

CABINET – 14TH JUNE 2018

**Report of the Head of Finance and Property Services
Lead Member: Councillor Tom Barkley**

Part A

REVENUE OUTTURN 2017/18 AND CARRY FORWARD OF BUDGETS

Purpose of Report

This report is to inform the Cabinet of the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA) for 2017/18 compared with the original budgets and request budget carry forwards of £139K (0.73% of budget) for the General Fund and £52.4K (0.36% of budget) for the HRA.

Recommendations

1. That the Revenue Outturn positions of the General Fund and Housing Revenue Account for 2017/18 set out in the Appendices to this report be noted.
2. That the carry forwards of budgets amounting to £139.1k for the General Fund and £52.4k for the HRA be approved, funded from the General Fund Working Balance and HRA Balance in 2018/19, as detailed in paragraphs 39 and 40 of this report.
3. That the transfer of £626K in 2018/19 from the General Fund Working Balance to the Reinvestment Reserve be approved.

Reasons

1. To enable the information to be used when considering future budgets and the Medium Term Financial Strategy.
2. To enable the budgets to be carried forward to cover costs of committed services in 2018/19.
3. To provide funding for approved budgets from the Reinvestment Reserve and to bring this Reserve balance up to the required level of £500k.

Policy Justification and Previous Decisions

Financial resources are required to carry out all the aims and strategies of the Council.

Implementation Timetable including Future Decisions and Scrutiny

This report will be considered by the Budget Scrutiny Panel on 26th June 2018 and it will be available for scrutiny by the Performance Panel on 19th June 2018. The budget amounts to be carried forward, if approved and there being no call-in, will be added to the 2018/19 budget on 22nd June 2018.

Report Implications

The following implications have been identified for this report.

Financial Implications

The financial implication of this report is that, if all of the carry forward requests are approved, there will be an additional use of funding in 2018/19 of £191.4K. There are sufficient reserves to cover these requests from within the overall General Fund revenue budget and HRA budget so this is effectively a transfer of resources from one year to another.

Risk Management

There are no specific risks associated with the decisions requested.

Key Decision: Yes

Background Papers: None

Officer to Contact: Clare Hodgson
Head of Finance and Property Services
(01509) 634810
clare.hodgson@charnwood.gov.uk

Part B

Background – Outturn for General Fund and HRA

1. The General Fund Revenue Outturn for 2017/18, as summarised in Appendix 1, shows Net Service Expenditure of £16,942k against an Original Budget of £17,288k producing a favourable variance of £346k, net of recharges (2% of the Original Budget).
2. Main variances between budget and outturn in terms of the total Borough expenditure are as follows:
 - Net Service Expenditure – The Net Service Expenditure is underspent by £346K as per Appendices 1 and 2. Major variances within this figure are explained in paragraphs 6 to 16 of this report.
 - Revenue Contribution to Capital ('RCCO') – £1,007K relates to planned capital costs approved by the Cabinet and was funded as follows; £925K from Capital Plan Reserve; £80K funded from savings in service expenditure in 2017/18 and the balance of £2k from the Reinvestment Reserve.
 - Interest Received on Balances – £170k higher than budget at £285k against a budget of £115k. This was due to a combination of higher than anticipated interest rates as a result of investments made and higher balances available for investment as a result of the underspends in revenue and capital expenditure and timing differences on collection of Council Tax and NNDR receipts and payments.
3. The General Fund opening Reserve Balances on 1st April 2017, were £12,593K compared to closing balance of £11,223K on 31 March 2018. This is a total decrease in reserves of £1,370k in the year, being; £598K decrease in the Working Balance, £882K decrease in the Capital Plan Reserve, £181K decrease in the Reinvestment Reserve and a net increase of £291K in Other Revenue Reserves. Movements in reserves are explained in paragraphs 17 to 19 of this report.
4. The Housing Revenue Account (HRA) outturn for 2017/18 (Appendix 4) shows a surplus of £2,948k compared with a budgeted surplus of £2,161k. The HRA general balances at the end of the year were £617k following a transfer of £2,952k to the HRA Financing Fund. This gave the HRA Financing Fund a balance at the end of the year of £6,982k.
5. The General Fund and Housing Revenue Account are both provisional as the Statement of Accounts is currently in production and will need to be audited before being finalised and signed off.

Outturn – General Fund

Directorate Controllable Costs Outturn (Appendix 2)

6. Appendix 2 shows an underspend of £516K for the General Fund controllable current budgets at Directorate and Service level. Controllable costs are those above the line costs before year-end recharges. Paragraphs 7 to 16 below explain the major variances within this figure.
7. Head of Private Sector Housing – underspend of £72K (10% of budget) includes £30K consultant fees for an HMO Licensing Scheme which has not yet been implemented, £50K and legal fee costs for empty homes enforcement not required. For the Syrian Vulnerable Persons Resettlement Scheme the surplus of £23k covers costs incurred to the same amount in 2016/17 leaving a nil cost on the scheme over the two financial years that it has been running.
8. Head of Planning and Regeneration – overspend of £18k (1% of budget). This is due to a shortfall of £103K in Building Control fees, partially offset by additional Planning fees £34k, grant income £17k, reclaimed valuation fees from external contractors £26K and other minor underspends of £8K.
9. Head of Regulatory Services – underspend of £67k (10% of budget). There are a number of savings across this service, Street Management £18K additional income and salary savings, Dog Control Service £12K, Environmental Health Budgets £23K, Browns Lane Car Park Income £8k and Printing savings £6K.
10. Head of Cleansing and Open Spaces – overspend of £104k (2% of budget) being; Cemetery additional costs relating to future provision of service £35k, Net Leicestershire County Council Recyclate Gate fee £123K, Outwoods one off site preparation and set up costs £20K, Environmental Services Contract variations £133K, offset by additional Garden Bin Income £135K due to sticker system implementation, BID recycling income £15K, Serco Contract KPI Performance income £43K, the balance of £14k being underspent budgets.
11. Head of Leisure and Culture – overspend of £46K (7% of budget) being Loughborough Markets shortfall in income £30K due to cancelled markets and Public Conveniences a combination of shortfall in income and increased staffing costs £16K.
12. Head of Neighbourhood Services – underspend of £47k (3% of budget). This underspend relates to Community Grants budgets £25k and Credit Union Grant £30k of which £8K has been requested as a carry forward.
13. Head of Finance and Property Services – underspend of £62k (4% of budget) being; Accountancy Service £24K underspend as a result of salary savings and consultant fees, of which £18.5k has been requested as a carry forward for the financial system upgrade. Property Services

additional miscellaneous land and property income of £21k and underspent consultant fees of £47k. Of this underspend, £59K has been requested as a carry forward for feasibility of Southfields Offices/Town Hall. These underspends are partially offset by a shortfall of income in Oak Business Centre £30K.

14. Head of Customer Experience – underspend of £319k (8% of budget) being additional Localisation of Council Tax grants received £35K, Council Tax court costs recovered of £87K, Universal Credit grant of £48K (included as carry forward request), £95K Capita Pension contract adjustment and salary savings of £54K due to a review of this service.
15. Head of Strategic Support – underspend of £157k (5% of budget) being Insurance procurement savings £90K, Corporate training £13k, Audit and Risk staffing savings £17k, HR staffing contract savings £11K and Democratic Services £26K, primarily relating to Community Governance review budget not required.
16. Managed vacancy salary savings are shown within the three Directorates and show a net shortfall of £34K at Directorate Level.

Contributions from/to Reserves (Appendix 1)

17. The £598k Working Balance transfer in the year leaves a balance of £7,057k as at March 2018. In addition a transfer of £626K will be made from the working balance to Reinvestment Reserve in 2018/19 which will bring the working balance to £6,431k. This is well above the agreed minimum of £2m.
18. The Reinvestment Reserve has been used in accordance with the Council's financial procedures to help achieve corporate aims through service improvements. £182K has been utilised in year leaving a year-end balance of £595k, which is above the £500K minimum level for this reserve. In addition a transfer of £626K to the Reinvestment Reserve is proposed to fund approved items in 2018/19.
19. The Other Revenue Reserves of £813k relate to specific reserves as follows: Planning and Housing Delivery Grant £311k, DCLG Planning Reserve £143K, Section 106 Agreement Reserve £213K and the balance of £146K being five smaller earmarked reserves.

Loughborough Special Expenses (Appendix 3)

20. The actual Loughborough Special Expenses were £1,345K; against an original budget of £1,364K, being £19K underspent (1% of the budget). The main underspends are Parks Loughborough £42K, Festive Decorations £10K, Derby Road Playing fields £10K, Loughborough allotments £14K, partially offset by additional work at Loughborough Cemetery £57K.

21. The underspend will be carried forward within the Loughborough Special Expense Account and reflected in future years' Loughborough Special Levy.

Housing Revenue Account Outturn (Appendices 4 and 5)

22. The provisional Housing Revenue Account outturn for 2017/18 is a surplus of £2,948K compared with a budgeted surplus of £2,161K, an increase of £787K. The Council's preferred minimum level of balances is £110 per property. This gives HRA general balances at the end of the year of £617K following a transfer of £2,952K to the HRA Financing Fund. This transfer gives the HRA Financing Fund a balance at the end of the year of £6,982K.
23. In 2017/18 the HRA made a contribution to the Major Repairs Reserve of £2,969K. This reserve has a balance at 31st March 2018 of £2,633K compared with £3,400K at 31st March 2017. This balance is the unspent amount carried forward to 2018/19 after the 2017/18 capital financing entries. This reserve finances capital expenditure and the repayment of debt, in accordance with the HRA Business Plan. The Housing Financing Fund was set-up in 2016/17 to set aside underspends to cover the financial effects of Government changes to future funding and charges within the HRA. Unspent balances are carried forward into the next year and the HRA received interest on the balance. Examples of future financial pressures include the sale of high-value voids and further 1% rent reductions.
24. The HRA owes £79m in loans following the self-financing settlement in 2012 and, as well as paying the interest due, the principal amounts borrowed will either, in time, need to be refinanced or paid back. The first loan to be paid back following the self-financing settlement is in 2024. The money required to pay back the principal will be from HRA Reserves – principally those within the HRA Financing Fund and Major Repairs Reserve.
25. The main variances within the HRA revenue budgets are explained in more detail in paragraphs 26-31 below.
26. Supervision and Management – £133k underspend (3%). This is made up of expenditure over a large range of Council services as broken down below. Note that recharges are considered in paragraph 31.
27. Housing Strategy, Housing Needs, Housing Management System Administration – In the Housing Management Systems Admin there was a £12k (8.5%) underspend on salaries and a £14k (12%) underspend on software development/computer equipment. In Housing Strategy there was a £10k (11.3%) underspend on salaries, £16k (100%) on consultants fees subject to a carry forward request in paragraph 40.

28. Warden Services – Utility costs were underspent by £20.4k (7.28%). Furniture/equipment/snow clearing and window cleaning were underspent in total by £9k (16%).
29. Tenancy Services, Customer Engagement and ASB – ASB salaries were underspent by £14k (7%), Legal and Mediation costs £12k (48%). The Tenant Bids budget was underspent by £40.5k (80.94%) as a result of lower than anticipated bids. The Customer Engagement budget was underspent by £55.2k (48.03%). The budget is underspent due to lower than anticipated take-up of training and grants. Fewer resources have been required for tenant scrutiny. Scrutiny is undertaken by the Housing Management Advisory Board and the Charnwood Housing Residents Forum. Recharges to Supervision and Management were higher than the budget by £68k (4%). Refer to paragraph 31 on recharges.
30. Repairs and Maintenance – £146k underspend (2.3%). This includes underspending on salaries of £122k (4.7%). There was an underspend of £30k (32.5%) on Insurance Premiums, following a change in the method for recharging premiums and excesses.
31. Recharges to the HRA from the General Fund are over budget by £246k (10.4%). Of this £495k relates to pension recharges which are reversed out and do not affect the HRA outturn position. This leaves the variance on other recharges as a £231k (18.9%) underspend, including: Contact Centre £55k (10.1%), with an increase in calls relating to non-housing meaning a lower charge. Insurance Premiums £48k (16%) with a change in how the premiums and excesses are recharged, Southfields Offices £49k (101%) and a number of smaller underspends.
32. Southfields Offices are classed as a General Fund asset and there is a recharge to the Housing Revenue Account for the provision of its office space. The building had a revaluation gain and the HRA share was £63k. This gain is included within the recharges element of the Supervision and Management underspend, which is reversed out in the 'adjustment to charges based on impairment of General Fund Asset' line.
33. Depreciation and the revaluation increase of non-current assets were:

2016/17 £'000		2017/18 £'000
2,835	Depreciation:	2,969
(56,050)	Net Revaluation increase of non-current assets	(9,597)
(53,215)		(6,628)

The Depreciation was credited into the Major Repairs Reserve to fund the capital programme. Revaluations were reversed out and do not affect the HRA outturn position.

34. The 2017/18 rent income for dwellings was 1% lower than 2016/17 due to current Government policy. Void loss was 2.16% against a budget of 2.2%. Dwelling Rent income was £14k (0.07%) under budget. Right to Buy sales were budgeted at 40 sales, compared with 36 actual sales.
35. As at 31st March 2018 rent arrears were £961k. This is attributable to rent arrears of £866k and court costs of £95k compared to £819k and £78k respectively in 2016/17. As a percentage of dwelling rents the total arrears including court costs is 4.47% compared with 3.74% in 2016/17. The amount of HRA debt written off in the year was £189k compared to £226k in 2016/17.
36. Changes to welfare benefits, including the lowering of the benefit cap, changes to tax credits, and a greater numbers of tenants on Universal Credit, have contributed towards increased rent arrears. Legal costs have increased as more legal action has been undertaken in line with arrears escalation procedures. Write offs of former tenant rent arrears have been undertaken on a quarterly basis in line with procedures. More former tenant arrears were collected in 17/18 compared to 16/17, and less debt relief orders were processed in 17/18 compared to 16/17.
37. Appendix 5 details the controllable cost outturn for the HRA as at 31st March 2018. This shows the controllable budgets and actuals as they were presented within the monitoring reports during the year. The descriptions of Employee related expenditure include all employee related costs, not just salaries.

Carry Forward of Budgets

38. The carry forward requests totalling £191.4K are listed below for approval. These budgets were approved as part of the 2017/18 budget process however either the committed services were not complete or the goods were not received by 31st March 2018. These are also detailed in the Directorate Outturn Report above. As required by the Council's financial procedure rules, the overall controllable service budgets were underspent by at least this amount in 2017/18. General Fund carry forward requests total £139.1K and HRA requests total £52.4K.
39. General Fund Carry Forward Requests

£18.5K Agresso Upgrade – Finance and Property Services
£8K Credit Union Grant – Neighbourhood Services
£48K Universal Credit Grant – Customer Experience
£59.6k Southfields Offices and Town Hall Feasibility Study – Finance and Property Services
£5k Legal Fees Community Governance Review – Strategic Support

£139.1K Total General Fund

40. HRA Carry Forward Requests

£20K Update of Tenancy agreements – Landlord Services
£16.4K Allpay Direct Debits set up costs – Landlord Services
£16k Review of Sheltered Warden Schemes - Private Sector Housing

£52.4k Total HRA

Total Carry Forward Requests £191.5K

Appendices

Appendix 1 – General Fund Outturn 2017/18

Appendix 2 – General Fund Controllable Outturn 2017/18 by Directorate

Appendix 3 – Loughborough Special Expenses Outturn 2017/18

Appendix 4 – HRA Outturn 2017/18

Appendix 5 – HRA Controllable Costs Outturn 2017/18

GENERAL FUND OUTTURN 2017-18			
	Outturn £000	Original Budget £000	Variance £000
Net Service Expenditure	16,942	17,288	346
Revenue Contributions to Capital (RCCO)	1,007	0	(1,007)
Interest Paid	325	325	0
Council Tax Support Grant to Parishes	47	47	0
Less: Interest Received on Balances	(285)	(115)	170
Total Borough Expenditure	18,036	17,545	(491)
Contribution to (from) Reinvestment Reserve	(182)	(10)	172
Contribution to/(from) Working Balance	(167)	(499)	(332)
Contribution to/(from) Working Balance/Collection Fund	(431)	(431)	0
Contribution to/(from) Growth Support Fund	(16)	0	16
Contribution to/(from) Other Revenue Reserves	307	0	(307)
Contribution to/(from) Capital Plan Reserve	(882)	0	882
Precept Requirement	16,665	16,605	(60)
Revenue Support Grant	1,265	1,265	0
NNDR	4,507	4,465	42
Council Tax Receipts	6,118	6,118	0
Loughborough Special Levy	1,184	1,184	0
Collection Fund Surplus/(Deficit)	(431)	(431)	0
New Homes Bonus	4,004	4,004	0
General Government Grants/S31 compensation	18	0	18
Precept Income	16,665	16,605	60
General Fund Revenue Reserves	£000	£000	£000
<u>Working Balance 1st April</u>	7,655	6,658	997
Transfer from General Fund	(598)	(930)	332
Balance at 31 March	7,057	5,728	1,329
<u>Reinvestment Reserve 1st April</u>	776	543	233
Transfers From/(to) General Fund	(181)	(10)	(171)
Balance at 31 March	595	533	62
<u>Capital Plan Reserve 1st April</u>	3,526	2,743	783
Transferred from General Fund	43	0	43
Funding of Capital Expenditure	(925)	(1,914)	989
Balance at 31 March	2,644	829	1,815
<u>Growth Support Fund 1st April</u>	130	113	17
Transfer From/(to) General Fund	(16)	0	(16)
Balance at 31 March	114	113	1
<u>Other Revenue Reserves 1st April</u>	506	439	67
Transferred from General Fund	307	0	307
Balance at 31 March	813	439	374
TOTAL BALANCES	11,223	7,642	3,581

Appendix 2

Charnwood Borough Council		2017-18		
		Actual £000's	Current Budget £000's	Variance £000's
Controllable Service Costs				
Housing, Planning, Regeneration & Regulatory Directorate				
	Housing, Planning & Regeneration Director	110	96	(14)
	Head of Strategic & Private Sector Housing	656	728	72
	Head of Landlord Services	(191)	(191)	(0)
	Head of Planning & Regeneration	1,378	1,360	(18)
	Head of Regulatory Services	587	654	67
		2,540	2,646	107
Neighbourhoods & Community Wellbeing Directorate				
	Head of Waste, Engineering & Open Spaces	5,411	5,307	(104)
	Neighbourhoods & Community Wellbeing Director	282	238	(44)
	Head of Leisure & Culture	669	623	(46)
	Head of Neighbourhood Services	1,522	1,569	47
		7,884	7,737	(147)
Corporate Services Directorate				
	Corporate Services Director	110	133	24
	Chief Executive's Team	228	222	(6)
	Head of Finance and Property Services	1,410	1,472	62
	Head of Customer Experience	3,602	3,921	319
	Head of Strategic Support	2,741	2,898	157
		8,090	8,646	556
	Grand Total	18,513	19,029	516
Note: Reconciliation to Appendix 1				
	Grand Total as above	18,513	19,029	516
	Adjustment for Non-Controllable Recharges to HRA	(1,508)	(1,671)	(164)
	Budget changes since Original Budget	0	(70)	(70)
	Other	(63)	0	63
	Net Service Expenditure per Appendix 1	16,942	17,288	346

		Loughborough Special Expenses 2017/18				Appendix 3
Service		Total	District / Capital Charges	Loughborough Special	2017/18 Original Budget	Unfavourable / (Favourable) Variance
		£	£	£	£	£
Loughborough CCTV		290,022	228,507	61,515	61,200	315
Community Grants - General / Fearon Hall / Gorse Covert		76,137		76,137	77,300	(1,163)
Marios Tinetti Centre and Altogether Place		37,910		37,910	44,900	(6,990)
Charnwood Water Toilets		9,428		9,428	9,200	228
Voluntary & Community Sector Dev Officer post (75% LSX)		32,394		32,394	32,600	(206)
Biggin Street Toilet - Friday Opening		3,517		3,517	4,000	(483)
Part Funding of Post Graduate Student for HMO Study (3years)		7,500		7,500	7,500	0
Support for Loughborough Heritage Initiative		30,352		30,352	35,000	(4,648)
Contribution to Loughborough Open Spaces Grounds Maintenance		117,917		117,917	117,900	17
November Fair		(3,335)	(154)	(3,181)	(9,400)	6,219
<u>Parks:</u>						
Loughborough - including Loughborough in Bloom		460,527	82,097	378,430	421,000	(42,570)
Gorse Covert and Booth Wood		67,669	3,116	64,552	68,300	(3,748)
<u>Sports Grounds:</u>						
Derby Road		128,444	18,377	110,067	120,200	(10,133)
Lodge Farm		50,783	2,339	48,444	44,100	4,344
Nanpantan		100,496	30,910	69,586	57,400	12,186
Park Road		21,822	3,801	18,021	21,100	(3,079)
Shelthorpe Golf Course		22,352	1,106	21,246	24,400	(3,154)
Loughborough Cemetery		67,590	3,113	64,477	7,400	57,077
Allotments - Loughborough		52,577	2,421	50,155	64,200	(14,045)
Carillon Tower		33,566	17,667	15,899	13,100	2,799
Festive Decorations and Illuminations		42,173	2,234	39,938	50,700	(10,762)
Town Centre Management		107,727	17,190	90,536	92,100	(1,564)
		1,757,566	412,725	1,344,841	1,364,200	(19,359)
Adjustments from Year 2015/16		(300,876)	(166,065)	(134,811)	(134,811)	
AMENDED SUB TOTAL		1,456,690	246,660	1,210,030	1,229,389	
Council Tax Support Grant				(45,163)	(45,163)	
AMENDED TOTAL				1,164,867	1,184,226	

Appendix 4

Charnwood Borough Council - Housing Revenue Account 2017/18 Provisional Outturn	2017/18 Original Budget	2017/18 Actual	Variance
	£'000	£'000	£'000
Expenditure			
Supervision and Management	4,735	4,602	133
Repairs and Maintenance	6,350	6,204	146
Rents, Rates and Other Charges	138	116	22
Rent Rebates	1	0	1
Provision of Bad or Doubtful Debts	383	330	53
Depreciation and revaluation increase of non-current assets	2,931	(6,628)	9,559
Debt Management Expenses	13	16	(3)
Expenditure sub-total	14,551	4,640	9,911
Income			
Dwellings Rent Income	(21,052)	(21,038)	(14)
Rent of Income from Shops, Land and Garages	(373)	(372)	(1)
Warden Service Charges	(59)	(56)	(3)
Central Heating and Communal Charges	(325)	(315)	(10)
Leasehold Flat and Shop Service Charges	(128)	(158)	30
Hostel Service Charges	(24)	(30)	6
Council Tax recharges and other charges	(11)	(10)	(1)
Income sub-total	(21,972)	(21,979)	7
Net (Income)/Cost of Services	(7,421)	(17,339)	9,918
Transfer from General Fund - Grounds Maintenance	(83)	(80)	(3)
Interest Payable	2,781	2,777	4
Investment Income and Mortgage Interest	(19)	(51)	32
Net Operating Expenditure/(Income)	(4,742)	(14,693)	9,951
Revenue Contributions to Capital	2,581	2,581	0
Pension Adjustments	0	(495)	495
Accumulated Absence Adjustment	0	(1)	1
Reversal of Gain on Revaluation	0	9,597	(9,597)
Adjustment to charges based on impairment of General Fund Asset	0	63	(63)
Appropriations	2,581	11,745	(9,164)
(Surplus)/Deficit for the Year	(2,161)	(2,948)	787
HRA Balance at Beginning of Year	(1,246)	(621)	(625)
(Surplus)/Deficit for the Year	(2,161)	(2,948)	787
Transfer to HRA Financing Fund	2,791	2,952	(161)
HRA Balance at End of Year	(616)	(617)	1
HRA Financing Fund at Beginning of Year	(2,747)	(4,030)	1,283
Transfer to The HRA Financing Fund	(2,791)	(2,952)	161
HRA Financing Fund at End of Year	(5,538)	(6,982)	1,444

Charnwood Borough Council Revenue Monitoring Report as at March 2018 Period 13 Based on Original Budget	Period			Year-to-Date (YTD)			YTD Variance as % of YTD Budget	Full Year Budget £000's
	Amount	Current Budget	Variance Under/ (Over)	Amount	Current Budget	Variance Under/ (Over)		
	£000's	£000's	£000's	£000's	£000's	£000's		
General Management								
Repairs & Maintenance								
Employee Related Costs	23	0	(23)	2,523	2,581	58	2.3%	2,581
All Other Controllable Costs	337	1	(336)	3,126	3,461	335	9.7%	3,461
Controllable Income	0	0	0	(83)	(64)	19	-30.5%	(64)
Total Repairs & Maintenance	361	1	(360)	5,566	5,979	413	6.9%	5,979
Allocations & Lettings								
Employee Related Costs	1	0	(1)	526	547	21	3.9%	547
All Other Controllable Costs	3	0	(3)	37	28	(10)	-35.9%	28
Controllable Income	9	0	(9)	(20)	(37)	(17)	45.2%	(37)
Total Allocations & Lettings	13	0	(13)	543	538	(5)	-1.0%	538
Housing Strategy								
Employee Related Costs	0	0	0	81	91	10	11.4%	91
All Other Controllable Costs	0	0	0	1	19	18	94.5%	19
Total Housing Strategy	0	0	0	82	110	28	25.5%	110
Supervision & Management								
Employee Related Costs	8	0	(8)	2,078	2,118	41	1.9%	2,118
All Other Controllable Costs	68	15	(53)	1,211	1,472	261	17.7%	1,472
Controllable Income	0	0	0	(244)	(264)	(19)	7.4%	(264)
Total Supervision & Management	76	15	(61)	3,044	3,327	282	8.5%	3,327
Total General Management	450	16	(434)	9,235	9,953	718	7.2%	9,953
Rents, Rates and Other Charges								
Rents, Rates and Other Charges								
All Other Controllable Costs	0	1	1	117	139	23	16.2%	139
Total Rents, Rates and Other Charges	0	1	1	117	139	23	16.2%	139
Total Rents, Rates and Other Charges	0	1	1	117	139	23	16.2%	139
Grand Total	450	17	(433)	9,352	10,092	741	7.3%	10,092

Income								
Dwelling Rent Income - Gross	0	0	0	(21,504)	(21,526)	(22)	0.1%	(21,526)
Dwelling Rent Void loss	0	0	0	466	474	8	1.7%	474
Net Dwelling Rent Income	0	0	0	(21,038)	(21,052)	(14)	0.1%	(21,052)
Non-Dwelling Rent	0	0	(0)	(464)	(462)	2	-0.4%	(462)
Non-Dwelling Rent Void Loss	0	0	0	92	89	(3)	-3.1%	89
Net Non Dwelling Rent Income	0	0	(0)	(372)	(373)	(1)	0.2%	(373)
Charges for Services & Facilities - Charge	0	(128)	(128)	(656)	(628)	28	-4.4%	(628)
Charges for Services & Facilities - Void Loss	0	0	0	87	81	(5)	-6.7%	81
Net Charges for Services and Facilities	0	(128)	(128)	(569)	(547)	22	-4.1%	(547)
Total Income	0	(128)	(128)	(21,979)	(21,972)	7	0.0%	(21,972)

General Management (above)	9,235
Add Support Service Recharges (costs)	2,621
Add Corporate & Democratic Core	102
	11,958
Minus Support Service Recharges (income)	(1,152)
	10,806
Supervision & Management (outturn report)	4,602
Repairs & Maintenance	6,204
	10,806