CORPORATE SUPPORT & ICT SERVICES PORTFOLIO ESTIMATES 2009/10

CORPORATE SUPPORT & ICT SERVICES

Revenue Budget 2009/10

Introduction

The Portfolio is responsible for the following services.

Industrial Estates and Land and Property
Hackney Carriages, and Licensing and Registrations.
Local Land Charges
Office & Depot Accommodation
Information Technology & Telephones
Other Corporate Support Services

Further detail of the services and the related CSB growth and DDF items are shown on the appropriate budget page.

Management & Portfolio Changes

A Corporate restructuring was agreed and implemented early in 2008. The new structure effected a saving in costs of £500,000 for the Council, being based on six Directorates headed by a Chief Executive with a Deputy.

The number of Portfolios has seen an increase from eight to nine, with services such as Concessionary Fares moving from Community Wellbeing to Civil Engineering & Maintenance, and Licensing moving from Environmental Protection to Corporate Support Services & ICT. For Direct Services the actuals for 2007/2008 and the Original Estimate 2008/2009, have been changed to fall in line with the new Portfolio structure.

Capital Charges

Accounting standards require that local authority fixed assets are accounted for on a consistent basis whereby proper provision for depreciation is made within service revenue accounts to reflect the cost of fixed assets used in the provision of services. The depreciation charge is based on the valuation of each asset, which is updated as necessary, or the historic cost of the asset as appropriate and the period over which each asset is depreciated is based on the useful life of the asset. Impairment charges would also be chargeable in the event of an asset suffering damage and/or the loss of economic benefits (eg storm damage). No impairment charges, however, are anticipated within the budgets. To ensure that capital charges do not impact on the level of Council Tax, these charges are reversed out in the Revenue Expenditure, Income and Financing Summary after the net operating expenditure is calculated.

Compliance with CIPFA Standards

The budget has been prepared in accordance with the latest CIPFA guidance, in particular the Best Value Accounting Code of Practice 2008 The code of practice has the status of statutory "proper practice". It is also expected that members of CIPFA will comply with all the requirements of the Code as it defines best professional practice in terms of financial reporting. The only divergence from the code in these budget papers occurs where the portfolio service groupings differ from those required by the Code of Practice. The portfolio groupings are given precedence in these papers.

Budget format

The format of the attached budget papers is the same as that adopted last year. The summary page is split into three groups: Direct Services, Regulatory Services and Support & Trading Services. Not all portfolios will have all three types of service grouping.

Direct Services -These reflect the headline services provided by the portfolio.

Regulatory Services –The Cabinet has no part to play in the exercise of regulatory functions such as planning and licensing. However the Cabinet is responsible for the totality of the Council's budget. The costs of the regulatory functions therefore have been included in the appropriate portfolio budgets.

Support and Trading Services -Responsibility for support services and trading type arrangements has been split across a number of portfolios. In order to be transparent about the costs associated with these areas, they have been included in the relevant portfolios. However the net cost of these services is recharged to the direct and regulatory functions, either within the same portfolio or across a number of portfolios. Therefore to avoid double counting the costs are reversed out so as to arrive back at the true net cost of the portfolio.

The summary page then includes the traditional re-analysis of the budget in terms of its' opening Continuing Services Budget, CSB growth and savings, and District Development Fund expenditure and savings.

General Fund Estimate Summary

2007/08	2008	3/09			2009/10	
Actual	Original Estimate	Revised Estimate		Gross Expend	Gross Income	Net Expend
£000	£000	£000		£000	£000	£000
			Direct Services			
(824)	(780)	(730)	Land & Property	342	1,101	(759)
208	173	305	Other Activities	550	150	400
(616)	(607)	(425)	Total Direct	892	1,251	(359)
			Regulatory Services			
(4)	18	36	Licensing & Registrations	158	101	57
(44)	(12)	(59)	Hackney Carriages Licensing	115	148	(33)
(48)	6	(23)	Total Regulatory	273	249	24
(664)	(601)	(448)	Total (Transferred to GF Summary)	1,165	1,500	(335)
			Support and Trading Services			
1,363	1,453	1,344	Legal & Administration Services	1,501	51	1,450
1,590	1,920	1,910	Accommodation Services	1,798	19	1,779
3,210	3,804	3,101	Other Support Services	3,150	72	3,078
(1,987)	(2,314)	(2,402)	Recharged to this Portfolio	(2,437)	(54)	(2,383)
(4,176)	(4,863)	(3,953)	Recharged to other Portfolios	(4,012)	(88)	(3,924)
0	0	0	Total	0	0	0
(664)	(601)	(448)	Portfolio Total	1,165	1,500	(335)
(827)	(1,094)	(1,084)	Continuing Services Budget			(548)
48	24	279	Continuing Services Budget - Growth			0
(85)	(11)	(43)	Continuing Services Budget - Savings			(20)
(864)	(1,081)	(848)	Total Continuing Services Budget		- -	(568)
226	480	523	District Development Fund - Expenditure			233
(26)	0	(123)	District Development Fund - Savings			0
200	480	400	Total District Development Fund		-	233
(664)	(601)	(448)	Portfolio Total		=	(335)

Development Fund & Growth Items

CSB Growth Items		Original 2008/09 £000's	Revised 2008/09 £000's	Original 2009/10 £000's
Industrial Estates Industrial Estates Local Land Charges	Langston Road Industrial Estate- Temporary Car Parking Langston Road Industrial Estate- Commission Reduced Income from fees & Charges	24	24 (5) 175	
Local Land Charges All Services ICT ICT	Reduction in search costs payable to Essex County Council New Mobile Phone Contract Webcasting Project Network Maintenance	(5)	(31) (7) 18	(20)
Hackney Carriage Licensing Energy Sites Energy Sites	Increased Income from Fees Energy Costs Offices Energy Costs Depots	(6)	45 17	(20)
		13	236	(20)
Car Leasing	Amendments to scheme*	(6)	(6)	
		7	230	(20)
		Original 2008/09 £000's	Revised 2008/09 £000's	Original 2009/10 £000's
Development Fund Items		20003	2000 3	2000 3
NWA Strategy Action Plan	North Weald Airfield action plan.			50
Legal Services	Data capture re Land Terrier	11		11
Legal Services	Computerisation of Land Terrier records	17		17
Legal Services	Registration of Unregistered Titles	42		31
Legal Services	Office Equipment	3	40	
Local Land Charges	New IT system		10	
Land Charges	Reduced Income	77	75	45
Office Accommodation Office Accommodation	Essential Work to Civic Offices	77 100	62 100	45
Office Accommodation	Potential Accommodation Changes Civic Offices Environmental Imps Comfort Cooling	100	108	
Facilities Management	Quality Assurance & Accreditation BS EN ISO 9001	100	100	19
Human Resources	Recruitment and Retention		(74)	10
Unappropriated Land	Consultant`s Fees - Dev Potential of Council Car Parks		13	
Unappropriated Land	Consultant's Fees & site surveys Langston Rd Depot		13	
Non HRA Building Maintenance	Planned Building Maintenance Programme	130	142	10
Hackney Carriage Licensing	Increased Income from fees		(29)	
Licensing & Registrations	Increased Income from fees		(20)	
Energy Sites	Energy Costs Offices			40
Energy Sites	Energy Costs Depots			10
TotalCorporate Support Service	es & ICT	480	400	233
	•			

^{*} This item relates to an overhead account, and as such does not appear as a separate item on any individual sheet.

Land and Property

Industrial Estates

The budget comprises commercial property at Oakwood Hill, Brooker Road, North Weald, and Langston Road industrial estates.

Brooker Road

Rental income has remained at the 2008/09 level, but reallocations relating to the Estates and Valuation unit have increased the overhead costs

Langston Road

CSB growth of £24,000 in 2008/09 is included for the discontinuance of the temporary car parking lease due to the sale of the T11 site . A CSB item for £5,000 is also included for 2008/09 relating to additional commission receivable from the seed bed centre.

Oakwood Hill Industrial Estate & Workshops

Rental income has remained at the 2008/09 level, but reallocations relating to the Estates and Valuation unit have increased the overhead costs

Unallocated Land and Buildings Management

The budget contains the cost of unallocated land, depot and office space, which is no longer allocated to a particular service and will be considered for alternative use, or sale.

External letting Income from Waltham Abbey Town Council, Essex County Libraries, WRVS, is included in respect of external charges for use of depot space at various locations.

DDF items are included in 2008/09 for £26,000, for Consultants fees relating to development potential of car parks and site surveys for Langston Road depot.

David Lloyd Centre

This budget relates to the Council's share of income and expenditure relating to the David Lloyd Centre. The agreement entitles the Council to receive a basic rent and 1.5% commission on turnover.

Other Land and Property

This budget relates to general way-leaves receivable and the property at Greenyard, Waltham Abbey.

Land and Property

2007/08	2008	2/09			2009/10	
Actual £000	Original Estimate £000	Revised Estimate £000		Gross Expend £000	Gross Income £000	Net Expend £000
(187)	(178)	(167)	Brooker Road	44	206	(162)
(115)	(119)	(102)	Langston Road	9	135	(126)
(334)	(335)	(325)	Oakwood Hill	28	352	(324)
(161)	(156)	(156)	Oakwood Hill Workshops	30	184	(154)
8	9	11	North Weald	10	0	10
(789)	(779)	(739)	Total Industrial Estates	121	877	(756)
89	117	133	Unappropriated Land & Buildings	215	94	121
(114)	(108)	(111)	David Lloyd Centre	3	114	(111)
(10)	(10)	(13)	Other Land & Property	3	16	(13)
(35)	(1)	9	Total Land & Property	221	224	(3)
(824)	(780)	(730)	Total (Transferred to Summary)	342	1,101	(759)

(823)	(804)	(775)	Continuing Services Budget	(759)
18	24	24	Continuing Services Budget - Growth	0
(32)	0	(5)	Continuing Services Budget - Savings	0
(837)	(780)	(756)	Total Continuing Services Budget	(759)
13	0	26	District Development Fund - Expenditure	0
0	0	0	District Development Fund - Savings	0
13	0	26	Total District Development Fund	0
(824)	(780)	(730)	Portfolio Total	(759)

Other Activities

North Weald Airfield Strategy

A DDF item for £50,000 is included in 2009/10 for the costs of engaging a consultant to undertake further strategic feasibility work and develop, with officers, a scoping report and brief examining the intensification of aviation use with limited business or other uses including leisure as required to make it economically viable.

Customer Services

This budget relates to the general liaison with the public.

The reduction here is as a result of the top management restructuring where savings have been made.

Compliments & Complaints

This budget relates to the operation of the compliments and complaints procedure.

The reduction here also relates to the top management restructuring where savings have been.

Local Land Charges

CSB Growth of £175,000 is included in 2008/09 for the loss of income arising from the down turn in the property market, and also the demand for Home Information Packs where there has been a move to personal searches which make the costs of the pack considerably cheaper. A DDF item for £75,000 is also included in 2008/09 for the fall in income. A CSB saving is included for £31,000 relating to the reduction in search costs payable to Essex County Council, which relates to work undertaken on the land charges process by the County Council, and to some extent mitigates some of the loss of income. A DDF item is included for £10,000 in respect of the new IT system

It is the Government's intention to change the method in which search fees are to be levied in the future. Regulations will shortly come into force which direct that the fees charged for official searches (Local Authority and Private) must be based on actual cost recovery. The new regulations are expected to come into force in the new year and before the end of 2008/09 year.

The budgets shown reflect the current staffing and overhead levels, and with the CSB and DDF entries take account of reductions in the total number of searches and related income at the existing approved level of fees and charges, and method of calculation.

Other Activities

2007/08 Actual £000	2000 Original Estimate £000	8/09 Revised Estimate £000		Gross Expend £000	2009/10 Gross Income £000	Net Expend £000
0	0	0	North Weald Airfield Strategy	50	0	50
86	92	30	Customer Services	27	0	27
60	62	56	Compliments & Complaints	60	0	60
62	19	219	Local Land Charges	413	150	263
208	173	305	Total (Transferred to Summary)	550	150	400
161	173	76	Continuing Services Budget			350
0	0	175	Continuing Services Budget - Growth			0
0	0	(31)	Continuing Services Budget - Savings			0
161	173	220	Total Continuing Services Budget			350
73	0	85	District Development Fund - Expenditure			50
(26)	0	0	District Development Fund - Savings			0
47	0	85	Total District Development Fund			50
208	173	305	_ Portfolio Total		•	400

Regulatory Services

Licensing Policy (Premises and Hackney Carriages)

The service for Hackney Carriages relates to the various aspects of regulatory licensing for public hire vehicles, and drivers, including taxi and hire cars (mini cabs). The Council has adopted powers to enable it to undertake this responsibility and as such there is now a statutory requirement. Fees are set by the Council, but Home Office guidance directs that the Council should not make a surplus.

The service for Licensing and Registration relates to a range of premises. Licensing applications (including renewal, variation, cancellation, transfer or imposition of conditions) are for public entertainment including music and dancing, sporting entertainment, theatres and cinemas, pet shops, animal breeding and boarding establishments, and riding establishments. Fees are set by the Council, but Home Office guidance suggests that they should be set at a level which covers the Councils costs of enforcement and administration. These responsibilities are statutory.

The Licensing Act 2003 governs the sale and supply of alcohol and control of public entertainment. Responsibility for licensing personnel and premises is the responsibility of District Councils who are the designated Licensing Authorities for the purposes of the Act.

The Gambling Act 2005 governs gambling by creating a single regulatory body, the Gambling Commission, and giving responsibility for licensing premises where gambling takes place to local authorities.

Licensing and Registration

The increase in costs relates to additional recharges for support services from Legal Services as a result of the management restructuring. A DDF item is included for additional income anticipated for 2008/09 as a result of a volume increase.

Hackney Carriages

A DDF item is included for additional income anticipated for the revised 2008/09 budget which as in the case of Licensing is a volume increase. Other factors causing the increase in the surplus from the Original Estimate to the revised relates to a re-allocation of overhead costs which as for Licensing and Registration, are as a result of the changes brought about by the management restructuring.

Generally the level of fees from Hackney Carriages will remain at the current levels, with the fees for gambling and other licensing and registration rising by 5% except for liquor related licences which are set by statute. A complete reassessment of administrative support is currently being undertaken in order to ensure that the overall level of service charges are correct, and that the structure of costs and charging reflects the statutory guide lines.

Regulatory Services

2007/08	2008	3/09	2009		2009/10	
Actual £000	Original Estimate £000	Revised Estimate £000		Gross Expend £000	Gross Income £000	Net Expend £000
(4)	18	36	Licensing and Registration	158	101	57
(44)	(12)	(59)	Hackney Carriages Licensing	115	148	(33)
(48)	6	(23)	Total (Transferred to Summary)	273	249	24

(48)	12	26	Continuing Services Budget	24
0	0	0	Continuing Services Budget - Growth	0
0	(6)	0	Continuing Services Budget - Savings	0
(48)	6	26	Total Continuing Services Budget	24
0	0	0	District Development Fund - Expenditure	0
0	0	(49)	District Development Fund - Savings	0
0	0	(49)	Total District Development Fund	0
(48)	6	(23)	Portfolio Total	24

Legal and Administration Services

Corporate Support Policy Group

This is a new support service group established as a result of the management restructuring, and comprising the posts of Director and Assistant Directors of Corporate Support Services.

Legal Services

The reduction on the 2008/09 revised estimate relates to DDF items of £73,000 previously in the original estimate, and now rephased to 2009/10. The DDF items included for 2009/10 are now £11,000 for data capture for the Land Terrier system, £31,000 for the registration of unregistered titles relating to Council property, and £17,000 for the computerisation of Land Terrier records.

A further reduction in the budget relates to the reallocation of overhead charges resulting from the management review.

Administrative and Secretarial

The budget for Secretarial Services was incorporated within this budget as part of the management restructuring. The reduction in this budget reflects the loss of the post of Secretarial Manager as part of the management restructuring.

Reprographics

The increase in the budget reflects a reallocation of overhead charges resulting from the management restructuring.

Legal and Administration Services

2007/08 Actual £000	2006 Original Estimate £000	8/09 Revised Estimate £000		Gross Expend £000	2009/10 Gross Income £000	Net Expend £000
320	325	332	Corporate Support Policy Group	346	0	346
472	506	435	Legal Services	557	47	510
332	389	334	Administrative & Secretarial	348	3	345
239	233	243	Reprographics	250	1	249
1,363	1,453	1,344	Total (Transferred to Summary)	1,501	51	1,450

1,361	1,380	1,344	Continuing Services Budget	1,391
0	0	0	Continuing Services Budget - Growth	0
0	0	0	Continuing Services Budget - Savings	0
1,361	1,380	1,344	Total Continuing Services Budget	1,391
2	73	0	District Development Fund - Expenditure	59
0	0	0	District Development Fund - Savings	0
2	73	0	Total District Development Fund	59
1,363	1,453	1,344	Portfolio Total	1,450

Accommodation Services

Office Accommodation

Office Accommodation includes all of the Council's offices which are located at Epping High Street, Epping Hemnall Street, Waltham Abbey, Debden Broadway, Trapps Hill, and Copperfield Chiqwell.

CSB Growth of £45,000 is included in 2008/09 budget for increases in gas and electricity prices. A DDF item of £40,000 is also included in 2009/10 due to the uncertainties over future prices and the instability seen in this market.

DDF items are included in 2008/09 for £100,000 for accommodation changes resulting from the management review, £62,000 for Civic Offices essential works, and £108,000 for Environmental improvements and comfort cooling. A DDF item of £45,000 is included in 2009/10 for essential works to the Civic Offices.

Superintendents/Duty Officers

The increase in 2009/10 over 2008/09 relates to the holiday and sickness provision for Superintendants and Duty Officers overtime.

Catering (Civic Offices)

There is no significant change to this budget.

Depots

The increase from actual to 2008/09 revised relates mainly to higher costs for electricity (CSB Growth included of £17,000) and building maintenance. A DDF item of £10,000 is included in 2009/10 due to the uncertainites over future prices and the instability seen in this market.

Accommodation Services

2007/08	200	8/09			2009/10	
	Original	Revised		Gross	Gross	Net .
Actual	Estimate	Estimate		Expend	Income	Expend
£000	£000	£000		£000	£000	£000
1,072	1,352	1,336	Office Accommodation	1,194	19	1,175
92	97	91	Superintendents	97	0	97
116	103	111	Duty Officers	115	0	115
14	14	14	Catering (Civic Offices)	14	0	14
1,294	1,566	1,552	Total Office Accommodation	1,420	19	1,401
296	354	358	Depot Accommodation	378	0	378
1,590	1,920	1,910	Total (Transferred to Summary)	1,798	19	1,779
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1,472	1,643	1,578	Continuing Services Budget	1,684
26	0	62	Continuing Services Budget - Growth	0
0	0	0	Continuing Services Budget - Savings	0
1,498	1,643	1,640	Total Continuing Services Budget	1,684
92	277	270	District Development Fund - Expenditure	95
0	0	0	District Development Fund - Savings	0
92	277	270	Total District Development Fund	95
1,590	1,920	1,910	Portfolio Total	1,779

ICT & Other Support Services

Payroll

There are no significant variations, other than a change in the FRS17 pension adjustments.

Human Resources

A DDF saving of £74,000 is included in the Revised estimate for reductions in the cost of the Trainee programme brought about by trainees leaving or obtaining permanent posts within the Council. Other reductions from the Original Estimate relate to management restructuring where the Assistant Head HR is now within the Corporate Support Policy Group, and an HR post was deleted.

Estates and Valuation

The reductions in this budget result from the management restructuring and the re-allocation of staff to a new facilities management cost centre.

Building Maintenance

The budget includes a DDF item of £130,000 in the Original Estimate for the planned maintenance programme, which is increased to £142,000 in the Revised Estinate. A DDF of £10,000 is included for 2009/10 for planned maintenance.

Information Technology

The Original Estimate included £200,000 for the centralisation of computer equipment maintenance. The reduction relates to savings resulting from the management review where a senior post was deleted when the service was transferred to the Finance Directorate, and the Assistant Head ICT post now being included in the Financial Policy Group. A CSB saving in 2009/10 of £20,000 is included for a reduction in the maintenance budget

Telephones

The reduction in the budget relates to a fall in the cost of call charges, and associated line rentals.

ICT & Other Support Services

2007/08	200	8/09			2009/10						
Antoni	Original	Revised		Gross	Gross	Net					
Actual	Estimate	Estimate		Expend	Income	Expend					
£000	£000	£000		£000	£000	£000					
87	86	80	Payroll	84	1	83					
474	508	293	Human Resources	298	0	298					
375	389	226	Estates & Valuation	233	9	224					
236	390	402	Building Maintenance	348	0	348					
1,813	2,200	1,883	Information Technology	1,976	62	1,914					
225	231	217	Telephones	211	0	211					
3,210	3,804	3,101	Total (Transferred to Summary)	3,150	72	3,078					

3,213	3,679	3,022	Continuing Services Budget	3,069
4	0	18	Continuing Services Budget - Growth	0
(53)	(5)	(7)	Continuing Services Budget - Savings	(20)
3,164	3,674	3,033	Total Continuing Services Budget	3,049
46	130	142	District Development Fund - Expenditure	29
0	0	(74)	District Development Fund - Savings	0
46	130	68	Total District Development Fund	29
3,210	3,804	3,101	Portfolio Total	3,078

CORPORATE SUPPORT & ICT SERVICES PORTFOLIO SUBJECTIVE ANALYSIS 2009/10

Cost Centre	Employees	Premises Related Expenses	Transport	Supplies Related Expenses	Transfer Payments	Support Services	Depreciation Charges	(Internally Recharged)	Gross Revenue Expenditure	INTERNAL RECHARGE S	Gross Expenditure	Fees & Charges	Rental Income	Government Grant	Other Income	Gross Income	Net Expenditure
	£	£	£	£	£	£	£	£	£			£	£	£	£	£	£
Licensing and Registrations	75,980		4,550	860		76,710			158,100		158,100	100,800				100,800	57,300
Hackney Carriage Licensing	55,360		2,770	6,610		50,480			115,220		115,220	148,200				148,200	(32,980)
Trackley Carriage Licensing	33,300		2,770	0,010		30,480			113,220		115,220	146,200				140,200	(32,960)
Brooker Road Industrial Estate		9,250				34,790			44.040		44.040		206,000			206,000	(161,960)
Langston Road Industrial Estate		3,230				9,400			9,400		9,400		135,000			135,000	(125,600)
Oakwood Hill Industrial Estate		700				27,210			27,910		27,910		352,000			352,000	(324,090)
Oakwood Hill Workshops Units		24,220				5,210			29,430		29,430		184,000			184,000	(154,570)
North Weald Industrial Estate		,				10,440			10,440		10,440		,			-	10,440
Unappropriated Land		130,940	71,600						202,540		202,540		64,660		29,330	93,990	108,550
North Weald Airfield Emergency		790		11,980					12,770		12,770					-	12,770
Land Purchase/Compensation									-		-					-	-
Unappropriated Land & Building									-		215,310			-	29,330	93,990	121,320
David Lloyd Centre						2,460			2,460		2,460		113,690			113,690	(111,230)
Other Land & Property						2,790	-		2,790		2,790		16,000	-	-	16,000	(13,210)
									-		-						-
North Weald Airfield Strategy				50,000		350			50,350		50,350					-	50,350
Customer Services				330		26,080			26,410		26,410					-	26,410
Compliments & Complaints				3,820		56,300			60,120		60,120					-	60,120
Local Land Charges	167,740		270	53,170		179,090	12,280		412,550		412,550	150,000				150,000	262,550
TOTAL (Transferred to GF Summary)	299,080	165,900	79,190	126,770	-	481,310	12,280	-	1,164,530		1,164,530	399,000	1,071,350	-	29,330	1,499,680	(335,150)

CORPORATE SUPPORT & ICT SERVICES PORTFOLIO SUBJECTIVE ANALYSIS 2009/10

Cost Centre	Employees	Premises Related Expenses	Transport	Supplies Related Expenses	Transfer Payments	Support Services	Depreciation Charges	(Internally Recharged)	Gross Revenue Expenditure	INTERNAL RECHARGE S	Gross Expenditure	Fees & Charges	Rental Income	Government Grant	Other Income	Gross Income	Net Expenditure
	£	£	£	£	£	£	£	£	£			£	£	£	£	£	£
ICT									-	-					-	-	
Information Technology	858,460		7,020	829,640		277,380	280,920		2,253,420	2,191,310	1,976,040	690		61,420	-	62,110	
Telephones	12,860	-	-	197,970	-	238,100	-	-	448,930	448,930	210,830	-	-	-	-	-	-
Website	,,,,,			- ,-		46,750			46,750	46,750	-				-	-	
															-	-	
Corporate and Support															-	-	
Corporate Support Policy Group	338,870		4,970	1,960		43,090			388,890	388,890	345,800	-			-	-	
Legal Services	418,460		810	137,930		337,390			894,590	847,930	557,200	46,660			-	46,660	
Admin & Secretarial CSS	266,810		5,520	73,200		158,500	2,100	(9,980)	496,150	493,240	347,630	2,910			-	2,910	
Reprographics	130,240		50	119,760		66,330		(13,000)	303,380	302,630	250,050	750			-	750	
Corporate Filing Facility	210			100		3,010		(3,320)	-	-	310				-	-	
Estates & Valuation	206,590		4,870	21,590		76,290			309,340	300,570	233,050	8,770			-	8,770	
Human Resources	289,090		660	8,330		190,930			489,010	488,940	298,080	70				70	
Payroll	82,550		100	1,590		59,770			144,010	142,730	84,240	1,280				1,280	
Building Maintenance		347,700				128,320			476,020	476,020	347,700					-	
_									-	-	-					-	
Accommodation									-	-	-					-	
Office Accommodation	13,360	957,830	-	46,150	-	337,290	176,170	-	1,530,800	1,512,180	1,193,510	9,610	8,510	500	-	18,620	-
Superintendents	97,120		50			17,780			114,950	114,950	97,170				-	-	
Duty Officers	114,720					9,100			123,820	123,820	114,720				-	-	
Catering				14,070		7,530			21,600	21,600	14,070				-	-	
Depot Accommodation	21,240	300,730	1,110	9,730	-	40,900	45,530	-	419,240	419,020	378,340	220	-	-	-	220	-
									-		-				-	-	
	2,850,580	1,606,260	25,160	1,462,020	-	2,038,460	504,720	(26,300)	8,460,900	8,319,510	6,448,740	70,960	8,510	61,920	-	141,390	-
PORTFOLIO TOTAL	299,080	165,900	79,190	126,770	-	481,310	12,280	-	1,164,530	-	1,164,530	399,000	1,071,350	-	29,330	1,499,680	(335,150)