

**Schedule 1 - Illustrative Gross Income 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	(1,856)	0	(1,856)
Deputy Leader and Business, Culture and Heritage	(20,989)	(300)	(21,289)
Adult Social Services and Public Health	(87,203)	(2,617)	(89,820)
City Highways	(99,689)	(830)	(100,519)
Children, Families and Young People	(107,851)	(1,575)	(109,426)
Environment, Sports and Community	(24,421)	(820)	(25,241)
Finance, Property and Corporate Services	(277,870)	(236)	(278,106)
Planning and Public Realm	(7,484)	(875)	(8,359)
Public Protection and Licensing	(7,637)	(270)	(7,907)
Housing	(44,082)	(577)	(44,659)
<b>Sub-Total Gross Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Gross Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	(3,078)	0	(3,078)
City Treasurer	(33,638)	(1,216)	(34,854)
Director of Policy, Performance and Communications	(9,385)	0	(9,385)
Executive Director Adult Services	(87,203)	(2,617)	(89,820)
Executive Director of Childrens Services	(107,851)	(1,575)	(109,426)
Executive Director of City Management and Communities	(135,279)	(1,920)	(137,199)
Executive Director of Corporate Services	(8,192)	(500)	(8,692)
Executive Director of Growth, Housing and Planning	(294,457)	(272)	(294,729)
<b>Sub-Total Gross Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Gross Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>

**Schedule 2 - Illustrative Gross Expenditure 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	9,385	(50)	9,335
Deputy Leader and Business, Culture and Heritage	18,016	(71)	17,946
Adult Social Services and Public Health	146,157	(1,236)	144,921
City Highways	45,504	(1,916)	43,588
Children, Families and Young People	139,267	(1,239)	138,028
Environment, Sports and Community	74,604	(286)	74,318
Finance, Property and Corporate Services	324,823	8,302	333,125
Planning and Public Realm	9,358	(100)	9,258
Public Protection and Licensing	18,200	(1,314)	16,886
Housing	70,031	(2,090)	67,941
<b>Sub-Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Core Funding:</b>			
Council Tax Income	0	0	0
Business Rates (Net of Tariff)	0	0	0
Revenue Support Grant	0	0	0
<b>Sub-Total Core Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	5,916	0	5,916
City Treasurer	66,049	10,771	76,820
Director of Policy, Performance and Communications	17,050	(250)	16,800
Executive Director Adult Services	146,157	(1,236)	144,921
Executive Director of Childrens Services	139,267	(1,239)	138,028
Executive Director of City Management and Communities	137,609	(3,387)	134,222
Executive Director of Corporate Services	20,963	(440)	20,523
Executive Director of Growth, Housing and Planning	322,334	(4,219)	318,115
<b>Sub-Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

<b>Core Funding:</b>			
Council Tax Income	0	0	0
Business Rates (Net of Tariff)	0	0	0
Revenue Support Grant	0	0	0
<b>Sub-Total Core Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Gross Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

**Schedule 3 - Illustrative Net Budget 2017/18 to 2018/19**

<b>Cabinet Member:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Leader of the Council	7,529	(50)	7,479
Deputy Leader and Business, Culture and Heritage	(2,973)	(371)	(3,343)
Adult Social Services and Public Health	58,954	(3,853)	55,101
City Highways	(54,185)	(2,746)	(56,931)
Children, Families and Young People	31,416	(2,814)	28,602
Environment, Sports and Community	50,183	(1,106)	49,077
Finance, Property and Corporate Services	46,952	8,066	55,018
Planning and Public Realm	1,874	(975)	899
Public Protection and Licensing	10,563	(1,584)	8,979
Housing	25,949	(2,667)	23,282
<b>Sub-Total Net Expenditure</b>	<b>176,263</b>	<b>(8,100)</b>	<b>168,163</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Executive Management Team:</b>	<b>2017/18 Revised Budget £'000</b>	<b>Budget Change £'000</b>	<b>2018/19 Draft Budget £'000</b>
Chief of Staff	2,838	0	2,838
City Treasurer	32,411	9,555	41,966
Director of Policy, Performance and Communications	7,664	(250)	7,414
Executive Director Adult Services	58,954	(3,853)	55,101
Executive Director of Childrens Services	31,416	(2,814)	28,602
Executive Director of City Management and Communities	2,330	(5,307)	(2,977)
Executive Director of Corporate Services	12,772	(940)	11,832
Executive Director of Growth, Housing and Planning	27,878	(4,491)	23,387
<b>Sub-Total Net Expenditure</b>	<b>176,263</b>	<b>(8,100)</b>	<b>168,163</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total General Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>

Schedule 4 - 2018/19 Summary Service Budget Savings and Growth for Pressures by Cabinet Member and Executive Management Team

Cabinet Member:	Executive Management Team:							Total £'000
	City Treasurer £'000	Director of Policy, Performance and Communications £'000	Executive Director Adult Services £'000	Executive Director of Childrens Services £'000	Executive Director of City Management and Communities £'000	Executive Director of Corporate Services £'000	Executive Director of Growth, Housing and Planning £'000	
Leader of the Council	0	(50)	0	0	0	0	0	(50)
Deputy Leader and Business, Culture and Heritage	0	0	0	0	(71)	0	(300)	(371)
Adult Social Services and Public Health	0	0	(7,839)	0	0	0	0	(7,839)
City Highways	0	0	0	0	(2,746)	0	0	(2,746)
Children, Families and Young People	0	0	0	(2,937)	0	0	0	(2,937)
Environment, Sports and Community	0	(200)	0	0	(1,636)	0	0	(1,836)
Finance, Property and Corporate Services	(13,145)	0	0	0	0	(940)	(2,605)	(16,690)
Planning and Public Realm	0	0	0	0	0	0	(975)	(975)
Public Protection and Licensing	0	0	0	0	(1,584)	0	0	(1,584)
Housing	0	0	0	0	0	0	(2,667)	(2,667)
<b>Total Savings</b>	<b>(13,145)</b>	<b>(250)</b>	<b>(7,839)</b>	<b>(2,937)</b>	<b>(6,037)</b>	<b>(940)</b>	<b>(6,547)</b>	<b>(37,695)</b>
Leader of the Council	0	0	0	0	0	0	0	0
Deputy Leader and Business, Culture and Heritage	0	0	0	0	0	0	0	0
Adult Social Services and Public Health	0	0	3,986	0	0	0	0	3,986
City Highways	0	0	0	0	0	0	0	0
Children, Families and Young People	0	0	0	123	0	0	0	123
Environment, Sports and Community	0	0	0	0	730	0	0	730
Finance, Property and Corporate Services	0	0	0	0	0	0	2,056	2,056
Planning and Public Realm	0	0	0	0	0	0	0	0
Public Protection and Licensing	0	0	0	0	0	0	0	0
Housing	0	0	0	0	0	0	0	0
<b>Total Growth for Pressures</b>	<b>0</b>	<b>0</b>	<b>3,986</b>	<b>123</b>	<b>730</b>	<b>0</b>	<b>2,056</b>	<b>6,895</b>
<b>Net Budget Change</b>	<b>(13,145)</b>	<b>(250)</b>	<b>(3,853)</b>	<b>(2,814)</b>	<b>(5,307)</b>	<b>(940)</b>	<b>(4,491)</b>	<b>(30,800)</b>

Schedule 4 - Detail of 2018/19 Budget Changes	Budget Change Type £'000		
	Expenditure	Income	Net Change
Other Policy, Performance and Communications savings	(50)	0	(50)
<b>Sub-Total Savings</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>
<b>Total Leader of the Council</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>

City Management and Communities Controllable Spend Review	(71)	0	(71)
External Income - Economy	0	(200)	(200)
Place Shaping income	0	(100)	(100)
<b>Sub-Total Savings</b>	<b>(71)</b>	<b>(300)</b>	<b>(371)</b>
<b>Total Deputy Leader and Business, Culture and Heritage</b>	<b>(71)</b>	<b>(300)</b>	<b>(371)</b>

Pension Auto Enrolment (as modelled for STP)	390	0	390
Homecare rate rises, Sanctuary contract increase, Asylum pressures, Spot placements	232	0	232
Reversal of Adult Social Care support grant from 2017/18	0	1,329	1,329
Health Integration Fund (iBCF new monies)	2,035	0	2,035
<b>Sub-Total Growth for Pressures</b>	<b>2,657</b>	<b>1,329</b>	<b>3,986</b>
Adult Social Care Precept	(1,003)	0	(1,003)
Alternative delivery vehicle including Commercial Trading**	0	(100)	(100)
Asset Based Commissioning of prevention services**	(100)	0	(100)
Delivery of Differential Charging Priorities	0	(250)	(250)
Direct Payments as first choice	(100)	0	(100)
E Market dynamic purchasing systems	(50)	0	(50)
Forensic Needs & payments analysis	(100)	0	(100)
Improved transition and promoting independence	(200)	0	(200)
Increase in iBCF grant	0	(3,596)	(3,596)
Integrated back office functions with Public Health and Health	(250)	0	(250)
Integrated front door with Health and digital by default	(40)	0	(40)
Joint commissioning with health to deliver shared demand and costs management	(320)	0	(320)
Joint Commissioning, capitated budgets & accountable care partnerships	(200)	0	(200)
Promoting well being, prevention and independence to manage care package costs	(450)	0	(450)
Realising the full efficiency benefits of integrated Learning Disabilities and Mental Health Services	(150)	0	(150)
Remodel In-House service Portfolio**	(150)	0	(150)
Review care pathways and re-commission key services**	(630)	0	(630)
Review of workforce costs	(150)	0	(150)
<b>Sub-Total Savings</b>	<b>(3,893)</b>	<b>(3,946)</b>	<b>(7,839)</b>
<b>Total Adult Social Services and Public Health</b>	<b>(1,236)</b>	<b>(2,617)</b>	<b>(3,853)</b>

Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
Abnormal Loads cost recovery	(100)	0	(100)
Bay suspensions relocation service	0	(250)	(250)
City Management and Communities Controllable Spend Review	(116)	0	(116)
Compliance and Audit Contract – contract efficiencies	(50)	0	(50)
Direct Deployment of Parking Marshals	(500)	0	(500)
Flexible car sharing operators	0	(300)	(300)
Highways - Expenditure Review	(100)	0	(100)
Pay to Park Benchmarking	(300)	0	(300)
Provision of electric vehicle charging points	0	(130)	(130)
Review of Highways services including Road Management	(750)	0	(750)
Temporary structures charging review	0	(150)	(150)
<b>Sub-Total Savings</b>	<b>(1,916)</b>	<b>(830)</b>	<b>(2,746)</b>
<b>Total City Highways</b>	<b>(1,916)</b>	<b>(830)</b>	<b>(2,746)</b>

Home to School Transport	123	0	123
<b>Sub-Total Growth for Pressures</b>	<b>123</b>	<b>0</b>	<b>123</b>
Commissioning contracts*	(467)	0	(467)
Children's Transformation Reshape 0-19 service model	0	(450)	(450)
Income Generation, Traded Services and Education	(130)	(925)	(1,055)
Other family services savings	(215)	(200)	(415)
Resources and Management	(550)	0	(550)
<b>Sub-Total Savings</b>	<b>(1,362)</b>	<b>(1,575)</b>	<b>(2,937)</b>
<b>Total Children, Families and Young People</b>	<b>(1,239)</b>	<b>(1,575)</b>	<b>(2,814)</b>

Waste Disposal and Increased Tonnage Costs	730	0	730
<b>Sub-Total Growth for Pressures</b>	<b>730</b>	<b>0</b>	<b>730</b>
Additional commercial activity in libraries	0	(50)	(50)
City Management and Communities Controllable Spend Review	(166)	0	(166)
Leisure - additional income	0	(100)	(100)
Libraries stock efficiencies	(100)	0	(100)
Parking: Business Processing & Technology Contract Review	(550)	0	(550)
Sports & Leisure - Phase II	0	(670)	(670)
Voluntary sector support	(200)	0	(200)
<b>Sub-Total Savings</b>	<b>(1,016)</b>	<b>(820)</b>	<b>(1,836)</b>
<b>Total Environment, Sports and Community</b>	<b>(286)</b>	<b>(820)</b>	<b>(1,106)</b>

Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
Major Projects	0	1,477	1,477
Corporate Property Strategy	0	579	579
Income and Expenditure Alignment*	379	0	379
<b>Sub-Total Growth for Pressures</b>	<b>379</b>	<b>2,056</b>	<b>2,435</b>
Income and Expenditure Alignment*	0	(379)	(379)
Accounts and Budget cleanse	(6,000)	0	(6,000)
Business rates	(2,900)	0	(2,900)
City Treasurers - Treasury Management and review of non-pay budgets	0	(1,420)	(1,420)
Commercial operating model for procurement	0	(150)	(150)
Commercialisation of Financial Expertise	0	(50)	(50)
Corporate Property Strategy ***	0	(476)	(476)
Increase in Council Tax Base	0	(475)	(475)
Legal joint venture	0	(200)	(200)
Property - Sustainable Green Energy	(122)	0	(122)
Property Rationalisation and Asset Management**	(1,907)	(100)	(2,007)
Recharging of Matrix contract	0	(50)	(50)
Reduced spend on Legal Services	0	(100)	(100)
Revenue & Benefits – contract reprocurement	(1,320)	0	(1,320)
Review of ICT budgets	(200)	0	(200)
Review of Insurance - City Treasurers	(180)	0	(180)
Transition to new comms contract/model	(240)	0	(240)
Wireless and small Cell concessions	0	(800)	(800)
<b>Sub-Total Savings</b>	<b>(12,869)</b>	<b>(4,200)</b>	<b>(17,069)</b>
<b>Total Finance, Property and Corporate Services</b>	<b>(12,490)</b>	<b>(2,144)</b>	<b>(14,634)</b>

Income and Expenditure Alignment\* - this is adjustment to gross income and expenditure that nets to nil overall

Development Planning Income	0	(450)	(450)
Electronic Consultation**	(100)	0	(100)
Planning Performance Agreements**	0	(275)	(275)
Proceeds of Crime Act - Planning Enforcement	0	(150)	(150)
<b>Sub-Total Savings</b>	<b>(100)</b>	<b>(875)</b>	<b>(975)</b>
<b>Total Planning and Public Realm</b>	<b>(100)</b>	<b>(875)</b>	<b>(975)</b>

Better working in our neighbourhoods	(900)	0	(900)
Charging for revisits - food team	0	(20)	(20)
City Management and Communities Controllable Spend Review	(197)	0	(197)
Digital transformation further City Management and Communities savings	(152)	0	(152)
Licensing pre-application advice service	0	(50)	(50)
Public Protection And Licensing Additional Income	0	(200)	(200)
Public Protection and Licensing electronic process for formal consultations (licensing applications)	(65)	0	(65)
<b>Sub-Total Savings</b>	<b>(1,314)</b>	<b>(270)</b>	<b>(1,584)</b>
<b>Total Public Protection and Licensing</b>	<b>(1,314)</b>	<b>(270)</b>	<b>(1,584)</b>

Schedule 4 - Detail of 2018/19 Budget Changes Continued	Budget Change Type £'000		
	Expenditure	Income	Net Change
CityWest Homes Property Fee Income	(90)	0	(90)
Rough Sleeping and Supported Housing	(2,000)	0	(2,000)
Spot purchases of housing for intermediate affordable housing	0	(577)	(577)
<b>Sub-Total Savings</b>	<b>(2,090)</b>	<b>(577)</b>	<b>(2,667)</b>
<b>Total Housing</b>	<b>(2,090)</b>	<b>(577)</b>	<b>(2,667)</b>

Overall Service Summary:			
Sub-Total Growth for Pressures	3,510	3,385	<b>6,895</b>
Sub-Total Savings	(24,689)	(13,006)	<b>(37,695)</b>
<b>Net Total Savings</b>	<b>(21,179)</b>	<b>(9,621)</b>	<b>(30,800)</b>

\* Consultations due to be completed before 4th October 2017

\*\* Consultations due to be completed after the 4th October 2017

\*\*\* Consultation due to be completed after the 4th October 2017, but only £76k requires external consultation



<b>Schedule 4 - Detail of 2018/19 Budget Changes</b>	<b>2018/19 £'000</b>
<b>Total Service Budget Changes</b>	<b>(30,800)</b>

<b>Financed by Budget Changes:</b>	
<b>Core Funding:</b>	
Council Tax Changes	0
Net Business Rates Change	0
Revenue Support Grant	8,100
<b>Sub-Total Core Funding Changes</b>	<b>8,100</b>

<b>Non-Core Funding Changes:</b>	
New Homes Bonus Loss	1,900
Inflation	6,200
Risks	3,000
Pension Fund Deficit Recovery	4,000
Pressures	4,300
Capital Programme	3,300
<b>Sub-Total Non-Core Funding Changes</b>	<b>22,700</b>
<b>Total Financed by Budget Changes</b>	<b>30,800</b>

<b>Schedule 5 – Subjective Analysis</b>	
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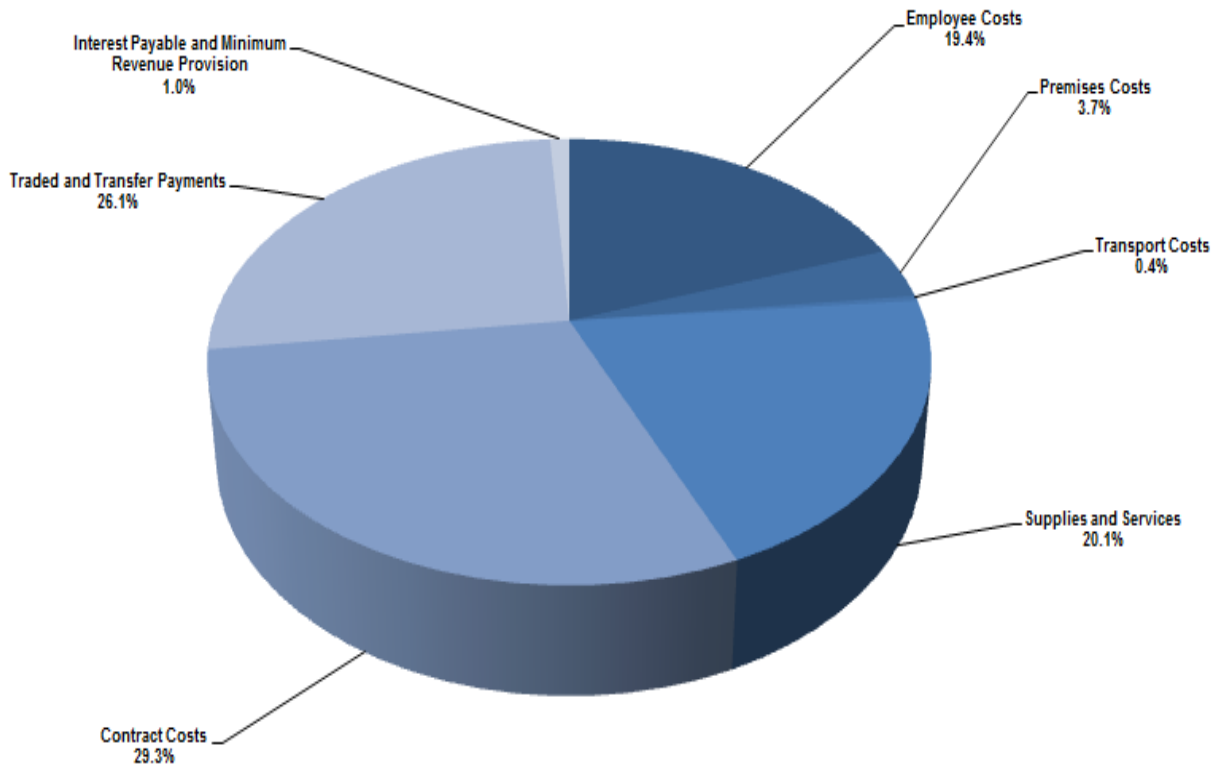
<b>Subjective Analysis Grouping</b>	<b>Description</b>
<b>Employee Costs</b>	e.g. Basic pay, National Insurance, Pension costs, employee training, recruitment costs
<b>Premises Costs</b>	e.g. Utilities bills, rents, rates and repairs and maintenance costs
<b>Transport Costs</b>	e.g. Vehicle lease hire and fuel costs
<b>Supplies and Services</b>	e.g. Equipment, stationary, professional fees, telephony, IT and other hired services
<b>Contract Costs</b>	The cost to the Council for services provided on its behalf by external entities
<b>Traded and Transfer Payments</b>	a) Traded services are service those offered between different functions within the Council b) Transfer Payments e.g. Housing Benefits - payments to individuals for which the Council receives no good or services in return
<b>Interest Payable and Minimum Revenue Provision</b>	a) Interest which is payable on the Council's loans/borrowing b) The Minimum Revenue Provision is an amount required by Statute that is charged to revenue each year and set aside for repaying external loans and meeting other credit liabilities.
<b>Government Grants</b>	Grants which are received by the Council from Central Government departments or their agencies for specific purposes e.g. the Public Health Grant or for more general purposes such as the New Homes Bonus grant
<b>Non-Government Grants</b>	Grants from non-Government sources e.g. TfL, Heritage Lottery Fund etc
<b>Non-Grant Funding and Other Contributions</b>	This includes income from other sources of funding through contributions e.g. NHS/residential care/other local authority contributions, costs e.g. project costs externally recharged to outside entities.
<b>Fees and Charges</b>	This is defined as income raised from the provision of a service or use of a council asset e.g. rent, service charges, planning application fees, penalty charges etc
<b>Interest Receivable and Investment Income</b>	Interest which is due to the Council from investments or from its balances

Continued overleaf...

**Schedule 5 – Subjective Analysis Continued**

Subjective Analysis	2017/18 Revised Budget £'000	Budget Change £'000	2018/19 Draft Budget £'000
Employee Costs	168,465	(2,540)	165,925
Premises Costs	33,656	(2,089)	31,567
Transport Costs	3,095	(29)	3,067
Supplies and Services	169,182	4,006	173,188
Contract Costs	252,743	(2,458)	250,285
Traded and Transfer Payments	222,703	(190)	222,513
Interest Payable and Minimum Revenue Provision	5,500	3,300	8,800
<b>Sub-Total Expenditure</b>	<b>855,345</b>	<b>0</b>	<b>855,345</b>

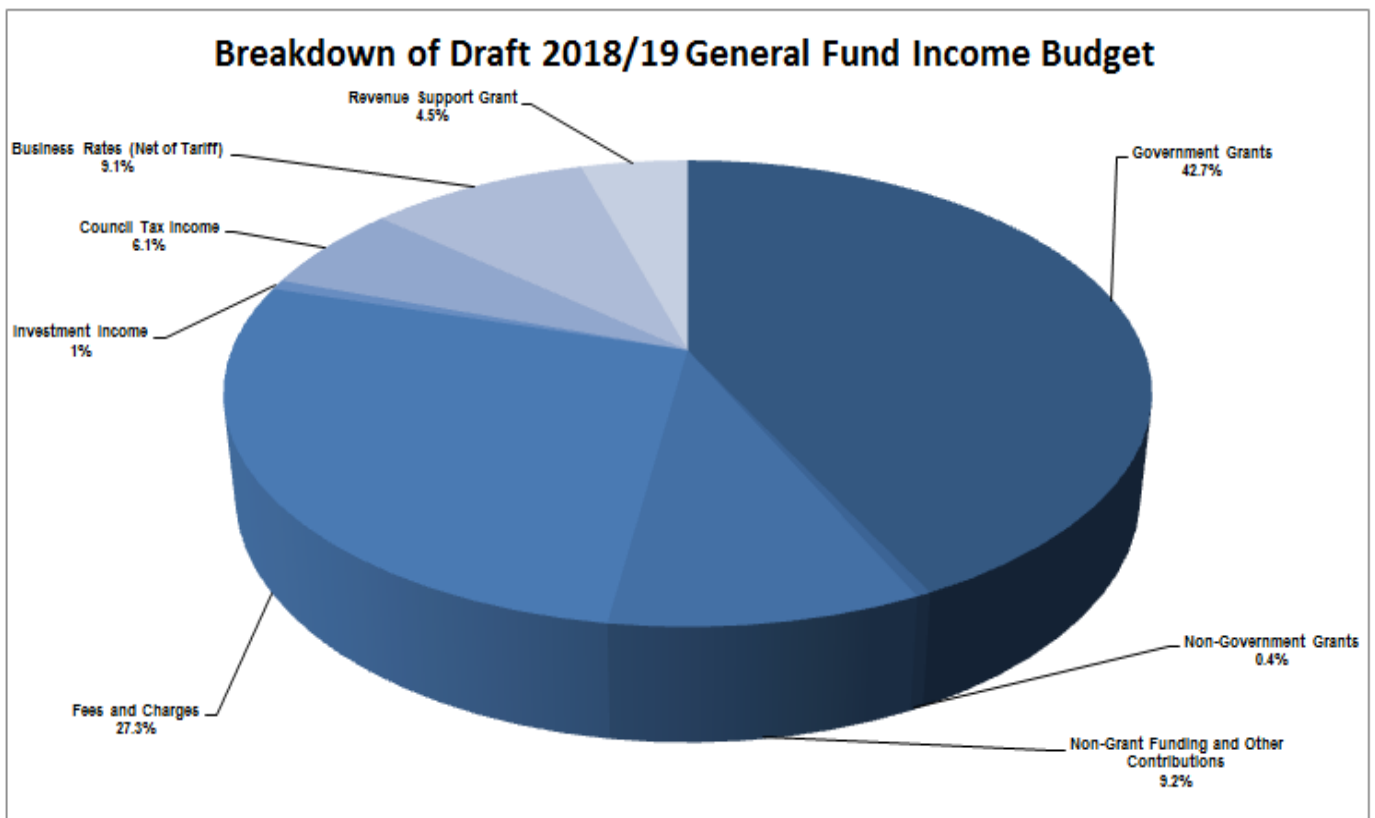
**Breakdown of Draft 2018/19 General Fund Expenditure Budget**



**Schedule 5 – Subjective Analysis Continued**

Subjective Analysis	2017/18 Revised Budget £'000	Budget Change £'000	2018/19 Draft Budget £'000
Government Grants	(363,510)	(1,117)	(364,627)
Non-Government Grants	(3,464)	(200)	(3,664)
Non-Grant Funding and Other Contributions	(77,613)	(1,175)	(78,788)
Fees and Charges	(230,120)	(4,196)	(234,316)
Interest Receivable and Investment Income	(4,375)	(1,412)	(5,787)
<b>Sub-Total Income</b>	<b>(679,082)</b>	<b>(8,100)</b>	<b>(687,182)</b>

<b>Core Funding:</b>			
Council Tax Income	(52,022)	0	(52,022)
Business Rates (Net of Tariff)	(78,080)	0	(78,080)
Revenue Support Grant	(46,161)	8,100	(38,061)
<b>Sub-Total Core Funding</b>	<b>(176,263)</b>	<b>8,100</b>	<b>(168,163)</b>
<b>Total Income</b>	<b>(855,345)</b>	<b>0</b>	<b>(855,345)</b>



## Schedule 6 - Housing Revenue Account

Budget Breakdown	Current Budget 2017/18 £'000	Changes £'000	Draft Budget 2018/19 £'000
<b>Income</b>			
<b>Business Income</b>			
Rent income - dwellings	(74,474)	1,311	(73,163)
Rent income - sheds & garages	(1,058)	0	(1,058)
Service Charge - Tenants	(2,996)	0	(2,996)
Service Charge - Lessee	(11,188)	0	(11,188)
Heating & Hot Water	(4,501)	0	(4,501)
<b>Total Business Income</b>	<b>(94,217)</b>	<b>1,311</b>	<b>(92,905)</b>
<b>Other Income</b>			
Corporate Property Income	(7,625)	(275)	(7,900)
Major works lessees income	(9,792)	(352)	(10,144)
Miscellaneous Income	(1,392)	(485)	(1,877)
Interest on balances	(652)	197	(455)
<b>Total Other Income</b>	<b>(19,461)</b>	<b>(916)</b>	<b>(20,377)</b>
<b>Total Income</b>	<b>(113,678)</b>	<b>396</b>	<b>(113,282)</b>

Expenditure			
<b>Management costs:</b>			
Housing Management Fee	22,726	1,875	24,601
Business Transformation	4,200	(3,700)	500
TMO Fees	1,442	0	1,442
Legal costs	1,326	0	1,326
Other management costs	1,954	0	1,954
IT Services	1,130	0	1,130
<b>Total Management Costs</b>	<b>32,779</b>	<b>(1,825)</b>	<b>30,954</b>
<b>Total Special Services</b>	<b>8,278</b>	<b>0</b>	<b>8,278</b>

<b>Repairs:</b>			
Planned maintenance	5,107	0	5,107
Void Repairs	1,000	0	1,000
Responsive repairs	9,219	2,800	12,019
Corporate Property Repairs	460	0	460
<b>Total Repairs &amp; Maintenance</b>	<b>15,786</b>	<b>2,800</b>	<b>18,586</b>
<b>Total Directly Managed Costs</b>	<b>56,843</b>	<b>975</b>	<b>57,818</b>

Central Support Service Overheads & Recharges	11,586	1,070	12,656
Miscellaneous expenditure/income	36,832	(2,926)	33,906
<b>Total expenditure</b>	<b>105,261</b>	<b>(882)</b>	<b>104,379</b>

<b>Net in year deficit/(surplus)</b>	<b>(8,417)</b>	<b>(487)</b>	<b>(8,904)</b>
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HRA Reserves:			
Opening HRA Balance Brought-Forward	(40,751)	28,895	(11,856)
Budgeted net in year deficit/(surplus)	(8,417)	(487)	(8,904)
Budgeted Capital expenditure funded from balances	37,312	(37,312)	0
<b>Projected HRA Balance Carried Forward</b>	<b>(11,856)</b>	<b>(8,904)</b>	<b>(20,760)</b>