

Subject: 2015/16 Period 9 Budget Monitoring Report

Report to: Cabinet

Report by: Interim S 151 Officer

SUBJECT MATTER/RECOMMENDATIONS

To consider the 2015/16 budget monitoring position.

1. Introduction

- 1.1 This report compares the actual expenditure and income position at the end of December 2015 to the Updated budget for 2015/16. The Original Base Budget as agreed by Full Council in February 2015 has been updated for in-year virements and where costs are planned to be funded from earmarked reserves.
- 1.2 The Base Budget for 2015/16 set a target surplus of £1.061m, this was subsequently reduced following the approval of the ward budgets for 2015/16 of £78k. This report gives the position year to date and forecast outturn against this target.
- 1.3 As part of the work on the budget monitoring position and budget for 2016/17 some amendments to the budget that was presented for approval in February 2015 have been highlighted. The base budget included a number of assumptions around funding and service delivery for which some of the target savings and costs were not factored into the service cost centres. Where applicable these have been updated in the current year and also within the 2016/17 budget and future financial forecasts as applicable.

2. Budget Monitoring Position – Revenue Services

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position at 31 December 2015 which shows a year to date variance of the actual compared to the profiled budget to date of £363,246. The full year forecast shows and underspend against the budget of £309,924. Of the forecast full year underspend against the budget, a net £54,818 overspend is in relation to service variances and £364,742 underspend is in relation to the Non Service Variances. Details of these variances are included within sections 2.3 and 3 respectively in this report. Appendix B provides further details of the individual service variances.
- 2.2 The following table provides commentary on the more significant variances from the budget monitoring process carried out between finance and services for the position at the end of period 9 and where there is anticipated to be a full year under/overspend.

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
EXECUTIVE		
ESG - The variance to date reflects one off costs which are being funded from the earmarked reserve.	436,868	0
<p>Executive Team – Despite showing an overspend to date, there are a number of variances within this budget heading, which is currently forecasting a year end underspend of £103,851. The following commentary focuses on the areas that are anticipated to deliver a full year effect:</p> <ul style="list-style-type: none"> • £80,000 of the transformation base budget is not expected to be used in full, this will be offset by a reduction in transfers from reserves in the year; • There is expected to be a full year underspend on employee related expenditure within the service heading of £22,322, this after allowing for the agency and secondment costs incurred to date and forecast for the remainder of the year; • Town centre initiative expenditure and income incurred to date to be funded from earmarked reserves. 	247,652	(103,851)
Transformation Team - Base budgets reflect in year savings due to Transformation but these are unlikely to be transferred from departments this financial year. Have left savings targets therefore as over spends	289,484	386,000
Executive Sub total	974,000	282,149
RESOURCES, GROWTH AND GOVERNANCE		
Economic Development – Of the variance to date and full year variance £100,000 relates to the base budget for Coastal Communities Fund no longer being required as grant funding has since been received. The balance of the variance relates to an overspend in relation to employee costs, although the full year impact has been mitigated in the current year from additional income	(118,306)	(100,999)
Enterprise GY – The service includes a number of variances including an overspend on employee costs due to an extension of the contract, although this has been mitigated by a secondment which is no longer taking place. In the forecast, income of £325,117 has been estimated to bring the total expenditure on Enterprise GY to nil. This has released the base budget of £298,542 as under spend. The effect on the funding for 2016-17 (the last year of the project) is that £49.9k will be left from this year's allocation to carry forward to add to next year's base budget of £275k. This will therefore give total funding in 2016/17 of £325k but this will also need to 'cover' any one-off costs incurred.	(19,870)	(298,542)
Strategic Planning – The main reason for the variance to date and	(53,362)	(115,843)

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
projected full year underspend is due to a number of vacancies within the team of which two posts have now been appointed to.		
Construction Services – Within this service heading there are a number of variances for which the major ones include a forecast underspend in the year on repairs and maintenance of £32,760, income generated for the rent of the Novus centre which commenced during the year of £34,125. The remaining variances relate to a number of supplies and services budgets including equipment, vending and grounds maintenance of £13,613 and additional costs in relation to Refuse collection £5k & cleaning £10.3k in Catalyst and Novus Centre, although this will be partly offset by a recharge to Enterprise GY.	(51,035)	(56,801)
Markets – The main reason for the forecast underspend is due to income projected being below the base budget from the two day market by £24,500, the six day market by £28,600 and also a reduction in the forecast income from site rents by £6,000. The balance of the variance is mainly due to other expenses being above the base budget and relate to the various fayres during the year.	45,551	65,951
Bretts – The full year variance relates to the loss of profit sharing income in relation to the basement area, vacant suites has made this unlikely to be achieved. The variance to date includes costs incurred for painting & decorating although part may be rechargeable to mitigate this cost.	16,637	40,317
Factory Units – The variance to date and full year forecast is due to empty units therefore increased costs have been incurred for rates £3.4k, insurance £2.1k, electric £4.4k and repairs £6.6k and also a loss of rental income.	32769	38137
Corporate Estates – Of the full year variance £28,000 is in relation to a compensation claim payment, £15,100 is in relation to storm damage to the Winter Garden although this will be funded by a virement from the central maintenance contingency fund. Of the remaining variance £35,000 is due to rental income not collectable due to vacant sites.	(10,019)	81,077
Minerva House – The major variances within this service heading are in relation to the number of void suites which has increased the net cost to the Council of £12,640 and also reduced the income receivable. In addition an accrual for service charges made in 2014/15 was less than the actual incurred resulting in an overspend in the current year.	44,506	51,907
Property Services – Variance to date and full year overspend includes two fifths of the salary costs of the Senior Estates Surveyor for part of the year. The variance also includes costs of £33,049 for	52,445	42,320

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
valuation costs incurred earlier in the year.		
<p>Beacon Park – The variance to date and full year forecast are made up of a number of variances within the service, the major ones are as follows:</p> <ul style="list-style-type: none"> property consultancy costs being incurred above the budget resulting in a variance of £33,400; the impact of vacant properties causing a reduction in income of £19,600 and costs falling to the Council of £86,145; the variance to date includes an outstanding 2014/15 year-end service charge accrual, and charges for this financial year are expected to be low due to empty properties resulting in a shortfall of £45,000; a number of smaller budget variances resulting in an overspend of £17,686. 	165,966	209,954
<p>Finance – The service has had a number of vacancies in the year although some of these have been covered by agency staffing, resulting in a projected net full year underspend of £23,540. There is currently forecast to be an overspend on audit fees (internal and external) totalling £10,600 for the year. The 2015/16 budget had a number of ICT related budgets omitted from the base budget, these have now been corrected in the current years forecast and include charges for Norfolk County Council, the finance system upgrade and associated project management fees. The forecast overspends have been reduced partly by income receivable in relation to insurance.</p>	(21,157)	58,583
<p>HR – Within the service there has been a number of vacancies although these have been offset by the use of agency, a secondment and recruitment costs in the year resulting in a small forecast overspend.</p>	(19,065)	2,175
CUSTOMER SERVICES		
<p>Benefits – Of the variance to date £125k related to subsidy although this is expected to net to nil by the end of year. The full year effect mainly related to DCLG grant income received for new burdens.</p>	(145,479)	(35,461)
<p>Car Parks General – The full year variance reflects a forecast £100k underspend from establishment restructure savings and vacancies. This has been partly offset by £7k Tourism Improvement Districts costs; £13k credit card processing costs for P&D machines; £33k loss on income, although town centre losses will be reimbursed from Town Centre Initiative for free parking up to £76k. The forecast also reflects the 2015/16 base budget correction which overstated income from retaining income that relates to NCC services.</p>	(74,383)	(27,606)
<p>Cemeteries and Crematorium – The variance to date and full year</p>	143,340	130,574

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
effect largely reflects a reduction in income of £96,000 from fewer cremations and internment of ashes over the third quarter in the year; £40k additional repairs to cremators during year		
Customer Services – The variance reflect (£33k) establishment saving as post seconded to ESG, this is partly reduced by additional postage and translation costs of £13k.	(19,897)	(25,319)
IT – The variances to date and full year reflects an overspend of £100k against the base budget as the posts within a team were not included in the restructure costs in Revenues last year. This has been offset in the year by a net saving on the NCC contract following renegotiation of the contract costs in 2014/15 which is anticipated to be delivered in the future years. The forecast also now reflects £54k for new purchases and software, mainly Civica.	62,568	(34,524)
Revenues – Within the service there are a number of variance including £30k net establishment saving as Fraud posts moved to DWP in June offsetting cost of missing posts in restructure; £66k IT software contracts not in budget; £6k PayPoint costs as cash office closed during year and (£150k cost of NDR collection omitted from budget.	(168,281)	(129,181)
Public Toilets - £7k contribution for parishes managing own toilets; £11k GYBS contract difference to budget; £5k hardwired testing 5 yearly cost	21,981	21,215
Repairs and Maintenance – Anticipated profit share of £80k from GYN and GYBS for the year.	85	(80,703)
Waste – The period 9 position is made up of a number of variances including: <ul style="list-style-type: none"> • (£14k) establishment saving as post not being refilled; • (£16k) saving on bottle banks and clinical waste collections; • NEWS disposal costs based on quantity (£52k); • Contamination costs estimated to be an additional £45k for the year; • £118k loss in tonnage rebate as no profit currently being made; • (£17k) bulky items collection income as now included fridges/freezers; • (£12k) additional income in excess travel reimbursements to waste sites 	(53,313)	50,352
Environmental Health – The significant variance is in relation to a forecast full year saving of £125k from employee budgets due to vacant posts and secondment to ESG. Other variances include £7k	(144,594)	(167,647)

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
out of hours call centre recharges not included in the budget; £20k less funeral costs than budgeted and £7k pest control income not included in budget.		
Elections – The variance reflect an establishment saving due to a vacancy in the service.	(5,741)	(37,555)
Building Control - £35k reduction in fee income as less work this year.	14,931	32,176
Development Control - £15k consultant costs relating to an appeal which may be partly recovered, this is currently offset by an increase in fee income of £20k due to a greater number of applications being received.	(43,400)	(2,512)
Land Charges – New burdens funding of £95k has been received from the DCLG relating to search fee legal costs in 2014/15. Additional income of £15k from more searches has also been reflected in the full year forecast.	(123,887)	(114,120)
Events - £38k reduction in events income due to growth in business less than predicted	11,122	39,603
HOUSING AND NEIGHBOURHOODS		
Housing Needs – The variance to date and full year effect are mainly due to the increase in net income of approximately £76k due to improved income on GYBC purchased properties, and landlord costs being below the level budgeted due to over estimated inflation in the base budget. There are also some smaller underspend against the budget for the current year.	(121,964)	(98,456)
Leisure & Culture – The variance to date and full year forecast reflects a number of movements against the base budget. The main ones are a net underspend of £28k from a secondment to Sport England after allowing for cover of the post and reduced income from Ice-Cream Van Sales Concession of £6,025.	6,262	(17,932)
Indoor Leisure - The variances to date reflect the current position on the Marina & Phoenix pool management fee. The budget was incorrectly reduced for 2015/16 below the contracted £115k. In addition the full position now includes allowance for the under recovery of income of approximately £37k for use of Phoenix pool by schools.	45,253	161,125

Service Variances	Over/(under) spend against Period 9 Profiled Budget	Estimated full year variance
Neighbourhood Management – The variances reflect dilapidation costs for Kings street £9,294 and costs in relation to the Rural Development Officer.	(56,422)	36,799

3. Non Service Variances

- 3.1 **Interest Payable** – Savings of £100k have been achieved against interest on loans as although there is an underlying need to borrow, a decision was taken to take advantage of very low short term rates. Longer term the Council will commit to long term borrowing to cover this need, but it will continue with this option for the next year at least.
- 3.2 The capital programme committed to significant borrowing, but due to delays in spend this has not materialised.
- 3.3 **Contingency** – A contingency budget of £300k was included in the base budget to be used for examples to fund unbudgeted repair costs. To date only a small allocation from this contingency has been utilised and therefore this is currently anticipated to deliver a full year under spend of £265k.
- 3.4 **Earmarked Reserves** – During the year further transfers from reserves have been agreed to match the profile of spend, for example £600k has been transferred from earmarked reserves for ESG which has covered spend for transformation projects; a further £100k was transferred for Waste Management, £50k for the Local Plan Consultation and £50k for Coastal Communities Grant Projects.
- 3.5 The Council has been successful in pursuing a VAT refund in relation to prior years VAT on building control fees. The total refund due totals £310,500 and is made up of income and interest. This is not currently shown in the figures included in the above position.

4. Budget Monitoring Position – Summary

- 4.1 The following table provides a summary of the full year projections for the service areas along with an updated use of reserves figure where applicable.

Table – Summary of Full Year Effects 2015/16	Estimated Movement from Original Base Budget £
Service Areas (section 2)	54,818
Non Service Areas (Section 3)	(364,742)
Total Surplus	(309,924)

- 4.2 The overall position will continue to be monitored in the current financial year and will be reported to EMT and members accordingly.

5. Budget Monitoring Position – Capital

Directorate	Original Approved Budget 2015-16	Revised Budget 2015-16	Revised Budget for 9 months	Actual Expenditure to 31 st Dec 2015
	£'000	£'000	£'000	£'000
Housing & Neighbourhoods	11,601	3,264	2,448	888
Customer Services	601	1,364	1,023	427
Resources, Governance & Growth	10,419	8,736	6,552	3,842
Total	22,621	13,364	10,023	5,157

- 5.1 As at the end of December 2015, £5.157m had been spent against the nine month budget of £10.023m.
- 5.2 The Housing & Neighbourhoods budget includes £1.27m for the improvement works at the Phoenix Pool, which commenced only recently.
- 5.3 The Customer Services expenditure looks relatively low for the year to date, but this is because several of the projects within this directorate have either just begun e.g. the coast protection project at Scratby (which is due to be completed by April 2016), or have yet to commence e.g. the extension to Euston Road car park (budget of £231k included in 2015-16).
- 5.4 The Budget for Resources, Governance and Growth is made up predominantly of the Beacon Park budget (£7.275m in total). This budget has been revised downwards during this year's budget process to more accurately reflect work that will be carried out before year end.
- 5.5 Improvements to office buildings as part of the Flexible Workforce project remain ongoing and by the end of December £182k had been spent against the budget of £590k.
- 5.6 There has been little expenditure against the South Denes project for the year to date, but this budget (£400k) has been left in the Programme to cover any acquisitions that may take place before year-end.

6. Conclusion

6.1 The revenue budget is showing an forecast full year saving of £1,292,981 against a budgeted saving of £983,027 resulting in a surplus of £309,224. The overall financial position will continue to be closely monitored and where appropriate the timing of the use of reserves in the year will be considered as part of consideration of the overall outturn position to be reported to members later in the year.

7. Financial Implications and Risks

7.1 The detail within section 2 of the report highlights the significant variances including those that are estimated to result in a full year impact.

7.2 This year has seen significant support from earmarked reserves for transformation projects from ESG and the Council has also received grants which were not originally within budget. These include funding for two years for Enterprise GY, saving £300k from this year's original budget and £95k for legal costs of searches.

7.3 Although there are significant vacancies resulting in savings within the establishment, this is neutralised by the current forecast spend on agency costs.

7.4 The estimated outturn shown in Appendix A will continue to be monitored during the year and where applicable will be transferred to earmarked reserves. In addition further review of the service budgets and savings targets will be considered as part of early work on the future financial strategy.

7.5 The Council is dependant upon a number of income streams including business rates income which are subject to factors outside of the Council's control. Where applicable assumptions have been around these income streams based on the current year to date along with input from services around future projections.

FINANCIAL IMPLICATIONS:

Included within the detail of the report

LEGAL IMPLICATIONS:

N/A

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

EMT

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	
	Legal	N/A
	Financial	Included within the detail of the report
	Risk	Included within the detail of the report
	Sustainability	N/A
	Equality	N/A
	Crime and Disorder	N/A
	Human Rights	N/A
	Every Child Matters	N/A

General Fund Summary P9 2015-16

	YTD Budget £	YTD Actuals £	YTD Variance £	Full Year Budget £	Full Year Forecast £	Full Year Variance £
Net Cost of Services						
Customer Services	3,701,999	3,220,525	(481,475)	7,574,906	7,207,636	(367,270)
Executive Team	589,897	1,563,901	974,004	327,381	609,530	282,149
Housing and Neighbourhoods Resources, Governance & Growth	2,639,919	2,482,312	(157,606)	4,193,865	4,289,460	95,595
	1,282,183	1,325,830	43,647	(345,177)	(300,833)	44,344
Net Cost of Services	8,213,998	8,592,568	378,570	11,750,975	11,805,793	54,818
Non Service Expenditure/Income						
Loan Interest Payable	520,830	393,040	(127,790)	694,440	592,362	(102,078)
Interest Receivable	(15,000)	(29,784)	(14,784)	(20,000)	(30,000)	(10,000)
Capital Charges Reversal	0	0	0	(1,565,000)	(1,565,000)	0
Transfers To/From Earmarked Reserves	(667,423)	(373,141)	294,282	(1,236,542)	(1,246,316)	(9,774)
Pension Back Funding	727,875	1,223,311	495,436	970,500	970,500	0
Contingency	225,000	90	(224,910)	300,000	35,000	(265,000)
Parish Precepts & Concurrent Grants	354,756	355,886	1,130	354,756	354,756	0
Provision for Load Repayment (MRP)	0	0	0	1,351,525	1,373,635	22,110
Other Non Service	0	0	0	18,311	18,311	0
Non Service Expenditure/Income	1,146,039	1,569,402	423,363	867,990	503,248	(364,742)
Income						
Collection Fund Parish	(156,095)	(156,095)	0	(312,190)	(312,190)	0
Collection Fund District	(2,873,411)	(2,873,411)	0	(3,831,214)	(3,831,214)	0
Business Rates	(2,786,909)	(2,786,909)	0	(3,715,878)	(3,715,878)	0
Revenue Support Grant	(3,346,480)	(3,775,197)	(428,717)	(4,538,641)	(4,538,641)	0
New Homes Bonus	(867,485)	(867,485)	0	(1,156,647)	(1,156,647)	0
Council Tax Freeze Grant		(9,970)	(9,970)	(47,452)	(47,452)	0
Income	(10,030,379)	(10,469,066)	(438,687)	(13,602,022)	(13,602,022)	0
Surplus/Deficit	(670,342)	(307,096)	363,246	(983,057)	(1,292,981)	(309,924)

Service Area Summaries P9 2015-16

<u>Cost Centre</u>	<u>Description</u>	<u>Actual to Date</u>	<u>Year to Date Budget</u>	<u>Variance (YTD)</u>	<u>Full Year Budget</u>	<u>Full Year Forecast</u>	<u>Variance</u>
		£	£	£	£	£	£
Customer Services							
CCBE	Benefits	(721,572)	(576,093)	(145,479)	37,393	1,932	(35,461)
CCCE	Cemetries	167,914	143,758	24,156	194,781	217,168	22,387
CCCG	Car Parks - General	(818,046)	(804,896)	(13,150)	(713,556)	(787,514)	(73,958)
CCCL	Car Parks -	(4,817)	(10,500)	5,683	(4,790)	(4,790)	0
CCCN	NCC Car Parking	(1,236)	38,607	(39,842)	(55,939)	0	55,939
CCCO	SNDC Fines	14	(8,610)	8,624	980	0	(980)
CCCP	Palmers Car Parks	(114,377)	(77,852)	(36,525)	(36,482)	(45,089)	(8,607)
CCCR	Crematorium	(506,240)	(625,424)	119,184	(684,201)	(576,017)	108,184
CCCS	Customer Services	315,544	335,441	(19,897)	5,968	(19,351)	(25,319)
CCCT	Preservation Trust Car Park	(5,252)	(6,079)	827	(4,015)	(4,015)	0
CCIC	ICT (Client)	190,048	127,480	62,568	(2,277)	(36,801)	(34,524)
CCSS	Support Services	175,696	181,315	(5,619)	(16,047)	(30,246)	(14,199)
CEEH	Environmental Health	923,593	1,068,186	(144,594)	1,710,132	1,542,485	(167,647)
CEPC	Planning Control	1,558	0	1,558	0	0	0
CGGM	Grounds Maintenance	222,247	215,832	6,415	444,902	450,328	5,426
CGPC	Public Toilets	275,673	253,692	21,981	406,670	427,885	21,215
CGRM	Repairs and Maintenance	790,237	790,152	85	1,085,610	1,004,907	(80,703)
CGSC	Street Cleaning	738,411	738,066	344	971,791	971,951	160
CGSF	Footway Lighting	335,005	334,258	747	564,557	564,314	(243)
CGWA	Waste	814,454	867,768	(53,313)	1,572,722	1,623,074	50,352
CPBC	Building Control	15,423	492	14,931	111,612	143,788	32,176
CPCP	Coastal Protection	51,057	42,034	9,024	383,480	392,528	9,048
CPDC	Development Control	(43,962)	(562)	(43,400)	101,302	98,790	(2,512)
CPLC	Land Charges	(160,101)	(36,214)	(123,887)	65,777	(48,343)	(114,120)
CTCO	Communications	48,505	49,597	(1,091)	(438)	(2,840)	(2,402)
CTCP	Civic & Portering	116,937	101,173	15,764	(1,263)	10,905	12,168
CTMA	Mayor	487	0	487	31,980	31,980	0
CTRE	Print & Design	93,826	95,989	(2,163)	(1,209)	(7,117)	(5,908)
CTTO	Tourism	309,547	286,890	22,657	564,279	574,043	9,764
CTVE	Events	7,860	(3,262)	11,122	91,668	131,271	39,603
ROEL	Elections	129,602	135,343	(5,741)	215,502	177,947	(37,555)
ROLI	Licensing	(208,522)	(203,872)	(4,651)	(141,008)	(141,381)	(373)
RRRE	Revenues	81,012	249,293	(168,281)	675,025	545,844	(129,181)
Total Customer Services		3,220,525	3,701,999	(481,475)	7,574,906	7,207,636	(367,270)
Executive Team							
EXEG	ESG	887,920	451,052	436,868	601,402	601,402	0
EXTE	Executive Team	675,981	428,329	247,652	111,979	8,128	(103,851)
EXTT	Transformation Team	0	(289,484)	289,484	(386,000)	0	386,000
Total Executive Team		1,563,901	589,897	974,004	327,381	609,530	282,149
Housing & Neighbourhoods							
CGGP	Parks	420,219	411,441	8,777	507,089	518,067	10,978
CGOS	Outdoor Sports	154,139	146,307	7,832	252,671	255,426	2,755
GHHN	Housing Needs	587,992	709,956	(121,964)	1,172,285	1,073,829	(98,456)
GHHS	Housing Strategy	70,972	101,810	(30,838)	165,586	163,413	(2,173)
GNCC	CCTV	99,545	92,966	6,579	166,990	174,992	8,002
GNCL	Leisure & Culture	186,013	179,751	6,262	286,220	268,288	(17,932)
GNGV	Grants	108,500	132,800	(24,300)	206,796	206,796	0
GNNP	Indoor Leisure	359,616	314,363	45,253	614,088	775,213	161,125
GNNM	Neighbourhood Management	231,207	287,629	(56,422)	182,760	219,559	36,799
GWPS	Private Sector Housing	36,692	39,624	(2,932)	144,336	141,843	(2,493)
GWSH	Safe at Home	72,875	64,620	8,255	205,623	215,492	9,869
RPCO	Conservation	154,543	158,653	(4,109)	289,421	276,542	(12,879)
Total Housing & Neighbourhoods		2,482,312	2,639,919	(157,606)	4,193,865	4,289,460	95,595

Service Area Summaries P9 2015-16

<u>Cost Centre</u>	<u>Description</u>	<u>Actual to Date</u>	<u>Year to Date Budget</u>	<u>Variance (YTD)</u>	<u>Full Year Budget</u>	<u>Full Year Forecast</u>	<u>Variance</u>
		£	£	£	£	£	£
Resources, Governance & Growth							
CGDC	Churchill Depot	5,113	(5,938)	11,051	0	0	0
RGED	Economic Development	175,819	294,125	(118,306)	432,952	331,953	(100,999)
RGEG	Enterprise GY	142,670	162,540	(19,870)	298,542	0	(298,542)
RGEZ	Enterprise Zone	(0)	0	(0)	0	0	0
RGSP	Strategic Planning	302,993	356,355	(53,362)	561,188	445,345	(115,843)
ROCS	Corporate Strategy	125,295	121,705	3,589	(30,139)	(29,516)	623
ROLE	Legal (Client)	161,202	162,905	(1,703)	(19,994)	(17,084)	2,910
ROMS	Member Services	359,023	378,733	(19,709)	160,407	169,428	9,021
RPCC	Community Centres	6,935	6,104	832	5,925	7,866	1,941
RPCS	Construction Services	434,100	485,135	(51,035)	(26,147)	(82,948)	(56,801)
RPMA	Markets	(58,751)	(104,302)	45,551	(15,115)	50,836	65,951
RPMT	Modernisation Team	58,191	60,429	(2,238)	108,002	104,429	(3,573)
RPPB	Bretts	876	(15,491)	16,367	(40,409)	(92)	40,317
RPPC	Courts	10,349	3,431	6,919	(2,961)	11,309	14,270
RPPF	Factory Units	(35,472)	(68,241)	32,769	(82,871)	(44,734)	38,137
RPPG	Corporate Estates	(1,793,689)	(1,783,670)	(10,019)	(1,775,436)	(1,694,359)	81,077
RPPM	Minerva House	58,088	13,582	44,506	11,646	63,553	51,907
RPPO	Onians	(12,488)	(3,602)	(8,886)	(8,122)	(7,260)	862
RPPP	Property Services	313,309	260,864	52,445	(3,070)	39,250	42,320
RPPS	Beacon Park	196,767	30,801	165,966	37,197	247,151	209,954
RPPW	Waterways	54	0	54	430	484	54
RRFI	Finance	643,909	665,066	(21,157)	(5,101)	53,482	58,583
RRHR	HR	236,651	255,716	(19,065)	47,899	50,074	2,175
Total Resources, Governance & Growth		1,325,830	1,282,183	43,647	(345,177)	(300,833)	44,344
BIDS							
BIDS	Business Investment District	0	0	0	0	0	0
TIDS	Tourism Improvement District	(0)	0	(0)	0	0	0
		(0)	0	(0)	0	0	0
GRAND TOTAL							
		8,592,568	8,213,998	378,570	11,750,975	11,805,793	54,818