIONING</b>	<b>Expenditure</b>	<b>3,913,350</b>	<b>3,935,057</b>	<b>21,707</b>	<b>54,830</b>	<b>54,830</b>	<b>76,537</b>	
	<b>Income</b>	<b>(1,220,430)</b>	<b>(1,508,409)</b>	<b>(287,979)</b>	<b>42,130</b>	<b>42,130</b>	<b>(245,849)</b>	
	<b>TOTAL</b>	<b>2,692,920</b>	<b>2,426,648</b>	<b>(266,272)</b>	<b>96,960</b>	<b>96,960</b>	<b>(169,312)</b>	
<b>SUPPORT SERVICES</b>								
Director: Netta Meadows								
<b>Support Services Case</b>								
Service Manager: Lisa Davis								
SUPPORT SERVICES CASE OFFICERS (RCO)	Expenditure	932,460	949,908	17,448			17,448	Overspend relates to salary scenarios that were unavoidable for 19/20 but have now come to an end so won't be an issue in future years budgets.
	Income	(22,000)	(22,674)	(674)			(674)	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	910,460	927,234	16,774	0	0	16,774	
SUPPORT SERVICES CASE WORK (RXC)	Expenditure	360,840	311,574	(49,266)	10,000	10,000	(39,266)	Shift to a more digital focus resulted in a vast reduction in printing requests. As a result the income target was unachievable and fell significantly short of budget. However the shortfall was largely covered by savings elsewhere within the budget resulting from a reduction in MFD usage, paper and stationery which are all positive indicators of our commitment to the environment strategy.
	Income	(95,470)	(39,492)	55,978			55,978	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	265,370	272,082	6,712	10,000	10,000	16,712	
<b>TOTAL SUPPORT SERVICES CASE</b>	<b>Expenditure</b>	<b>1,293,300</b>	<b>1,261,482</b>	<b>(31,818)</b>	<b>10,000</b>	<b>10,000</b>	<b>(21,818)</b>	
	<b>Income</b>	<b>(117,470)</b>	<b>(62,166)</b>	<b>55,304</b>	<b>0</b>	<b>0</b>	<b>55,304</b>	
	<b>TOTAL</b>	<b>1,175,830</b>	<b>1,199,316</b>	<b>23,486</b>	<b>10,000</b>	<b>10,000</b>	<b>33,486</b>	
<b>Support Services Functions</b>								
Service Manager: Nicola Hix								
FINANCE CORPORATE COSTS (RFC)	Expenditure	4,637,350	4,731,253	93,903			93,903	Underspend on budget in respect of insurance premiums, offset by interest payable in respect of external borrowing resulting in overspend.
	Income	(3,729,190)	(4,017,483)	(288,293)			(288,293)	Net over achievement of income meant that £1m could be moved to the Medium Term Financial Support Fund Reserve for budget pressures in 20/21, and £0.3m to the Treasury Management Risk Reserve.



Service with Elements		Annual Budget	Actual to 31st March	Variance to 31st March	Carry Forwards Submitted	Carry Forwards Recommended by Senior Leadership Team	Variance expected 31/03/20	Budget Holders' Comments on Variances to Profiled Budgets & Outturn <i>Accountants' Comments in Italics</i>
		£	£	£	£	£	£	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	908,160	713,770	(194,390)	0	0	(194,390)	
Service Manager: Nicola Hix								
SUPPORT SERVICES FUNCTIONS (RSF)	Expenditure	787,060	1,209,134	422,074			422,074	Overspend largely relates to spend against I.S. Maint Software & Hardware. Some expenditure budgets remain within the individual services codes but now the new Digital Services Team are in place it is likely all IS function budgets will be pooled into here for reviewing and close monitoring by the IT Lead Specialist. Other small overspend across the other functions linked to various reasons.
	Income	(138,400)	(109,575)	28,825			28,825	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	648,660	1,099,559	450,899	0	0	450,899	
<b>TOTAL SUPPORT SERVICES FUNCTIONS</b>	<b>Expenditure</b>	<b>5,424,410</b>	<b>5,940,387</b>	<b>515,977</b>	<b>0</b>	<b>0</b>	<b>515,977</b>	
	<b>Income</b>	<b>(3,867,590)</b>	<b>(4,127,058)</b>	<b>(259,468)</b>	<b>0</b>	<b>0</b>	<b>(259,468)</b>	
	<b>TOTAL</b>	<b>1,556,820</b>	<b>1,813,329</b>	<b>256,509</b>	<b>0</b>	<b>0</b>	<b>256,509</b>	
<b>Support Services Specialists</b>								
Service Manager: Netta Meadows								
SUPPORT SERV LEAD SPECIALISTS (RLS)	Expenditure	381,100	371,737	(9,363)			(9,363)	Vacant post for part 19/20 created a small underspend.
	Income	0	0	0			0	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	381,100	371,737	(9,363)	0	0	(9,363)	
Service Manager: Nicola Hix								
SUPPORT SERVICES SPECIALISTS (RSS)	Expenditure	870,270	890,947	20,677			20,677	Overspend due to agency support needed within legal function.
	Income	0	(833)	(833)			(833)	
Portfolio Holder: <b>Clr Peter Seib</b>	TOTAL	870,270	890,114	19,844	0	0	19,844	
<b>TOTAL SUPPORTSERVICES SPECIALISTS</b>	<b>Expenditure</b>	<b>1,251,370</b>	<b>1,262,684</b>	<b>11,314</b>	<b>0</b>	<b>0</b>	<b>11,314</b>	
	<b>Income</b>	<b>0</b>	<b>(833)</b>	<b>(833)</b>	<b>0</b>	<b>0</b>	<b>(833)</b>	
	<b>TOTAL</b>	<b>1,251,370</b>	<b>1,261,851</b>	<b>10,481</b>	<b>0</b>	<b>0</b>	<b>10,481</b>	
<b>TOTAL SUPPORT SERVICES</b>	<b>Expenditure</b>	<b>7,969,080</b>	<b>8,464,553</b>	<b>495,473</b>	<b>10,000</b>	<b>10,000</b>	<b>505,473</b>	
	<b>Income</b>	<b>(3,985,060)</b>	<b>(4,190,057)</b>	<b>(204,997)</b>	<b>0</b>	<b>0</b>	<b>(204,997)</b>	
	<b>TOTAL</b>	<b>3,984,020</b>	<b>4,274,496</b>	<b>290,476</b>	<b>10,000</b>	<b>10,000</b>	<b>300,476</b>	
<b>TOTAL SSDC</b>	<b>Expenditure</b>	<b>71,381,860</b>	<b>72,396,326</b>	<b>1,014,466</b>	<b>242,540</b>	<b>242,540</b>	<b>1,257,006</b>	
	<b>Income</b>	<b>(54,190,380)</b>	<b>(56,039,195)</b>	<b>(1,848,815)</b>	<b>98,130</b>	<b>98,130</b>	<b>(856,234)</b>	
	<b>TOTAL</b>	<b>17,191,480</b>	<b>16,357,131</b>	<b>(834,349)</b>	<b>340,670</b>	<b>340,670</b>	<b>(493,679)</b>	