

CABINET

15 November 2006

PRINCIPAL SCRUTINY COMMITTEE

4 December 2006

BUDGET MONITORING AND EFFICIENCY OVERVIEW TO SEPTEMBER 2006

REPORT OF DIRECTOR OF FINANCE

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RECENT REFERENCES:

CAB1270 -Capital Strategy and Programme 2006, 26 July 2006

CAB1291 - Efficiency Strategy, 26 July 2006

PS242 - Budget Monitoring and Efficiency Overview to July 2006, 11 September 2006

EXECUTIVE SUMMARY:

This report gives a summary of the Council's revenue and capital budgets compared with its expenditure and income for the period 1 April 2006 to 30 September 2006 for General Fund and Housing Revenue Account services. The overall position for services is showing an underspend of £972,286 to the end of September (4% of the budget).

The report also provides a progress update on Efficiencies and a revised Efficiencies Statement for the current year.

RECOMMENDATIONS:

CABINET

That Cabinet considers the half year financial position of the Council.

PRINCIPAL SCRUTINY COMMITTEE

That Principal Scrutiny Committee considers the half year financial position of the Council and whether it wishes to make any comments to Cabinet or the Leader on any matters arising from this report.

## CABINET

15 November 2006

## PRINCIPAL SCRUTINY COMMITTEE

4 December 2006

## BUDGET MONITORING AND EFFICIENCY OVERVIEW TO SEPTEMBER 2006

### 1 Introduction

1.1 This is the second overview report for the current financial year and gives a summary of the Council's revenue and capital budgets compared with its expenditure and income for the period 1 April 2006 to 30 September 2006 for General Fund and Housing Revenue Account services.

1.2 All Directors receive a budget monitoring report each month. Budget and performance monitoring reports were considered by each of the Scrutiny Panels at their scheduled meetings in October.

### 2 2006/07 Working Budget

2.1 Council at the meeting on 25 February 2006 approved the revenue budget for 2006/07 at £12,597,830. Cabinet on 21<sup>st</sup> June 2006 approved carry forwards of £0.459m and LABGI (local authority business growth incentive) proposals of £0.408m.

2.2 At the end of September the overall position for services is showing an underspend of £972,000 (4% of the annual budget). A significant element of this (£559,000) relates to lower capital financing charges, which do not affect Council Tax. Although there is a net underspend in the period, some of this is due to budget profiling within the year, and there are clear budgetary pressures in some areas. Variances of actual expenditure against working budget for the period are shown in Appendices 1 and 2. Significant variances are explained below.

### 3 Chief Executive

3.1 No significant variances.

### 4 City Secretary and Solicitor

4.1 Land Charges income is in excess of budget reflecting increased search activity compared to the reduced levels last year. Although the income level is improved, the statutory basis upon which charges are levied will change for 2007/08. This means that the level of charge may reduce and this is being considered in the budget process.

### 5 Human Resources

5.1 There is continued underspend on training partly offset by additional expenditure on advertising and agency expenses.

### 6 Finance

6.1 The main variance in Finance is caused by lower capital financing charges because of slippage in the ICT programme. Although benefit payments continue to be

significantly higher than budgeted this will be directly offset by additional subsidy. Also included in the benefit income is around £100,000 identified as overpayments of benefits that have been raised as amounts recoverable. A view will be taken later in the year of the extent to which these can be recovered successfully and of the bad debt provision that will be necessary.

- 6.2 Within Finance there is an overspend for agency staff; largely within Design and Print where long term sickness during a crucial period relating to the production of the local plan necessitated bringing in additional help. There has also been an increase in workload compared with the same period last year.

## 7 Communities

- 7.1 The variance on Environment is as a result of several factors. The ABC project is currently underspent as the collection costs have not yet been incurred. The budget profile will be adjusted as part of the revised budget process. Street Cleansing is underspent at present as the costs for trunk road cleansing will be not be incurred until later in the year and this will be reprofiled in the revised budget. Income has been received from the Project Integra Partnership for Materials Recycling which will also be profiled as part of the revised budget process.

- 7.2 For the Housing Revenue Account, the current variance relates to Housing Management (Special) services, including rents collected as part of a partnership arrangement which have yet to be passed on to the Landlord and Estate Maintenance works. No year end variance is anticipated in either area.

- 7.3 For Community Development, the main variances are; reduced capital charges of £126,000 and the release of notional income to the RPLC of £24,000. These will be adjusted as part of the revised budget process. Income is above profile by £60,000, but this will be matched by expenditure in remainder of the financial year.

## 8 Development

- 8.1 Continued expenditure on agency staff has been necessary to temporarily cover for staff on maternity leave (including two principal planning officers) and to deal with work on major planning applications – Silver Hill and West of Waterloo. The additional cost is partly offset by savings in the salaries budget from unfilled vacancies and increased planning fee income from the two above major planning applications. A virement of £50,000 from planning fee income has been requested to Cabinet to balance the increased expenditure against Planning salary budgets.

- 8.2 Income from car parking fees continue to be below budget and this relates to a number of factors. Weekday usage of the Park and Ride is near capacity, suggesting drivers are using Park and Ride rather than the higher cost (and higher income) town centre car parks. This has resulted in reduced season ticket sales. This transfer of long term parking from town centre car parks to the Park and Ride is an objective of the Council's car parking and air quality management policies. Beneficial in environmental terms but not financial terms. Other factors are the temporary closure of Jewry Street Car Park during the Discovery Centre's works and the closure of the RPLC for refurbishment earlier in the year. It is unlikely that the shortfall in income will be made up later in the year and the shortfall may increase further if income continues to remain below the profiled budget.

- 8.3 Commercial property repairs is currently showing an overspend relating to the cost of the Casson Block roof repairs, which will be transferred from revenue to capital following the approval of a supplementary estimate of £108,000 by Cabinet. General Fund Property Rental income and Engineering Projects income are

currently below target - and will continue to be closely monitored over the remainder of the financial year.

## 9 Capital Programme Budget

9.1 Significant variances are explained below.

9.2 The Budget projections assumed that right to buy receipts of £0.5m (net after pooling) would be received during the year. These would be used to fund Social Housing Grant (SHG). To date there is little sales activity and it is possible that the forecast will not be achieved. This will have an impact on the level of support that the Council can give to registered social landlords through the SHG programme.

9.3 The e-government budget for the current year includes £0.5m brought forward from last year in respect of ongoing projects. Good progress has been made with several projects this year the most significant being Electronic Documents & Records Management System and the Customer Service Centre although at this stage significant sums have not been committed. The budget includes provision for some projects which require further investigation before the Council's money is committed. These projects will not proceed without justification and a sound business case. The programme for the current year has been reviewed in the light of the current year's performance and some expenditure planned for this year has been moved into 2007/08 as part of the budget setting review for 2007/08.

## 10 External Interest

10.1 Expenditure on the capital programme continues to be slower than the budget profile, resulting in higher balances and consequently higher interest income. On the basis of current balances and rates of interest the forecast interest income for the full year could be c. £0.3m higher than budgeted.

## 11 Efficiencies

11.1 The Forward Looking Annual Efficiency Statement (AES) for 2006/07 is shown at Appendix 4. The original statement was submitted to the DCLG in April 2005. The current position is shown, by Directorate, at Appendix 5. Although some progress has been made in quantifying efficiencies work is still ongoing to complete the exercise.

11.2 CMT continue to monitor the savings agreed as part of the budget process on a monthly basis. There continue to be concerns in some areas

11.3 There are some major projects (i.e. Flexible Working, new City Offices, Electronic Document & Records management System) underway currently that should realise efficiencies in future years. However, there is some concern that in the current year and next year the Council may struggle to achieve the efficiencies required under the Gershon Agenda.

11.4 Some of the agreed budget savings have not been allocated to specific budget codes and are therefore not reflected in the budget monitoring figures. An update of the progress with these savings is shown in the table below.

<b>Corporate Management Efficiencies</b>	(40)	Simon Eden
CX progressing this item		
<b>Customer Service Centre</b>	(40)	Sheila Boden
Savings to be reassessed during further phases of Service Centre rollout		
<b>Review of publications</b>	(100)	Simon Eden
Departmental budgets have been reduced by £43,000 with a corresponding reduction in D&P of £36,000 and direct expenditure of £7,000. This leaves a shortfall of £57,000. Next steps are being reviewed with the portfolio holder.		
<b>Reduce insurance cost</b>	(40)	Sheila Boden
Savings £4,000 (last year spend was £455,580, this year £451,653)		
<b>Procurement savings</b>	(30)	Simon Eden
Printer usage review expected to be complete by end of July. Report to Cabinet in September. Expected implementation date January 2007. (CAB1311)		
<b>Temporary staff</b>	(50)	Alison Gavin
Departmental staffing budgets have been reduced by £50,000 in proportion to 2005/06 spend on agency staff.		
<b>Paper</b>	(5)	Simon Eden
Stationery budgets not reduced but improved procurement of paper via D&P expected to generated savings of £2,000 approximately based on 2005/06 volumes.		
<b>Leased cars</b>	(25)	Bob Merrett
Preliminary discussions held with Unison. Formal notice to be given of the proposed changes. (Savings estimated at £17,000 for current year)		

OTHER CONSIDERATIONS:

12 CORPORATE STRATEGY (RELEVANCE TO):

Monitoring of financial performance is an integral part of the corporate and financial policy to enhance performance management.

13 RESOURCE IMPLICATIONS:

It is important that income and expenditure are in line with budgets so that the objectives of the corporate strategy are being fulfilled and that there is no unexpected call on reserves. Regular monitoring should ensure that any corrective action needed is taken promptly.

BACKGROUND DOCUMENTS:

Working papers held in Finance and other departments

APPENDICES:

Appendix 1 Budget monitoring service summary

Appendix 2 Budget monitoring subjective summary

Appendix 3 Capital Programme monitoring summary

Appendix 4 Forward Looking Annual Efficiency Statement (AES) for 2006/07 – Original

Appendix 5 Expected Efficiency Gains 2006/07

CAB1356

SUMMARY - MONITORING 2006/07APRIL to SEPTEMBER

Service Summary Description	2006/07 Annual Budget	April - September			Explanation of main variances and action taken
		Working Budget	Actual Expenditure	Variance	
	£	£	£	£	
<b>General Fund</b>					
Chief Executive	843,500	512,569	512,072	(497)	No significant variances
City Secretary & Solicitor	2,617,840	911,647	770,077	(141,570)	Land charges income in excess of budget
HR	15,690	232,250	222,647	(9,603)	Underspend on training offset by advertising & agency expenses
Finance	2,140,740	3,276,562	2,561,473	(715,089)	Lower capital financing charges and benefit credit offset by agency staff
Health	5,528,370	2,710,313	2,504,865	(205,448)	AWC, Recycling spend and street cleansing not in line with budget profile
Housing	2,454,890	632,567	643,736	11,169	Renovation Grant administration charges not yet recovered
Community Development	3,913,790	2,002,951	1,746,108	(256,843)	Lower capital charges and release of income for RPLC from HCC (not budgeted)
Development Services	4,974,410	2,030,369	2,465,105	434,736	Agency staff costs, property repairs, reduced property income, engineering projects income shortfall, historic building grants, reduced parking income, increased equipment maintenance offset by increased planning income
Savings to be allocated	(295,810)	0	0	0	£330,000 in original budget some allocated
<b>General Fund Net Cost</b>	<b>22,193,420</b>	<b>12,309,228</b>	<b>11,426,083</b>	<b>(883,145)</b>	
<b>Housing Revenue Account</b>	<b>124,480</b>	<b>(2,699,044)</b>	<b>(2,788,185)</b>	<b>(89,141)</b>	Sheltered rents and Estate works , no year end variance is anticipated
<b>Total Net Cost</b>	<b>22,317,900</b>	<b>9,610,184</b>	<b>8,637,898</b>	<b>(972,286)</b>	

*Notes*

*The Annual Budget is the budget included in the Budget Book 2006/07, plus managed savings brought forward from 2005/06 and approved by Cabinet in report CAB1172, plus any supplementary estimates approved by Cabinet in the financial year to date.*

*The working budget is the proportion of the annual budget expected to be spent in the relevant period.*

*Actual expenditure is the amount spent in the relevant period.*

*Variance is the difference between the budget for the relevant period and the amount actually spent in that period.*

SUMMARY - MONITORING 2006/07APRIL to SEPTEMBER

<i>Subjective Summary</i> Description	2006/07 Annual Budget	April - September			Explanation of main variances and action taken
		Working Budget	Actual Expenditure	Variance	
	£	£	£	£	
Employees	16,252,890	8,110,983	8,050,109	(60,874)	
Premises	7,614,850	4,185,455	4,198,283	12,828	
Transport	1,334,870	1,108,308	1,155,180	46,872	
Supplies and Services	6,001,120	2,605,479	2,685,904	80,425	
Third Party Payments	7,500,410	3,576,018	3,702,920	126,902	Engineering projects will be matched by income
Transfer Payments	0	0	32,527	32,527	Historic Building Grants (to be met from reserve)
Benefits Paid	18,737,380	11,128,323	12,110,681	982,358	Benefit demand higher than budget profile
Capital Financing	11,372,100	6,944,029	6,385,309	(558,720)	Lower capital financing charges
Management Overheads	15,157,020	393,557	309,431	(84,126)	
Total Expenditure	83,970,640	38,052,152	38,630,344	578,192	
Fees, Charges and Rents	(24,783,040)	(16,029,939)	(16,472,221)	(442,282)	Increase Land Charges, licensing and planning income offset by reductions in parking income and property rents
Recharges to Services	(16,777,100)	(1,207,027)	(1,225,870)	(18,843)	
Govt allowance and subsidy	(19,093,160)	(10,928,432)	(11,983,406)	(1,054,974)	Benefit subsidy higher than budget profile & overpayments raised
Total Income	(60,653,300)	(28,165,398)	(29,681,497)	(1,516,099)	
Savings to be allocated	(295,810)	0	0	0	
Net Revenue Cost	23,021,530	9,886,754	8,948,847	(937,907)	
Transfers to / (from) Reserves	(703,630)	(276,570)	(310,949)	(34,379)	
Net Cost	22,317,900	9,610,184	8,637,898	(972,286)	



<b>CAPITAL EXPENDITURE</b>							
Scrutiny Panel/Section/Description	CAPITAL BUDGET 2006/07	EXPEND Apr-Sept 2006/07	COMMIT'D EXPEND	UNCOMMIT'D EXPEND	Lead Officer	Notes on variance	Committee Reports
<b><u>SOCIAL ISSUES</u></b>							
<i>Housing Revenue Account</i>							
Major repairs	3,278	1302	0	1,976	Clive Broomfield	Work progressing as planned	
Sewage Treatment Works	417	157	0	260	Patrick Aust	Work progressing as planned	CAB1226
<i>Housing General Fund</i>							
Renovation Grants - Mandatory	450	106	0	344	Andrew Naim	Expenditure in line with expected spend	
Renovation Grants - Discretionary	170	54	0	116	Andrew Naim	Expenditure in line with expected spend	
Affordable Housing (SHG)	375	0	0	375	Andrew Palmer	Programme dependent on Right to Buy Receipts	
Affordable Housing/Regeneration	500	0	0	500	Andrew Palmer	Programme dependent on other HRA receipts	
<i>Community Development</i>							
Open Space & Recreation Facilities	190	44	0	146	Stuart DD		
Outdoor Sports Center - Bar End	1,000	0	0	1,000	Amanda Ford		
Capital grants	131	5	133	-7	Bernice Heller	£7K to be funded from Winchester Town Account	CAB1201
Guildhall Improvements	18	11	7	0	Eloise Appleby	Expenditure this year on improvements to ground floor disabled toilet in line with DDA	
Guildhall Community Facilities	75	0	0	75	Lorraine Mansfield		
Swanmore Community Scheme	313	0	0	313	Lorraine Mansfield	Scheme completed in 05/06. £303K brought forward not required & £10K transferred to revenue budget.	
<i>Total - Social Issues</i>	6,917	1,679	140	5,098			
<b><u>ENVIRONMENT</u></b>							
<i>Environmental Health</i>							
Replacement Bins	960	110	590	260	David Boardman	Further commitments and expenditure profiled for later in the year	
<i>Conservation</i>							
Environmental Improvements in Rural Areas	15	0	0	15	Vivienne Fifield		
Denmead Environmental Improvements	62	0	0	62	Vivienne Fifield		
Waterways improvements	59	55	4	0	Andy Hickman		
<i>Total - Environment</i>	1,096	165	594	337			
<b><u>LOCAL ECONOMY</u></b>							
<i>Transportation</i>							
Car Parks	225	24	0	201	Basil Davies		
Footway Lighting	10	2	8	0	Andy Hickman		
<i>Cultural Services</i>							
Market Lane Window Display	15	14	0	1	Eloise Appleby	Project completed	CAB1073
Hyde Abbey Garden		10	0	-10	Eloise Appleby	Funding from Friends of Hyde Abbey	
Groundworks in Jewry Street	180	0	180	0	Andy Hickman		
Winchester Discovery Centre	330	330	0	0	Eloise Appleby	Forms part of total £1M contribution to scheme as per legal agreement with Hampshire County Council. This is stage two of three payments.	
<i>Total - Local Economy</i>	760	380	188	192			
<b><u>RESOURCES</u></b>							
<i>Finance</i>							
ICT Equipment	130	84	0	46	Sheila Davidge	Work progressing as planned	
ICT E-govt	905	111	63	731	Sheila Davidge	Several projects in progress - see paragraph 9.3 in covering report	
Printing Software	25	0	0	25			
<i>City Secretary</i>							
Land Charges Computerisation	15	12	3	0			
Magdalen Hill Cemetery Improvements	30	0	0	30	Stephen Whetnall	Updated design proposals being sought prior to seeking quotations	
<i>Estates</i>							
Purchase of property	4,300	0	863	3,437	Tony Langridge	Contingency	
West Wing	300	0		300	Tony Langridge		
Abbey House	150	77	73	0	Clive Broomfield	Work commenced on site	
Abbey Mill	25	7	0	18	Clive Broomfield	Work completed April 2006	
Avalon House	150	0	0	150	Tony Langridge		CAB1318
City Museum	137	103	34	0	Clive Broomfield	Work practically completed	
City Offices	45	8	12	25	Christine Wall		
New Offices - fees	150	0	50	100	Tony Langridge		
Casson Block Repairs	108	103	5	0	Tony Langridge	Supplementary estimate approved by Full Council 01/11/06	CAB1192
Guildhall Capital Repairs	56	14	0	42	Tony Langridge		
RPLC Capital Repairs	1,475	1315	160	0	Clive Broomfield	Work progressing as planned	CAB1307
<i>Total - Resources</i>	8,001	1,834	1,263	4,904			
<b>TOTAL BUDGET</b>	<b>16,774</b>	<b>4,058</b>	<b>2,185</b>	<b>10,531</b>			

## Forward Looking Annual Efficiency Statement (AES) for 2006/07 - Original

<u>Expected Efficiency Gains 2006/07</u>			
<u>Service &amp; Detail</u>	<u>2006/07 Annual efficiency gains</u>	<u>Cashable</u>	<u>Non-cashable</u>
<u>Culture &amp; Sport</u>			
Cultural Centre	0	0	0
Organisational development	0	0	0
<u>Environmental Services</u>			
STWs to Southern Water	15,000	15,000	0
Jewry Street Convenience	10,000	10,000	0
Organisational development	0	0	0
Emptying bottle banks	12,000	12,000	0
Trade waste collection - offices	15,000	15,000	0
<u>Local Transport</u>			
<u>LA Social Housing</u>			
SH Grants	54,000	0	54,000
<u>Supporting People</u>			
<u>Cross Cutting</u>			
<u>Corporate Services</u>			
Customer Service Centre	40,000	0	40,000
CSC efficiency savings	20,000	0	20,000
Insurance	40,000	25,000	15,000
Performance management	15,000	0	15,000
Members allowances	12,000	12,000	0
Lease car scheme	25,000	25,000	0
Communications - printing/publicity	40,000	40,000	0
Business process mapping	15,000	0	15,000
<u>Procurement</u>			
Procurement	30,000	30,000	0
Stationery	15,000	15,000	0
<u>Productive Time</u>			
Land charges computerisation	5,000	0	5,000
Payroll/Personnel link	2,000	0	2,000
Electronic access to planning services:	5,000	0	5,000
Content management	5,000	0	5,000
<u>Transactions</u>			
Paper reductions	5,000	5,000	0
Depot rent	19,000	19,000	0
e-government	20,000	0	20,000
DMS	5,000	0	5,000
<u>Miscellaneous Efficiencies</u>			
Generic Partnership working	15,000	0	15,000
Office accommodation	90,000	90,000	0
<u>TOTAL</u>	<u>529,000</u>	<u>313,000</u>	<u>216,000</u>
Target	529,000	265,000	264,000

**Expected Efficiency Gains 2006/07**

Project	Responsible officer	Cashable £	Non cashable £	Comment
<b>City Secretary and Solicitors</b>				
Elections system	Chris Ashcroft			No estimate
Abbey House - use of rooms	Chris Ashcroft			No estimate
Members refreshments	Chris Ashcroft	9,000		Estimate
Public notices	Dave Shaw	315		
Land charges system	Howard Bone		2,500	Estimate
Taxi plates	Howard Bone		1,386	Estimate
Mayor - CX staffing	Stephen Whetnall	3,463		
Cleaning contract - Abbey House	Stephen Whetnall	662		
Reduction in number of meetings	Stephen Whetnall		16,791	
Members allowances	Stephen Whetnall	8,929		
Members room - Guildhall	Stephen Whetnall	1,250		Estimate
Election store at Bishops Waltham	Stephen Whetnall	250		
<b>HR</b>				
HR/Payroll system	Alison Gavin			No estimate
Flexible working	Alison Gavin			No estimate
Busy Bees	Alison Gavin	1,162		Projection from 05/06 - needs to be updated
Procurement - agency staff	Alison Gavin			No estimate
<b>Finance</b>				
Taxes - Special arrangement process	Gill Cranswick		4,556	
Paper reductions	Gill Cranswick			
Design & Print Reorganisation	Alexis Garlick	32,083		
CSC - staff advertising	Paul Wood	4,068		Estimate
Electronic version of Customer Counts	Paul Wood		440	Estimate
CSC opening hours	Paul Wood		3,750	Estimate
CSC electronic customer satisfaction calculation	Paul Wood		500	Estimate
CSC - 101 creation / identification of customers	Paul Wood		1,800	Estimate
CSC - relocation of Planning reception	Paul Wood			Estimate
Office Support Reorganisation	Paul Wood	19,400		
Insurance	Alexis Garlick			No estimate
Content management (lead)	Sheila Davidge		26,215	Projection from 05/06 - needs to be updated
Data lines	Sheila Davidge			No estimate
Mobile phones	Sheila Davidge			No estimate
Transfer of archive data off site	Sheila Davidge		17,625	
<b>Development</b>				
Tourism Times	Eloise Appleby	3,772		
Guildhall Gallery	Eloise Appleby	30,053		
Relocation of Hyde Historic Resources Centre	Eloise Appleby			No estimate
Cleaning contract	Eloise Appleby	10,975		
Catering contract	Eloise Appleby	4,100		
Conference Winchester - Guildhall	Eloise Appleby	9,224		
TIC	Eloise Appleby		7,074	
Waterproof site notices	Fiona Tebbutt			
Separate PO Box number	Fiona Tebbutt			No working papers
Rationalising / streamlining stationery	Fiona Tebbutt			No estimate
Shared use of specialist resources	Fiona Tebbutt			No estimate
Shared training for Councillors & staff	Fiona Tebbutt			No estimate
Public notices	Fiona Tebbutt	2,190		No working papers
Sewage treatment works to SW	Patrick Aust			
Mobile phones	Simon Howson			
Office accommodation - Athelstan	Tony Langridge	53,337		
Depot rent	Tony Langridge	17,000		
Engineering re-organisation	Steve Tilbury	66,643		
<b>CX</b>				
Procurement - stationery (ACE)	Jacky Adams			No estimate
Partnership - Procurement Officer	Jacky Adams			No estimate
Performance Management System	Jacky Adams			No estimate
Printer review	Jacky Adams			No estimate
Mayor - CX staffing	Jacky Adams	3,463		
Publications	Jen Anderson			No estimate
Photo library	Jen Anderson			No estimate
Production of local plan	Steve Opacic			No estimate
<b>Communities</b>				
Procurement of Tunstall equipment	Andrew Palmer	1,000		Estimate
Land registry checks	Andrew Palmer		2,600	Estimate
HMO inspections - dual visiting	Andrew Palmer		2,000	Estimate
Role of Housing Needs Support Officer	Andrew Palmer		1,500	Estimate
Renegotiation of homecheck contract	Andrew Palmer	1,500		Estimate
CBL software maintenance	Andrew Palmer	3,000		Estimate
Housing Market Assessment	Andrew Palmer	2,500		Estimate
DFG approvals	Andrew Palmer		725	Estimate
Car lease scheme	Bob Merrett	9,000		Projection from 05/06 - needs to be updated
Neighbourhood policing	Lorraine Mansfield			No estimate
Mobile phones	Richard Botham			
Management of void properties	Richard Botham		9,300	
Emptying bottlebanks	Robert Heathcock	12,000		Projection from 05/06 - needs to be updated
Trade waste collection - offices	Robert Heathcock	15,000		Projection from 05/06 - needs to be updated
Bin procurement	Robert Heathcock			No estimate
Smoke Free Agenda	Robert Heathcock	3,000		Estimate

Food Safety	Robert Heathcock		No estimate
Total		226,339	98,762